

**SOCIAL MANAGEMENT IDEAOLOGY OF MO-TSE'S AND ITS
ENLIGHTENMENT TO THE INNOVATION OF
CONTEMPORARY GRASS-ROOT SOCIAL GOVERNANCE: A
PRACTICAL CASE OF INNOVATION IN CHONGQING CITY
OF CHINA**



**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Management)
International College,
National Institute of Development Administration
2018**

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ABSTRACT

Title of Dissertation	SOCIAL MANAGEMENT IDEAOLOGY OF MO-TSE'S AND ITS ENLIGHTENMENT TO THE INNOVATION OF CONTEMPORARY GRASS-ROOT SOCIAL GOVERNANCE: A PRACTICAL CASE OF INNOVATION IN CHONGQING CITY OF CHINA
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The research paradigm of “problems-intellectual resources-countermeasures” is adopted for this paper, in which Mohist intellectual resources are sorted and pertinent thoughts are picked to build fundamental theories for innovation of grass-roots social governance from a series of pointcuts. Interdisciplinary and literature research, questionnaire, field and empirical study are adopted for realistic analysis, to get a picture and identify the problems of current grass-roots governance; empirical study is conducted through comparative analysis and case study, to uncover the causes of these problems. Finally, findings and conclusions on innovation of concept, entity, methodology and public service of grass-roots governance are drawn via a series of research methods.

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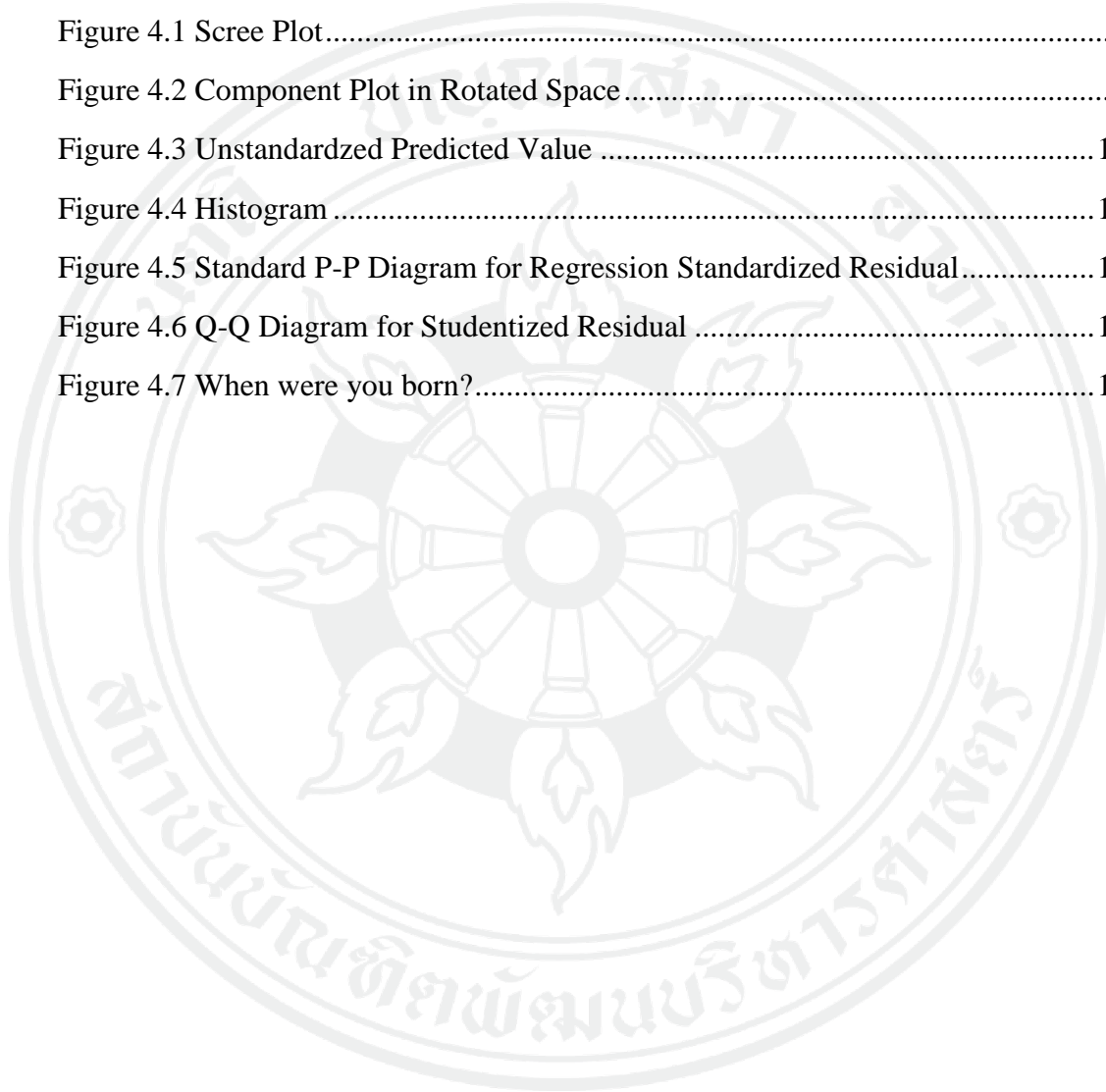
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CHAPTER 1

INTRODUCTION

1.1 Section 1 Problem Statement

The current situation of social governance at the grass-roots level in China is developing along with the rapid economic and social development, during which the following problems have arisen: **firstly, the concept of grass-roots social governance needs to be changed.** Under the ideological guidance of “taking economic development as the central task” since the Reform and Opening-up, China has made tremendous achievements in its economy but also neglected other aspects of development. For instance, the idea of “give priority to efficiency with due consideration to fairness” is not favorable for the harmonious and orderly development of the society. Fairness and justice are a must to build a harmonious and orderly society, and the first step is to change the concept of governance, cultivate the modern service idea and establish a system to protect the fairness and justice. **Secondly, the principal roles of grass-roots social governance need to be reshaped.** Based on the multiple-role governance by the governments, market entities, social organizations and individuals, the focus should be shifted from governments to such leading social forces as market entities, social organizations, organizations and institutes in the community and individual citizens. **Thirdly, the method of grass-roots social governance needs to be improved.** The reinforced social mobility, weakened governance system, increased democratic claims for benefit distribution, fairness and justice and well-developed networking communication channels have necessitated a deep reform on the existing method of grass-roots social governance. **Fourthly, the public services of grass-roots social governance need to be refined.** ^[3] The development of both economy and society and division of labor have led to the refined distribution of social benefits, thus bringing about the demands for diversity and quality. Since the related governance systems have not been rationalized, the building of talent teams for grass-roots social governance has lagged behind the pace of economic and social

development. However, the bloating organizations and staffs for social governance result in the initialization and non-differentiation of public services.

China underwent roughly 70 years of socioeconomic development after its founding, with both touching and inspiring breakthroughs and lessons that deserve introspection. The government grew and expanded in socioeconomic development and meanwhile the society became stronger under the government's administration. The whole period can be divided into two stages, with the Third Plenary Session of the 11th Central Committee of the Chinese Communist Party (CCP) launching the reform and opening up policy as the watershed. During the first stage of 30 years, due to CCP's inexperience in development of socialist economy and community in the wake of triumph in new-democratic revolution, while great socioeconomic achievements were made under its leadership, the people's material life and spiritual, cultural life were improved just to limited extent and the social productive force was not well developed. The planned economy featured by grand uniformity led to low economic efficiency and productivity and shortage of agricultural products and other materials, because it drained the laborers of their enthusiasm. Great Leap Forward immoderately consumed and wasted the resources, giving rise to the Great Famine and guiding socioeconomic development into a dim and unpromising cul-de-sac. Failure of economy to reach a certain stage and level accumulated social contradictions. CCP organized a series of social reforms, including agrarian reform, promotion of simplified Chinese characters and elimination of illiteracy, popularization of compulsory education, and establishment of healthcare and welfare policies including rural cooperative medical system and free medical service for urban employees, so as to improve the national cultural quality and establish the Chinese spirit, Chinese's sense of ownership. Bandits, reactionary cliques haunting unworthily on the edge of society were cracked down hard and feudal superstitious sects and secret societies cleaned up, in order to further consolidate the power, stabilize the public order and effectively manage the society. Curbing a series of serious social problems like speculation, profiteering, corruption and theft inside the party and in society after the Great Leap Forward, however, triggered unprecedented ten-year havoc, imposing catastrophic impact and harm to the ruling party, social organisms and leaving dismay and haunting memory to organizations and individuals.

Economy and society saw miraculous change and growth in the second stage of roughly 40 years starting from the reform and opening up. When the People's Republic was freshly founded, the domestic industry was negligible or as a blank paper, but in early 1970s, China's industry developed rapidly and surpassed agriculture in output value, strengthening the overall strength of national economy and laying a solid foundation for the socioeconomic development in the coming 40 years. Given this solid economic base and serious, comprehensive correction of "cultural revolution" and left-leaning errors, the Chinese Marxism-based ideological, political and organizational lines were resumed and new guidelines for development of national economy issued, releasing institutional vigor and setting up socialist market economic system. The success of economic system reform and application of efficiency first principle significantly unleashed the social productive forces. Defeating Japan in GDP (in USD converted from RMB) in 2010, China rose to become the 2nd largest economy in the world. In this process, the Chinese urban-rural structure, employment structure and social class structure underwent profound and marked transformation, like diversification trend of resource allocation, which raised ideological conflicts and conceptual contradictions amidst the public. While both urban and rural regions moved forward under the reform and opening up, the resources were gathered in cities due to their historical separation from villages, and their inconsonant growth widened their difference and deepened the contradiction in socioeconomic development. With the advancement of reform and opening up, social class structure swapped, developed, solidified and other contradictions emerged as the employment structure experienced countless fission, fusion and renaissance, market was operated by diverse entities, resource allocation varied from business to business in different times, causing income gap and contradiction among employees from all trades. So while some deep and underlying issues, like industrialization, service industry development, improvement of people's basic necessities of life, were resolved via economic growth, a variety of social conflicts, and issues arose, e.g., laborers' low share (at least for the time being) and sense of participation in allotment of socioeconomic gains contended by multiple factors, and unemployment of some employees accompanied with short-run impairment rights and interests attributed to cost reduction, burden alleviation and other measures taken by state-owned enterprises and public institutions to cope with the

impact of marketization. The general social management function undertaken by these agencies under planned economy system gradually weakened and was even shifted to government or social circles, whose reform and development nevertheless lagged behind those in business sectors, characterized by low management efficiency and poor performance.

A new trend of social governance has appeared in the past two decades, especially in the last ten years. Under the leadership of CCP, on the one hand, progress was made with each passing day and record high was constantly reached in socioeconomic development. Under the administration of the 4th Chinese leaders, the people's living standard was greatly improved, and China made irreplaceable contribution to the world economic recovery as a global engine, thanks to its mean annual economic growth of 10% and effective containment of spread of global financial, economic crisis, which won worldwide acclaim. On the other, a series of new social problems, mainly in education, employment, housing, social security, medical, income distribution, safe production and public security, arose from rapid socioeconomic development. (Liu Qinghua & Jiang Lizhu, 2010) When the breadth and difficulty of the social governance tasks are being intensified layer by layer, the contradictions in the social governance thus become sharper and more salient. As the social development advances beyond man's imagination and anticipation, even existing social governance system has fallen behind the pace of social development, it's impossible for the stereotypical ideas, ways, links and goals under planned economic system preserved in some regions, systems and units due to incomplete institutional reform to serve the present political, economic and social development. Taking a broad and long-term view, the CPC Central Committee and the State Council lay emphasis on the importance and necessity of innovative governance over the society and the grass-roots society in particular and require early planning for the innovation work. From the micro perspective, the innovative governance of grass-roots society is to address various social contradictions and meet the need of building a harmonious and orderly society; from the macro perspective, it constitutes a part of China's current reform on its political system. In retrospect, the outbreak of social contradictions often occurred mostly in the midway of social transformation. In order to maintain a social environment and order favorable for economic growth and causes, the social governance must be strengthened and

innovated. After the state was founded, both the party and government attached importance to social governance, but the governance concepts, requirements and goals differed distinctly with the present ones because Soviet pattern was adopted in China's economic system back then. Under the planned economic system, China was dragged down by the old social governance system featured by the following malpractices: in ideology, economic development was preferred over social governance; in governance entities, government direction over diverse participants; in governance approach, administrative means over law and moral; and in governance procedure, post-event disposition was preferred over source treatment. When the erroneous social governance is not fundamentally altered but carried on, the economic growth will be hampered, social harmony ruined and the party's ruling base shaken, for such old governance system is incompatible with the socialist economy with Chinese characteristics, and existing socialist market economy calls for a matching grass-roots social governance model. (Ding Jianghai, 2013)

1.2 Section 2 Purpose of Research

In this paper, Mohist intellectual resources on social governance are carefully sorted, and empirical research via literature data, questionnaire and field study etc. adopted, to explore the status quo, problems and causes as well as build the path, countermeasures and mode for innovation of grass-roots governance in modern China.

1.2.1 Building a research paradigm

Paradigm of “problems-intellectual resources-countermeasures” is adopted for this research:

In the first place, study and judge of Mohist thoughts on social management. Works of Mozi and studies at home and abroad are sorted in details, pertinent thoughts are picked and shortcomings identified, to provide new angle, train of thought and channel for innovation of current grass-roots social governance.

Secondly, identifying the problems and causes for modern grass-roots social governance. The new phenomena and problems of modern grass-roots social governance are studied through literature and field study as well as personal

observation, and fully understood, interpreted from time vertically and from social environment horizontally. Their settlement's theoretical and practical significance to the grass-roots governance service are studied and their settlement priority scrutinized, to lay foundation for the subsequent cause exploration and countermeasures design.

Thirdly, SPSS data analysis is conducted to explore the causes for new phenomena and problems of modern grass-roots social governance. Compared to field study and other approaches, questionnaire method can save more time and energy and the results can be more easily quantized, and the data collected can be readily used for statistical analysis and prediction. Moreover, electronic questionnaire like SO JUMP or questionnaire APP is now available to greatly expand the size and scope of questionnaire; Taking part in the experience personally like field study or not, the researcher can keep abreast of the respondents' attitude, action and trend through the questionnaire results.

Fourthly, field study is carried out to assist and correct the survey and research results. Questionnaire method is hard in design and not effective in future-oriented field of investigation. And limited to the actual survey controller and respondents, on the one hand it's hard to guarantee the rate of return, reliability, validity and quality, on the other it's not possible to gain a profound view and understanding of related problems through long observation and in-depth experience, participation like the field study. Therefore, the analysis and conclusions will be closest to the fact and rule if field study of certain length is adopted to assist and correct the results of questionnaire.

Fifthly, measures for innovation of contemporary grass-roots social governance are offered by reference to Mohist thoughts and experience on social governance. Empirical study is carried out for problem analysis and judgment, to provide measures and suggestions for innovation of grass-roots social governance in contemporary China, by reference to Mohist thoughts and intellectual resources sorted and rediscovered.

1.2.2 Building a research pointcut

By reference to traditional intellectual resources like Mohism, questionnaire, field study and other empirical and evidence methods are carried out to provide consultation and suggestions for development of innovative grass-roots social governance in

contemporary China from the pointcut of contemporary innovative grass-roots social governance.

1.2.3 Occupying the research pointcuts

1) Researches of Mohist thoughts on social governance is not satisfactory;

2) Mohist thoughts sorted and rediscovered can serve as the guideline for contemporary innovative social governance and assist the innovation of concepts of present grass-roots social governance;

3) The theories of selecting and developing the capable in Mohist thoughts of social management can serve as the guideline of innovative talent development for present grass-roots social governance;

4) Mohist thoughts and intellectual resources can serve as the methodology of innovative contemporary social governance;

5) The ideal society depiction in Mohism indicates the possibility of perfecting the social governance services, offers a reference for refinement of the public service of grass-roots social governance and objective of innovative social governance;

6) With changing socioeconomic development at home and abroad, and complicated urban-rural, cultural differences between south, north, east, west and northeast of China with large economic scale and various level of productivity, it's urgent to meet the diverse demands for innovation of grass-roots social governance, under the guidance of national cultural and intellectual resources

CHAPTER 2

LITERATURE REVIEW

Mohism is sorted in details, the historical line of “management” to “governance” in China is given, and concepts, objective and task of innovative grass-roots social governance are defined, to identify the problems of grass-roots social governance innovation in China.

2.1 Section 1 Basic Theories for Innovative Grass-roots Social Governance

2.1.1 Historical Line of “Management” to “Governance” in China

In 2002, it was stressed in the reports of the 16th National Congress of CCP that “we shall implement the measures for comprehensively regulating public security by combining punishment and prevention (prioritized), to improve social management and keep good social order”, and “we shall polish the government functions of economic adjustment, market supervision, social management and public service, and reduce, standardize administrative approval”. This is the first time CCP proposed the definition and concept of “social management”, and indicated that its significance lied in that it, as one of four government functions, provided path of realization and crucial guarantee for a good and stable public order. (Wang Gang, 2002)

In 2003, the Third Plenary Session of the 16th Central Committee of CCP pointed out that “we shall enhance the society’s credit awareness, and establish a property right-based social credit system propped by moral and secured by law”, “we shall expedite the establishment of a standardized, coordinated, just and efficient system of administrative control by deepening the reform of existing administrative system and properly dividing the rights and obligations in management of economic and social affairs between the central and local governments”, and emphasized that “at this crucial stage of development, all members of CCP and cadres, officials at all levels shall, guided by the requirements and deployment of the central government, lead the public

to practically pursue development, the top priority of the party in governing and rejuvenating the country, improve the people's living and working conditions, deepen the reform, intensify and upgrade the party building, the cultivation of good working style and honest government in particular and maintain social stability, order and solidarity". And for the sake of CCP governing and rejuvenating the country, amelioration of socialist market economy and perfection of constitutional rule, the government's social management function shall be improved to constitute strong institutional support for building a moderately well-off society in an all-round way. (Xiangcai Meng, 2003)

In 2004, it was stressed in the communiqué of the Fourth Plenary Session of the 16th Central Committee of CCP that "we shall most extensively and intensively mobilize all positive factors to improve the ability of building a harmonious socialist society and release the society's creative vigor, and coordinate the interest of all parties concerned, improve the mass work under new circumstances to drive innovation in social management system and maintain social stability". This document emphasizes the importance of social management and innovation in social management system from the perspective of developing CCP's administrative capacity and building a harmonious socialist society and lays out important deployments on improving social management under the new circumstances. "Release the society's creative vigor, and coordinate the interest of all parties concerned" thereof indicates that the society shall be jointly managed by the government, society and citizens, and shows that CCP has deepened its understanding on social management. (Hu Jintao, 2004)

In 2005, it was stressed in the communiqué of the Fifth Plenary Session of the 16th Central Committee of CCP that "we shall implement the system of responsibility in safe production, intensify the supervision on hygiene of food, drug and catering industry, reinforce the comprehensive management of public security and stringently crackdown all criminal activities, to ensure the safety of people's life and property, maintain national security and social stability and ensure the mass can live and work in peace and contentment". This plenary session pointed out that China faced new situations of socioeconomic development at home and abroad, and the administrative system must be reformed to build a service society. Moreover, contradictions among people under the new circumstances must be truly understood, the items concerned to

the public's core interest conscientiously addressed and sound social security system established, to fulfill the social management goal of "maintain national security and social stability and ensure the mass can live and work in peace and contentment". (Hu Jintao, 2005)

In 2006, the communiqué of the Sixth Plenary Session of the 16th Central Committee of CCP made detailed deployments on how to improve social management under new circumstances, like "Strengthening social management and maintaining social stability is a prerequisite for building a harmonious socialist society. We shall bring forth new management system, integrate the management resources, enhance the management level and polish the management pattern featured by party leadership, government accountability, social cooperation and public participation. Management shall be enforced via services, and services shall be embodied in management". It shows that CCP's understanding and practice have ascended vertically to medium and even micro levels from the macro one. (Hu Jintao, 2006)

In 2007, the reports of the 17th National Congress of CCP shows that CCP's deepened social management became more mature, with goal of "perfect management system, stable social order and peaceful life, content work". In building the social management system, the decision-making shall be scientific and democratic, the decision information and intellectual support system be polished, the transparency of policy making, and public participation increased, and the public's opinions shall be sought when preparing a law, regulation and public policy that's closely relevant to their interest. Civic awareness education shall be carried out, to raise the awareness of socialist democracy, rule of law, freedom, equality, fairness and justice. Social organizations like labor union, communist youth league and women's federation shall work, participate in social management and render public service following the laws and respective rules, to safeguard the public's lawful rights and interests. In administrative management, the system reform shall be expedited, and a service government built. Administrative system reform is an important link in in-depth reform. Overall plan for administrative reform shall be quickly formulated, functions be transformed, relations adjusted, structured optimized and efficiency improved so as to form a system of administrative control featured by consistency between power and responsibility, rational division of work, scientific decision-making, smooth execution

and vigorous supervision. It's also required to polish the government responsibility system, improve public service system, promote e-government and intensify social management, public services. What were put forward in this conference also include the concepts of perfection of grass-roots social management system and a social management pattern featured by party leadership, government accountability, social cooperation and public participation. On the one hand, it is specified that the party committee, government, society and public shall assume social management, with explicit status and responsibilities. On the other, It's realized that the social administration roots in the primary level, laying solid foundation for grass-roots social governance. (Hu Jintao, 2007)

On the Third Plenary Session of the 17th Central Committee of CCP the party shifted the attention from the cities to the rural area, for in reality "the villages are undergoing deep change of social interest pattern, some grass-roots organizations are weak and lax, making the development of local democratic and legal system and grass-roots organizations an arduous task". Therefore, social management should not limit to the cities, and social harmony cannot do without the stability in rural area. The social management in villages must be improved, so that fairness and justice can be established, and the people can live and work in peace and contentment in rural area and the whole society, laying a solid foundation for long-term peace and order in the country. On the one hand, reform of administrative departments must be deepened, so as to strengthen the town governments' capabilities in social management and public service; on the other, the communication with, service to and assistance from farmers shall be coordinated, and rural communities developed, to realize social stability in rural area. (Hu Jintao, 2008)

In 2009, on the Fourth Plenary Session of the 17th Central Committee of CCP the party stressed it's important and urgent to enhance CCP's ability in social management, the powerful engine for party construction and maintenance of party's progressiveness: "we shall enhance the leadership of officials and carders, promote the strategy of strategic thought of development is critically important, and stability is our overriding task, focus on enhancing the capability to plan, coordinate, optimize and boost development and ability in mass work, public service, social management and maintenance of stability, and strengthening the competence in handling affairs by law,

emergency management, guidance of public opinion, application of new media and coordination of religious affairs etc., make practical progress in the critical tasks of development and stability maintenance”. (Hu Jintao, 2009)

In 2010, the Fifth Plenary Session of the 17th Central Committee of CCP proposed the social management be intensified and innovate from the perspectives of improving the legal and policy governance and establishing a sound public service system, to form “a social management pattern featured by party leadership, government accountability, social cooperation and public participation”; that we shall mobilize all forces to solve the conflicts and protect people’s rights via efficient coordination between people, administrative and judicial mediation, on a comprehensive platform under the leadership of CCP and government; provide a barrier-free channel for and standardize the mass’s appeal and expression, interest coordination and protection, establish social stability evaluation system for key engineering projects and major policies, properly handle contradictions among the people, so as to settle the instability factors in grass-roots level and in the bud; increase input in public security, improve production safety and build a sound emergency prevention and response system against disasters and safety accidents in health, food and society; improve the service and management of floating population, the help, teaching, management of service of special population and more vigorously correct the weak link in social management; improve the social security control and prevention system, speed up the development of community police, mass prevention and mass treatment in urban and rural grass roots as well as political and legal groups, enforce the law in a strict, fair and clean manner, improve the capability to ensure public and social security and intensify the comprehensive treatment of regional social security; tightly prevent and crackdown by law various of illegal activities and crimes, to concretely protect the security of people’s life and property. (Hu Jintao, 2011)

In 2011, the Sixth Plenary Session of the 17th Central Committee of CCP elaborated the importance of social management from the perspective of cultural system reform. CCP analyzed the current situation and task, directed to be mindful of potential danger and risk, properly judge the situation at home and abroad so as to ensure stability of reform, development and maintain a rapid economic development; meanwhile more vigorously protect and improve the people’s livelihood, intensify social management

and make innovation to the same, safeguard social harmony and stability, boost the party construction in all-round way, resolutely settle the conflicts and problems arising from socioeconomic development so as to prevent all potential risks and realize the anticipated goal of socioeconomic development. (Gu Hailiang, 2012)

On the 18th National Congress of CCP in 2012, the party gained a deeper insight to the nature and practice of social management, and put forward the concept of social construction, with an objective of "marked improvement in basic public service and equality; rapid development of education, universal free compulsory education for urban and rural areas; establishment of sound social security system, universal endowment insurance system, initial formation of new social aide system; substantive realization of universal health care, initial establishment of urban and rural basic medicare and health service system; faster construction of indemnificatory housing; modified and creative social management, social harmony and stability". The social construction was pivoted on improvement of people's livelihood and innovation of social management, whose layout design was upgraded to system development. The social management system was developed under "party leadership, government accountability, social cooperation, public participation and legal guarantee (new)", with each entity performing its own function. (Hu Jintao, 2012b)

On the Third Plenary Session of the 18th Central Committee of CCP in 2013, the concept of "social management" made a big stride forward: the party, based on the old formation of "party leadership, government accountability, social cooperation and public participation", the party wrote the concept of "social governance" into its official document for the first time since its establishment. Still, CCP put forward the overall objective of deepening the reform in all-round way, including improving and developing socialist system with Chinese characteristics, and promoting modernization of national governance system and capacity. Identifying social governance system and capacity as one part of modernizing the state governance system and capacity, symbolizes a new change of CCP's state governance concepts and thoughts. (Hu Jintao, 2012a)

2.1.2 Concept definitions for grass-roots social governance

It was pointed out at the Third Plenary Session of the 18th Central Committee of the CCP that “we shall closely around better reform the income distribution system, promote common richness, boost innovation of social field system, ensure equitable access to basic public services, speed up the formation of scientific, effective social governance system and bring vitality, harmony and order to the society, so as to safeguard, improve the people’s livelihood, promote social fairness, justice and deepen the reform of social system”, “we shall boost the reform and innovation of social undertakings, and of social governance system”, “we shall carry out innovation of social governance, with a view to safeguard the fundamental interest of the overwhelming majority of people, maximize factors conducive to harmony, enhance the vitality of social development, the level of social governance, safeguard national safety, ensure the people live and work in peace and contentment, the society is in order and stability, and shall make the social governance more efficient, stimulate the vitality of social organizations, make innovation to system of prevention and resolution of social conflicts and build a sound public security system”. China has achieved a rapid socioeconomic development that amazes the world in the past three decades since the launch of reform and opening up. The traditional focus on economic development and inclination to GDP, however, turn incompatible with the social development, and the economically richer people become more sensitive to fairness and justice, have growing political demands, which call for new thoughts for state governance and deep reform to grass-roots social governance. Hence scientific response that keeps abreast of the times was offered in the Communiqué of the Third Plenary Session of the 18th Central Committee of the CCP. Social governance props up the state governance socially, and the capacity in social governance constitutes an integral part of state governance competence. Therefore, the innovation and modification of social governance, grass-roots social governance in particular, shall be integrated to the great cause of China’s reform and development. Study of innovation of social governance, grass-roots social governance in particular, as an antecedent of scientific practice, will surely benefit such a great cause.

1) Features of social governance

(1) Complicated social situation gives rise to social governance. With socioeconomic development in human society, people come to realize that the

government is not all-powerful, and its management is limited. The market-based society is no exception and will experience failure under special situation or when problem is improperly handled. All these situations make the human society complicated, calling for self-organizing governance under the collaboration between government and market/society, to give full play to the respective strength of government and society. This scenario of social governance also exists in current China's socioeconomic development. In the first place, the traditional social management space shifts. Routinely, the social management primarily functions in the business space, and community is just the appendage and supplement to institution system. Nevertheless, at present, these two spaces swap, and with achievements in urban modernization, the community is playing a more and more important role in social management. Interpersonal relation and interest disposal differ greatly between the complicated and dynamic community and institutions, administrative organs, and need new special design. Secondly, the administrative system is more and more incompatible with the socioeconomic development. The unreformed administrative management of government is failing to serve the progressive social division and diversification of social demands: a. in public service, the standard and special products provided by the government fail to meet the non-standard and diverse social demands, reducing large number of demands to the "overflow" of system and polity; b. the government, under a bureaucratic and pyramid management system, can hardly solve the social problems with efficiency that keeps up with the pace of social change, and to an effect of eliminating the social contradictions; c. "blind area" of government function – the more and more comprehensive social problems can significantly test how scientific and democratic the government function is. Thirdly, social governance is critical to overall reform, development and stability. Rounds of massive institutional reforms have been carried out but more and more staff in public institutions are receiving remuneration from the fiscal bureau, mainly because the society deficiently develops, the organization for receiving social appeal, expression is low, without effective social integration mechanism. In short, lag development of social governance has become the bottleneck for deepening of reform, development and stability.

(2) The concept of social governance will be bound to feature by multiple entities (at least 2). There is one word "steering" in classical Latin and ancient

Greek, meaning control, manipulation and mainly refers to management of law enforcement that related to public affairs. This earliest concept of governance was possibly born under the complicated social context of interrelated institutions and organizations with mutual stakes. The governance theory thrived in 19th century, when the faulty European governance system was established and run, coordinated by 5 powers but finally collapsed. In this system balanced by multiple entities, the interest was coordinated to achieve the goal of order. (James N. Rosenau, 2001) In China, the forces of various governance entities like government, market entity, social organization, organization and institution in community and individual citizen are uneven, because:

- a. The social public space is shrinking. Under the current social development, the private wealth that is less and less relying on community organizations is enlarging, and the public goods under old unit system is going private, like commercialization of housing and specific electricity meter for each household. Under this circumstance, it is difficult to maintain and expand the public space including forming of public consciousness, capturing of public topics and establishment of public participation mechanism, and the cost for governance significantly increases.
- b. The traditional autonomous organizations are weakened. Village committee and neighborhood committee, the largest autonomous organizations in conventional sense, are having their autonomy degenerating, for while their status is confirmed by law, they are short of recognition, system, capacity and resource.
- c. Various governance relations are misplaced. In the first place, the position of social autonomous entity is unspecific. While the village committee and neighborhood committee are identified as autonomous entity, they are not alone. The social influence of neighborhood committee is swapping with that of client committee and cultural teams. Secondly, the boundary between community services is not clear. It's still not clear whether there is mutual relation among government's public service, paid service at the market and social mutual service and where their respective boundaries are. Thirdly, the party's task hierarchy in social governance is not clear either. The governance at administration, society and organization are at the early stage, but the difference between the party's focus and mechanism is undefined. Therefore, joint governance by multiple balanced entities is subject to further reform and cultivation.

(3) Social governance, aiming for a common objective or order value, is a public service that stresses rule of law, responsibility and efficiency. In China, the government hopes to achieve breakthrough in state governance system and governance capacity modernization, improve and implement the building of a co-built social governance pattern with results shared by all; the society looks forward to establishment of scientific and effective social governance system and actualization of refined social governance; while the individual citizens are driving equality of basic public service so as to realize their own governance needs. Based on these small goals, the overall objective shall be upheld namely “we shall carry out innovation of social governance, with a view to safeguard the fundamental interest of the overwhelming majority of people, maximize factors conducive to harmony, enhance the vitality of social development, the level of social governance, safeguard national safety, ensure the people live and work in peace and contentment, the society is in order and stability”. On the one hand, with the contemporary thinking paradigm of popular sovereignty transforming to the thicker, deeper and more complicated paradigm of citizen rights, citizens’ participation in and demand for social governance both reach a record high. On the other, development of “welfare society” trend of thought and socialism with Chinese characteristics keeping abreast of the times both call for provision of equal public services like social governance. As globalization, marketization and development fail to address these demands and problems, the social governance entities with balanced force shall effectively and lawfully provide the service of social governance responsibly, to achieve social order and enable the people to live and work in peace and contentment.

2) Concepts of social governance, grass-roots social governance and innovation of grass-roots social governance

In definition of governance, (Foucault M, 1982) **Michel Foucault** proposes: “governance is to build the scope for others’ possible action”. (James N. Rosenau, 2001) **James Rosenau** points out that governance should include: (1) Authority; (2) Specific tasks; (3) System and planning rules; (4) Authoritative decision, action and coercive capacity (to limit the scope for action). He also indicates that governance is a set of management mechanism within a series of action domain, which might not be authorized by the action doer but can fully function to achieve an ordered

socioeconomic status. Such management mechanism set differs from the rule by the government's coercive power and is not normative document officially issued, but "a law of living" in socioeconomic life, to be readily obeyed by others and organizational agents guided by a common objective. "Governance is a system of rules that can come into force only when accepted by most people (or at least accepted by the most influential under its impact)", but the government policy can still be implemented even there is widespread oppression". Governance can directly confront failure of rule, to bring honorable order value to the whole economy and society. "So, it's possible to go without the government's administration, i.e. we can assume such a regulation mechanism: they can effectively function in the activity field, without the power officially granted". This agrees with the modern concepts of political theory: people worry about the all-power but totalitarian government much more than anarchy. Because without governing system, an anarchic society may likely to be in order and not necessarily worse than the government; And an all-powerful totalitarian government is not possible, for its existence might mean a serious damage to the overall civic right. Commission on Global Governance offers a more exclusive, representative and authoritative concept of "governance", which is built with inlay of relevant knowledge system, in a research report entitled *Our Global Partnership* it issued in 1995. The essence of governance is interpreted in this concept from three levels: (1) Total. "It is the total of all means for the public and private institutions to manage their common affairs". (2) Process. "It is a continuous process to mediate the conflicting or different interests and enable them to act jointly". (3) System, rule and arrangement. "It includes the official system and rule people are force to obey, and unofficial institutional arrangement agreed by people or accepted for meeting their interest". (Yu Keping, 2003) This shows that governance is the forced or voluntary cooperation between government and society in coordination of interest. Gerry Stoker's theory is more worth learning, he offers five interpretations to governance, which is considered relatively mature in terms of the present researches. (1) Governance can be jointly carried out by the social institutions and agents, who will pose certain challenge to the government's traditional authority. When their lawful rights are approved by the public and a consensus that "the government is not the only national power center" is reached in some ways, these institutions may be granted by government policy to become power

centers of different levels. (2) Governance means there are ambiguous boundary and responsibility when resolution is sought against the social and economic problems. It indicates that the country is transferring more responsibilities it solely undertook to the civic society, namely the private departments and voluntary civic groups. Thus, the boundary and responsibility between the country and society, the public and private departments are getting more blurred. (3) Governance confirms that the public institutions rely on each other in collective action. The organizations involved must exchange resource and negotiate with each other to achieve the common goal, and what can be exchanged is subject to the participants' resources, game rule and where it is exchanged. (4) Governance means the participants will finally form an autonomous network, which in a specific sphere has the authority to issue orders and cooperates with the government in some fields to share its administrative responsibility. (5) Governance means the capacity to get things done is not limited to the government's power, issuing orders or exertion of authority. There are other management methods and techniques for managing the public affairs, which shall be used by the government to control and guide these affairs. (Yu Keping, 2003)

Definition of social governance. Based on the above theoretical analysis of social governance features and governance concepts, **the social governance can be hereby defined** as the government, market entity, social organization, organization and institution in community and individual citizen and other participating entities strive to, through innovation of concept, system, policy and method, realize: (1) breakthrough in modernization of state governance system and capacity and building a co-constructed governance pattern with the results shared by all (for the government); (2) building a scientific and effective social governance system and refined social governance (for the society); (3) rendering equal basic grass-roots social governance that satisfied the citizens' demand (for individuals). Based on these, the interest shall be mediated in a lawful, responsible and efficient manner, so as to safeguard the fundamental interest of the overwhelming majority of people, maximize factors conducive to harmony, enhance the vitality of social development, the level of social governance, safeguard national safety, ensure the people live and work in peace and contentment, the society is in order and stability. **Definition of grass-roots social governance,** is designed based on the special state conditions with Chinese characteristics. Compared with the USA

with developed community autonomy, China is under a state-steering social governance pattern, and has just seen the top-down management and system control pattern transforming to a multi-agent governance mode. The social level has weak autonomy and narrow development space. The central and local governments each perform its own function, with the latter being the real entity for social governance, the former's agent in locality to implement its policy and task assigned so as to drive the local economic development. For one thing, the local government directly or indirectly engages itself in local economic activities, promote the local socioeconomic growth and reap some benefits, for another, as an important entity, it provides the locality with required basic and high-order public services and practically solves the contradictions and problems arising from socioeconomic development, to achieve economic stability, social order and development. China has a large political system and the local government can be further divided into levels of province (autonomous region, municipality city, special economic zone), city (sub-provincial, prefecture-level), county (district) and town (street office), and the "grass-roots" level mainly refers to the autonomous organization, village committee (rural), neighborhood committee (urban) etc. that provide, supervise and direct the public service of governance for socioeconomic development. **Then grass-roots social governance can be defined as** the grass-roots government, market entity, social organization, organization and institution in community, individual citizen in the above-mentioned grass-roots society within China's administrative system strive to, through innovation of concept, system, policy and method, realize: (1) breakthrough in modernization of grass-roots governance system and capacity and building a co-constructed governance pattern with the results shared by all (for the government); (2) building a scientific and effective social governance system and refined social governance (for the society); (3) rendering equal basic grass-roots social governance that satisfied the citizens' demand (for individuals). Based on these, the interest shall be mediated in a lawful, responsible and efficient manner, so as to safeguard the fundamental interest of the overwhelming majority of people, maximize factors conducive to harmony, enhance the vitality of social development, the level of social governance, safeguard national safety, ensure the people live and work in peace and contentment, the society is in order and stability.

Definition of innovation of grass-roots social governance. Innovation is a word hard to define, with large denotation and small connotation. Based on the above analysis of features and definitions of (grass-roots) social governance, **technically the innovation of grass-roots social governance** shall incorporate innovation of: (1) guiding principles, including service-based equal governance, agent diversification and equal basic service; (2) method and measure; (3) refined public service category and form. Guided by the proper Mohist thoughts sorted and found, the above principles shall serve as the guideline for innovation of path and measures of grass-roots social governance under the current socioeconomic development at home and abroad.

2.1.3 Objective and task for innovation of grass-roots social governance

1) Better social relation coordination by refined governance through innovation of grass-roots social governance

Sound development of social relation should be prioritized in and can in turn facilitate the innovation and improvement of grass-roots social governance. The so-called social relation is the interpersonal interest relation and a stable social relation is the precondition for a good society. Mozi stressed in *Universal Love I* that “there is universal love in the world it will be orderly, and when there is mutual hate in the world it will be disorderly”, which means “universal love” and “mutual benefit”, or benign social relation is the basis for social order while “want of universal love”, namely confusing relation sows the social chaos. The various interpersonal relations formed in social life, production and distribution more or less link to profit distribution. Especially in market economy featured by exchange, people always think and act aiming at the profit distribution, but many a time the interpersonal demand does not accord with the expression, and bilateral or multilateral parties have to realize “mutual benefit” through bargain, compromise and concession, so as to fulfill “universal love” and finally achieve harmony and “joint governance”. When communication is impossible or poor, and no party is willing to make concession for win-win results, interest conflict and contradiction will be avoidable and there will arise certain degree of “mutual hate”. When the resources are in shortage, it will be hard to satisfy all demands, the space for bilateral or multilateral concession will shrink and interpersonal interest conflict will

become more obvious and intense. The hypothesis of rational man is made in economics, assuming that people leads an economic life for profit, but the social resources is limited, hence it's of utmost importance to mediate the profit relation through allocation of limited social resources. With development of market economy and increase of people's income, the supply and consumption of general commodities are barrier-free, while the supply of public service is problematic. Therefore, a basic approach to harmonize the social relation is "arranging more fair and just distribution provided a bigger cake is made", for the government, it means more expenditure and input and providing good welfare and social services. The urbanization in China now becomes faster and better, with more farmers flocking into the cities to live and work in the same space with the urban people. With low education level and financial capacity, however, they are facing difficulties in employment, housing, education, medicine and pension, and so on. Their problems are also caused by short supply of public resources like housing, education and medicine etc., for the threshold for commercial investment is high and the government can reap some monopoly profits. Strictly speaking, the grass-roots social relation is specific but complicated, the current profit distribution system is subject to further improvement and the system for rendering such social services must undergo further innovation. If problems related to these public products and services are not well solved, the effectiveness of social governance will be greatly reduced. Late leader Deng Xiaoping once said that poverty is not socialism, and the author believes that specifically, the poverty here is defined by the amount of currency and richness of social products as well. Say when the people have more money at hand, but the products and services are becoming more and more expensive with poorer quality, and some are not available to buy even you have money. This is also one kind of property, which is caused by the distribution system, namely the social relation is not well mediated. Therefore, innovation of social governance shall prioritize the elimination of improper interest distribution system and unfair non-market allocation, which means the innovation of grass-roots social governance must cater to the profound changes of the interest pattern, more attention be paid to interest distribution, expression and conflict settlement and the diverse interest demands be coordinated to the largest extent.

2) Social contradictions settled, and public security system built through innovation of grass-roots social governance

At the current new era of socialist society with Chinese characteristics, the social contradictions have turn more expensive, complicated, pervasive and internalized, with inter-linked diverse entities, complicated causes, associated disposition and resistant forms. Thus, to alleviate or settle the social contractions that have been accumulated for dozens of years now becomes an arduous task for innovation of social governance. Firstly, the causes for occurrence, development and outbreak of social contradictions must be clearly identified through their reflection mechanism, and the key for their settlement lies in full exposure of their signs at the early to middle stages and containment of their exacerbation trend. The social contradictions must be crushed in the egg, for if the signs are not timely identified, and there's time and space for their development, it will be passive to handle their outbreak (if any) with emergency measures and apt to cause heavy loss. The social conflicts shall be prevented and disposed properly by the following systemic process: (1) Building and improving social early warning mechanism, and an effective interest appeal and expression mechanism. One critical task for social governance is to settle the social conflicts from the very beginning, but a interest expression mechanism with loopholes can lead to accumulation of conflicts and their outbreak could no adequate defense; (2) Making changes to the mechanism of integrating social interest and enabling more social entities to participate in making public policy, so as to embody the social interest in the policy via social participation; (3) Improving the public mechanism for settling the social contradictions, to give a fundamental play to public policy in mediation of these contradictions. The government is supposed to guide the interest distribution, and if this role goes awry, the contradictions may rather get worse. The present major task is to find and identify the contradictions in social governance, pay attention to the settlement of pending problems, implement the system of people, administrative and judicial mediation and well settle the disputes arising from employment, medicine, education, environment protection and other hot issues that can easily trigger social contradictions and build a new grass-roots social governance pattern featured by featured by party leadership, government accountability, social cooperation, public participation and legal guarantee.

3) Promotion of social fairness and justice through grass-roots social governance

Innovation of grass-roots social governance aims for and targets at promotion of social fairness and justice. The theoretical definition of social fairness differs from person to person, because social fairness is a relatively subjective judgment and fixed measurement standard is unavailable, which nonetheless is not able to cover the concurrent subjectivity and objectivity of social inequality. The government, as the leader and controller of grass-roots social governance, shall play a driving rather than a jeopardizing role in maintenance of social fairness and justice. For this, the government shall have a correct understanding of its role and position in the society, then what is its right role? The author opines that the government must work hard to contain the expansion of the gap between the rich and poor, which is vital to promoting the social fairness. The government has multiple alternatives for this purpose, but selection of the right approach is subject to further study. At present “heavy tax is imposed on the rich and subsidy is award to the poor”, this approach sounds simple and workable, but it will achieve balance merely in the short term “in quantity”, and substantive social fairness can be realized only from the source: provide relatively equal public services and infrastructure to most people, to radically close the wealth gap. There is an old saying in China on education: “one cannot lose at the starting line”, which indicates the public’s expectation for equal public service and especially education service, and the government’s role is nothing else but to ensure the equality “at the starting line”. The status quo in current regional socioeconomic development is: on the one hand the local public resources are limited, and when some rare public resources are allocated the investment can be attracted, boosting the social, economic and cultural development of locality; on the other the public resource allocation system becomes increasingly rigid, making the even distribution difficult and the social wealth gathering in the minority of people. This will not only affect the formulation of regional public policy, misplace the government’s role in social management, but also will disrupt the social fairness and justice (indicated by excessive Gini coefficient as mentioned above) and might cause social instability, which is a case in China now. The reason for identifying promotion of social fairness and justice as the core of innovation of grass-roots social governance is that it is the basis for fulfilling other social

governance objectives and targets, and a critical index for measuring the level of grass-roots social governance. Late leader Deng Xiaoping once warned that “polarization will fail the reform”, which should be paid attention to by governments at all levels. Because while social inequality can be re-balanced via policy adjustment in short term, the polarization is irreversible and will directly or indirectly fail the public polity, cause serious social division and finally even arouse chaos or revolution, wasting all previous fruits in economy and reform. The idea of “treatment after pollution” can be converted to “common prosperity after polarization” here, which is quite risky and dangerous.

4) vitality, Harmony and order of the society realized by scientific and effective social governance system

Guanzi mentions in his *Zhengshi* (Rectification of the World): “the ultimate state benefits lies in social order, and the ultimate calamity lies in social chaos”. Stable social order plays a critical role in protecting the current Chinese reform cause that is at a vital stage, and keeping a stable order serves as the fundamental prerequisite for all other social and economic activities. At present, complaints are frequently lodged to the government departments regarding land acquisition & relocation, business reform, law and litigation, relocation from reservoirs, environment protection, publicizing village affairs, rural election and municipal law enforcement, which when assisted by massive online hype, can easily trigger mass disturbance and lead to constant and progressive group contradictions. Besides, the relations between carders and mass, police and public and labors and management and other social levels at the grass roots do not look good, their interest relationships change rapidly, and various conflicts are touch and go. Therefore, keeping social stability is of great practical significance. Disorder, war and division keep off a flourishing age, and long-term social stability can bring prosperity to the state and enable the people to live and work in peace and contentment, and the Chinese history has seen numerous states of order, chaos, rise and fall and their experience, lessons passed down to later generations. When the People’s Republic was freshly built, Huang Yanpei, a democratic personage, consulted Mao Zedong how to jump out of the Chinese historical law of “vibrant prosperity followed by fast-coming perishment”. “Democracy” replied Mao. It does not necessarily mean the people can sit idle, for the government won’t less its efforts and governance can be lasting only when social stability is maintained under people’s

supervision. Good order cannot do without social stability, which is the basis and premix for social governance innovation. Nevertheless, can stability override anything else? Can the government acquire stability at all costs and by all means? This is related to the nature of stability and we will discuss it later. In a word, the current task for maintaining stability in China is heavy and it should bear in mind that development is the top priority and stability is the utmost responsibility. The economy shall develop abreast with maintenance of stability, for development and reform are not possible without stability and can realize true stability, while stability cannot do without and also counteract on development and reform.

2.2 Section 2 Main Mohist Thoughts on Social Governance

2.2.1 Researches of Mohism and intellectual resources

Prof. Benjamin Schwartz (1990) and British Sinologist Angus Graham are the representative foreign scholars who have conducted thorough research on the Chinese traditional thoughts and intellectual resources. After Confucius passed away, China came to a state of anomie and disorder, with the Zhou Royal Court losing its authority, some states fighting for hegemony, some for survival and some for both. With the decline of Zhou, new state rose and created, maintained the order. In this race for national strength, the states under balanced control of upper aristocracy were weakened, while those under more centralized administration by bureaucracy were getting more powerful. Under these circumstances, the state governance called for new thoughts and intellectual resources; the country was seeking a path to prosperity and power, but the society couldn't be over-oppressed; Facing endless wars and brutal exploitation, the common people was looking for the way to make their economic life safe. Mozi, the representative of middle class between the government and society, showed up and put forward his political advice on building a proper order. Schwartz and Graham made exploration mainly targeting reform of utilitarian ethics, administrative management and governance by the virtuous.

In concepts of social governance, Mozi proposed the thought of Unitarian “universal love” based on the ethics of Unitarianism. Confucius stressed a gentleman and especially the emperor shall pay attention to self-cultivation. The emperor, as a

gentleman, shall carefully and constantly evaluate and reflect on his own behavioral motive, so as to enrich the people and achieve order. Mozi proposed a different approach for self-cultivation, believing that in reality a man will be interested to pursue his own profit only and can by no mean be treated by the moral teaching of Confucius. This trend should not be blocked but a channel be built to disperse the capacity developed via such pursuit, which can also affect the man and turn him towards good. Mozi pointed out that the realization of everyone's (the emperor included) self-interest can't do without and should facilitate the general interest of the public. Through this channel, the stubborn egoist in natural state can have their ability directed to serve the public's general interest. Hence Mozi said: "The wise man who has charge of governing the empire should know the cause of disorder before he can put it in order. Unless he knows its cause, he cannot regulate it". While disorder is caused by "want of mutual love", and he suggested after analysis that: Suppose everybody in the world loves universally, loving others as one's self. Will there yet be any unfilial individual? When every one regards his father, elder brother, and emperor as himself, whereto can he direct any unfilial feeling? Will there still be any unaffectionate individual? When every one regards his younger brother, son, and minister as himself, whereto can he direct any disaffection? Therefore there will not be any unfilial feeling or disaffection. Will there then be any thieves and robbers? When every one regards other families as his own family, who will steal? When every one regards other persons as his own person, who will rob? Therefore there will not be any thieves or robbers. Will there be mutual disturbance among the houses of the ministers and invasion among the states of the feudal lords? When every one regards the houses of others as one's own, who will be disturbing? When every one regards the states of others as one's own, who will invade? Therefore there will be neither disturbances among the houses of the ministers nor invasion among the states of the feudal lords. If every one in the world will love universally; states not attacking one another; houses not disturbing one another; thieves and robbers becoming extinct; emperor and ministers, fathers and sons, all being affectionate and filial -- if all this comes to pass the world will be orderly. Therefore, "how can the wise man who has charge of governing the empire fail to restrain hate and encourage love? So, when there is universal love in the world it will be orderly, and when there is mutual hate in the world it will be disorderly. (Wang Huanbiao, 2005)

In reform of bureaucratic system and administrative management, Mozi proposed a simple, targeted and efficient administration. The virtuous who run the bureaucratic and administrative management system shall abstain from pursuing rites and music that make no substantive contribution to the society. Mozi agreed that the virtuous should be granted sufficient emoluments and when satisfactorily addressing the social affairs they should have more authority and wealth, which would form a gap of economic and social status in the society. Nevertheless, the virtuous, bureaucratic and administrative system should not pursue the wasteful rites and music that do nothing good to people's interest simply out of such accomplishment. Mozi didn't state the recreation enjoyable by the people, and he pointed out they, especially the virtuous should lead a most simple and economic life. The virtuous's profound wisdom, full sense of justice to the world, love to Heaven and fear to spirits can protect them from the lure and harm of rites, music and luxurious life. They shall cultivate the "public spirit", subordinate the personal interest to the general interest of human kind and strive to satisfy the basic needs of the people under their administration. These earthly heroes should reject the insignificant rites, music and luxurious life guided by the concept of "the whole world as one community", regardless of their high social status and great social wealth. Besides bureaucratic and administrative management system under the leadership of the virtuous, Mozi still proposed the global peace and order under balanced force be achieved through technical and economic innovation, where the weak states can resist powerful states, the weak family resist strong family and the fragile can reject compulsion. Mozi supported all innovations that can benefit the man, and looked forward to solution of social problems in warring states period and curing of civil sickness through technical and economic innovation.

In selection of the capable, Mozi believed that the country must be governed and public administered by the virtuous with outstanding moral and wisdom. The "virtuous" mainly refers to excellent moral, behavior, debating skills and rich knowledge, method. Mozi made detailed description and argument to the features of these aspects. (Xiong, 2004)

The above analysis shows that: In the first place, the researchers mainly study Mohism from the aspect of state governance, namely politics, and few from social governance. Secondly, the researches on Mohism are based on the authors' times and

intellectual background, like Schwartz carried out the study from post WWII to 1980s, and Graham published *Later Mohist Logic, Ethics and Science in 1970s*. On the one hand, Schwartz studied and analyzed from the aspect of intellectual history, and Graham from philosophy, instead of state administration and social governance. Secondly, the researches' study perspective and angle are limited by their historical background, and new exploration can be carried out from the new horizon and angle under China's development that progresses with each passing day. Thirdly, For innovation of the concept, entity, methodology and refined service of social governance, Inclusion of "universal love" as an administrative concept is subject to further in-depth discourse and inclusion of it as a social governance concept needs further exploration. More researches are required to find out how such thoughts and intellectual resources as "exaltation of the virtuous", "identification with the superior" and "esteem for righteousness" should incorporate into diversification of entities for contemporary governance entities, innovation of governance method and service , and how each of them perform its functions. (A. C. Graham, 1978)

2.2.2 Researches of Mohist thoughts on social management

Mozi's thoughts, the only school of theories that could stand up to Confucianism as an equal back then, mainly stem from *Mozi* where chapters are arranged to describe Mohism. There were originally 71 chapters in this work, but finally only 53 chapters were passed down through history, including: *Simplicity in Funerals I, II, On Ghosts I, II, Condemnation of Music I, II and III, Anti-Fatalism I, III, Economy of Expenditures I, II, Universal Love I, II and III, Esteem for Righteousness, Will of Heaven I, II, Identification with the Superior I, II and III, Exaltation of the Virtuous I, II and III, Geng Zhu and Self-Cultivation*, and so on. It is said that *Mozi* was recorded, sorted and compiled by his students and future generations. Mozi can be divided into two parts: (1) Works that incorporate Mozi's words and behaviors, elaboration of Mozi's thoughts, mainly to embody early Mohism; (2) Mo-bian or Mohist Canon, including Canon I, II, Exposition of Canon I, II and Major Illustrations I, II, which focuses on Mohist epistemology and logical thought.

Many Chinese scholars study the Mohist management thoughts from multiple angles, detailed as follows:

At the late Qing Dynasty and the early Republic of China, the ideological and cultural circle was extremely active, Mohism gained renaissance and related researches sprang up like mushrooms. In *On the Reasons of the Prosperous Mohism during the Late Qing Dynasty and the Early Republic of China* and *On Several Characteristics of Mohism Research During the Period between the Late Qing Dynasty and the Early Republic of China* Shen Tao points out that Mohism research during these grand studies of Pre-Qin Scholars showed distinctive characteristics of the times: "unprecedented participants, diverse value orientations, strong flavor of pragmatism, addressing Chinese problems with western methods in fashion, specific and systemic research fields", vividly elaborating the development, importance and vitality of Mohist management thought researches at length. (Shentao, 2010)

Then, the research of Mohist management thoughts goes more specific and systemic. In the first place, some scholars focus on the general theories of Mohism: like detailed elaborations followed by analysis of significance in social management are made in *Brief Analysis of Mohist Management Thoughts* (by Fu Jinyang) and *Primary Exploration to Mohist Management Thoughts* (by Qiu Yanxiang) on several Mozi's

basic management thoughts including the people-oriented “universal love”, “identification with the superior” for centralized organizational management, “exaltation of the virtuous” for personnel management and employment of the capable, “economy of expenditures” for consumption management and “depending on the self and intensifying the work” for production management. (Fu Jinyang, 2006) In *Mohist Management Philosophy – A Case Study of Traditional Management Philosophy in China III*, Xie Qingmian further confirms Mo-bian collects rich Mohist epistemology and logic thoughts; Mozi advocates “universal love”, “condemnation of offensive war”, “exaltation of the virtuous”, “economy of expenditures”, “simplicity in funerals”, “condemnation of music”, “anti-fatalism”, “will of Heaven” and “power of spirits”; advocates “expound with standard” in epistemology, pays attention to practice and perpetual experience, which is the marked feature of empiricism in Materialism. He still treats “universal love” as “the way” for “world order”, namely equality and mutual benefit as the general principle for administration of the world, which is the core of Mohist management philosophy and embodied in “universal love”, “mutual aid”, “exaltation of the virtuous” and “diligence brings about order”. Mozi’s logic thoughts include “three tests”, dialectical theory of “sameness and difference” and “acceptance”, “recognition” and “action”. Therefore, Xie Qingmian believe they represent “the philosophy of farmers and artisans” in Mohism, which is quite valuable in terms of management philosophy. (Xie Qingmian, 1994)

Secondly, some scholars study the application of Mohism to contemporary management from the perspective of management science: In *Several Problems about Mo Zi’s Management Theory*, Zhu Guanglei proposes that “benefiting the people” is the orientation and “picking the items with large profit and small harm” the decision criterion of Mohist management theories and “exaltation of the virtuous and employment of the capable” serves as the core of Mohist personnel management theories. (Zhu Guanglei, 1993) Besides, he extends his study to economical management in *Discussions on Mo Zi’s Economics and Economical Management Theory*, where he points out that “he who relies on his own efforts survives” indicates that labor is an honor, “the five grains are the people’s mainstay” confirms that agriculture serves as the foundation, “do what you can do” is a principle for labor division, “stop when the needs of the people are satisfied” is a basic principle for

“economy of expenditures”, the high lords “rob the people of their means of livelihood”, in order to have their palaces covered with porches and pavilions in various designs and adorned with paintings and sculpture”, “producing wealth according to seasons” means time is money, “what causes extra expense but adds no benefit to the people the sage-kings would not undertake” intends to lessen the people’s burden, “for a poor family to imitate the rich families in the extravagance in clothing and food, ruin is assured” warns against blind imitation of high consumption, “the commodity can be sold out when the price is proper” indicates the necessity of business knowledge, and “rewards are given according to labor spent and emoluments distributed in proportion to achievements” is Mozi’s distribution principle. (Zhu Guanglei, 1995) Xu Xiyan still stresses the necessity of “observing his aim and achievement” to good management effect in *The Research on Mozi's Management Thoughts*. (Xu Xiyan, 2000)

Thirdly, still some scholars study and analyze from the perspective of philosophical logic contradiction and law: e.g., Chen Yanqing in *On the Logic Structure and Basic Features of Mohist Management Thoughts* and Li Shaohui in *On Mozi's Management Thought and Its Characters* etc. studies the contradiction and target characteristics (goal: benefiting the country and people) of “universal love” as the key and core of state, social management, “identification with the superior” as the structural rule for social organizations and “exaltation of the virtuous” embodying standard proposal for personnel employment. This also reflects the diversification and flexibility of method and channel generated by Mohism for fulfilling this goal. (Chen Yanqing, 2000) In *Mozi's Harmonious Management Thoughts*, Zhang Jinshan concludes through further analysis that it's the want of universal love that causes social instability, and people should love each other and "universal love" is established in various social relations in order to bring an end to social unrest and realize harmony. Hence Zhang Jinshan elaborates Mohist's six basic social relations and puts forward corresponding theories of balance: self-cultivation, for balance of self-relation; simplicity of funerals, for balance of family relation; exaltation of the virtuous, for balance of lord-scholar relation; economy of expenditures, for balance of lord-people relation; identification with the superior, for balance of superior-subordinate relation and condemnation of offensive war, for balance of international relations. Such contradiction and balance

analysis has deepened the study perspective of Mohist management thoughts. (Zhang Jinshan, 2011)

Fourthly, while most scholars study one or several of the 10 proposals in Mohist management thoughts, Zhen Chunxia in *The Research on Mozi's Management Thoughts* and Liu Yaqiong in *The Study of Mo-tse's Management Ethics* make detailed and systemic study and analysis on his management thoughts from these 10 proposals. Zhen Chunxia makes an applied discourse to the 10 proposals philosophically from the purpose, state, rule, entity and mode of management, (Zhen Chunxia, 2011) while Li Yaqiong reiterates from management ethics the Mohist economic management ethics, including “economy of expenditures”, “simplicity in funerals”, “condemnation of music” and “law compliance”. (Liu Yaqiong, 2016)

Fifthly, most scholars more or less mention the ideal, utopian nature and limitation in modern application of Mohism. Like in *Deficiency in Humanistic Spirit - On the Limitation of Mohist Management Thoughts*, Ma Mingce believes that it's demonstrated in the goal, method and security of state management, in which the expected humanistic care is counteracted by utilitarianism. (Ma Mingce, 2008) Liu Yaqiong analyzes also the utopian and one-sided nature of Mohist management thoughts in *The Study of Mo-tse's Management Ethics*. In *Mohist Organizational Management Thought and Its Gain & Loss*, Zhu Yenan points out limited by different time, space and region, Mohist thoughts on organizational management is not perfect, e.g. it's difficult to apply the idea of "universal love" in practical organization, the employment standards of moral, speech and talent are different today due to time swap, and utility of thinking stressed by "identification with the superior" is hard to realize only by coercive power. Zhu Yenan advise its modern value be carried forward, and its defects corrected. (Zhu Yenan, 2017)

In the above articles, theoretical exploration is made surrounding the Mohist core thoughts of “universal love, condemnation of offensive war, exaltation of the virtuous and identification with the superior”, based on the special view of philosophical logical thinking and management ethics (mainly interpersonal, and employed and employer), but there is large space for improving the level, depth and scope of research on application of Mohism in management.

2.2.3 Researches on Mohist concepts on grass-roots social governance.....

The Mohism abounds with theories of management, and many a scholars study this whole complex from one or more aspect(s) therein. The research interests can be generally divided into: (1) politics and administrative management: for example, Shi Xinzhou focuses on the sociality and political nature of political management and its functioning in his *The significance of political management on Mozi's Universal Love*; through theoretical and method analysis of political management function, he believes Mozi made logical derivation for the thought "universal love" based on social symbiosis and meanwhile demonstrates the content and basis of its sociality; therefore the sociality of political management function and content, basis of the sociality of "universal love" make social symbiosis the premise of "universal love" and benign social order its end-result. (Shi Xinzhou, 2002) In *Mozi's Management Ethics and Its Values in Modern Times*, Tan Pingjian directly points out that Mozi regarded "universal love" as the moral ideal, principle and "the way for governance", namely treated "see others as the self, love one another equally and benefit from one another" as the universal ethical principle for government, which is the core of Mozi's management ethics. (Tan Pingjian, 2004) Cong Rong specially elaborates Mozi's rule by morale in *On the Modern Value of Mo-tse's Management Thought*, advises the people to practice "universal love", and stresses that the ruled should "love" the ruler, and the ruler also "love" the ruled. Hence the political management is a bilateral relationship, the manager's initiative is important and Mozi's universal love is the prototype of these thoughts. (Cong Rong, Liu Fang, & Shichun, 2008) Besides, in *A Comparative Study of Mo Zi's View of Super-ordination and Durkheim's View of Social Solidarity from the Perspective of Managerial Ethics*, Kang Lei through comparison finds that Mohism and Durkheim differ in how to maintain the organization relationship. He opines that in previous analysis of Mohism, many researchers only generally interpreted Mozi's thought of "identification with the superior", which can be actually interpreted from behavioral and moral identification with the superior. The analysis of Durkheim's social solidarity theory indicates that the solidarity advocated by him is based on and limited to standardization of gild system, but Mozi was bold to pursue the moral identity-based solidarity. (Kang Lei, 2011) Huang Liang states in *The Fit between Mozi's Exaltation of the Virtuous and The Humanism Concept in Modern Management*

that, Mozi's social political thoughts are reflected in Identification with the Superior, Exaltation of the Virtuous and Condemnation of Offensive War, and in Mohist thoughts, exaltation of the virtuous is the foundation of government, and the virtuous should be respected and the capable employed. Huang Senrong in his *Mozi's "Righteousness" and its Management Ethics* studies systematically and places "righteousness" to an important position in Mozi's management ethics, but "righteousness" as the core of Mohist management ethics is subject to further discussion. (2) Corporate management: In *Mo-tse's Thoughts and the Construction of Professional Manager Management Concept*, Li Qiong puts forward some assumptions and suggestions on scientific management to the professional managers through analysis of "identification with the superior" with target cohesion, "exaltation of the virtuous" with appointing people by ability, "right, benefit and harm" with selection of better decisions, "economy of expenditures" with income increase and expenditure reduction and "aim and achievement" with performance management. (Li Qiong, 2015) Sun Daojin proposes to use "three tests" to determine the feasibility of decision in *Mohism and Operation Management*. Xu Shimi mentions Mozi's theory of surveying based on the practical need rather than the concept and name in *Mohism and Modern Management*; With changes in human social practice, the thought and method of modern management shall constantly innovate, advance and not halt. (Xu Shimi, 1998) Chen Jie in *Mozi's ideas in Modern Enterprise Management of the Value Analysis* and Cao Xing in *Mohism's Value in Modern Management* both elaborate the application, value and significance of Mohism in modern management based on the above researches. And the content of Xie Peng's *Modern Realistic Significance of Mohist Management* is virtually the same with the above literatures.

At the current primary stage of socialism, the government functions must be transformed, movement system reform deepened, social force cultivated, social self-government capacity strengthened and cooperation network under multi-agent cooperation be built based on a correct understanding of "state-society" relation, so that the social management in China can transit to multi-agent modern governance. Mohism can still play an important role in development of present social management, but most of the research findings on Mohism are limited to politics and administrative

management and enterprise management, and fail to guide the specific, diverse development of social management.

2.2.4 Researches on Mohist concepts on entities of grass-roots social governance

The managed objects in Mohist management thoughts studied by most scholars are rich and specific, including “the virtuous” who assumes important task, “farmer” engaging in agricultural production and merchants doing economic exchange, but few of them clearly point out and study such a managed object. In *The Research on Mozi's Management Thoughts*, Zhen Chunxia analyzes and proposes that the management entity in Mozi's hear should be a man who masters the management knowledge and skills and assumes the work of management, with authorized power. “The magnanimous”, Mozi's management entity, mainly includes a wise king and the virtuous he employs. Liu Yaqiong analyzes the Mohist humanistic hypothesis of “silk dyeing” in *The Study of Mo-tse's Management Ethics*, and mentions the entity of “the magnanimous”.

However, the existing literatures show that most scholars indirectly reveal in their analysis that they consider “the magnanimous” as the management entity. The interpersonal relation study with thoughts of “universal love”, “mutual aid”, “esteem for righteousness” etc. and exploration of the means to benefit the nation and the people with such thoughts as “exaltation of the virtuous”, “identification with the superior” and “economy of expenditures” all conclude that management must be organized by “the magnanimous”, the entity in Mohism, so as to finally “benefit the nation and the people”. “The magnanimous” is sporadically analyzed in researches. Zhang Jinshan points out in *Mozi's Harmonious Management Thoughts* how “the emperor”, as a management entity with a ruling status, should treat “the scholar” and “people”, and how should an individual act as a management entity. In *Mohist Organizational Management Thought and Its Gain & Loss*, Zhu Yenan specifically elaborates the behavior and decision that the leader should take as a management entity in social organization. In a handful of literature like Li Qiong's *Mo-tse's Thoughts and the Construction of Professional Manager Management Concept* and Zhang Song's *Mohism and Socialist Business Management*, detailed elaboration is made in terms of

business operation on how the business and decision maker promote organizational efficiency through “the virtuous”.

Mohism is about the thoughts on specific grass-roots management, and it's far from enough to study “the magnanimous” only and proceed practical research from this entity, and for the time being, the researches of Mohist management entity is not in-depth enough. At the present stage of reform and openness, China's economy and society are undergoing transformation, the influential economic system reform has given birth to an autonomic society, causing profound, lasting social structural differentiation, diversification of social interest subjects, strengthening the social heterogeneity and inequality and arousing more social contradictions and conflicts. Therefore, under the present obvious and complicated social division, the multi-agent grass-roots must be managed and governed by multiple entities. The times require that the whole society be effectively managed through joint grass-roots governance by the state, government, social organization and citizen, benign regulation of complicated social life and keeping dynamic balance between stable social order and vibrant social force.

2.2.5 Researches on Mohist methods of grass-roots social governance

Guided by Mozi's management thoughts and based on the requirements of modern social development, the scholars put forward methods for the fields of administration, education and economy. Zhen Chunxia makes an in-dept combination of Mozi and modern thoughts on management in *The Research on Mozi's Management Thoughts* and summarizes the feasible management mode composed of core management concept of “universal love”, political management method of “identification with the superior”, personnel management method of “exaltation of the virtuous” and economic management methods of “wealth production, source ascertain, simplicity in funerals, economy of expenditures and condemnation of music”, guided by the management rules of “will of Heaven” and “benefits to the country and people” in a management realm of social fairness, justice and universal love, order among people. In *Mohist Thoughts on Administrative Management and Its Insight on Modern Civil Servant Management* co-authored by Lan Lan, Xu Wanqiang, Zhang Hongfang and Li Jianghua et al., it proposes that the civil servants are obliged to promote

communication between the lower level and higher authorities, the civil servants' sense of mission shall start from "love the people", "virtue" shall be prioritized in selection of civil servants and system for civil servant shall be improved to effectively arouse their initiative. (Lan Lan, Xu Wanqiang, & al., 2013) In *On the Modern Value of Mo-tse's Management Thought*, the authors Yu Yangjian and Yu Liping similarly stress that Mohist's core management thoughts require the situation at the lower level made known to the higher authorities so that the government decrees and directives are truly carried out, to be specific: on the one hand, the leader must truly grasp the true social conditions so as to promote the beneficial and abolish the harmful and improve the organizational efficiency; on the other, the organization members shall boldly make suggestions and supervise, correct the superior, so that the two sides can work in unison to achieve win-win results and benign organizational development. (Yu Yangjian & Yu Liping, 2013) In *Research on Mozi's Talent Management Thought and Education Method*, Zhou Qunying focuses on education method, and concludes that Mozi is a great thinker and educator in the period of spring and autumn and the period of warring states, and his concept of excellent talent is key to state prosperity can push the ruler to treasure and cultivate talents, while the development, respect and incentive of talent in his talent management thoughts highlight strict organization discipline, rules and regulations and are of important reference and guidance significance to present talent development and management. (Zhou Qunying, 2013) Yang Mingyan states in *Survey to Mozi's Thought of Personnel Management* that the uniqueness of Mozi's talent management thoughts lies in: he was bold enough to oppose the then system of appointing people by favoritism based on paternal line and advocated the idea that everyone is equal on exalting the virtuous and employing the capable, which echoes the rising scholar class's requirements to join the government and manage the state; and Mozi's talent management thoughts conform to the principle of combined responsibility, right and benefit. (Yang Mingyan, 2007) In *Exploration of Personnel Management in Colleges under the Horizon of Mohist People's Livelihood Thought*, He Yan and Ma Lizhi apply Mozi's management thought to the personnel management in Chinese colleges and propose special effective methods. In perspective of state civil servants, Xu Chao and Daixing point out in *Insight of Mohism on China's Administrative Management* that "universal love" can serve as the guide for

management of state and social affairs, “exalting the virtuous and employing the capable” purifies the line of civil servant teams, “economy of expenditures” promotes conservation of administrative resources in government departments and “unification of aim and achievement” corrects the outlook on life and values of leaders, carders. (Xu Chao & Dai Xing, 2011) What is worth mentioning as well is Qi Ruidui’s *Mohist Thoughts and modern Management*, and so on. Mohism covers state governance, personnel selection and promotion of fairness by system etc., and finding method, strategy from Mohism for modern social management signifies a new round of Mohism return and a manifestation of integrating traditional cultural essence into the current administrative management of government. (Qi Ruidui, 2006)

On Mohism and talent development, cultivation and right guarantee, it is worth mentioning that multiple scholars have been inspired by the story of “Mozi’s cultivation of the capable” and further refined the Mohism-based modern management. Si Meige in *Communication: Horizontal and Vertical Communication; Management Deficiency in “Mozi’s Cultivation of the Capable”* analyzes the communication, talent incentive deviation, talent use bias from the story of Mozi and Gengzhu, and proposes the solutions. Chen Jiandong proposes in *Insight of Mohist Cultivation of the Capable on Business Talent Management* that the talents, which are important to corporate development, must be retained and defects in human resource management corrected through scientific constraint, flexible incentive and people-oriented development plan. (Chen Jiandong, 2004) Similar study and analysis on the methods and rules of human management are made in the following works, with virtually the same conclusions: *Insight of Mozi Criticizing Geng Zhuzi on Business Contact Management* (by Guan Yan), *Insight of Mohist Cultivation of the Capable on Deficiency in Management* (by Yang Fei) and *Insight of Mohist Cultivation of the Capable on Deficiency in Modern Business Talent Management* (by Hao Zhiqiang) and *Insight of Mohist Employment on Business Communication Management* (by Xu Jian) and *Learning Skills of Team Management from Mohism*.

Analysis of the above literatures show that the researchers focus on how to select, use, treasure and retain the capable, and design corresponding mechanism to let everybody fully display his talents. In other words, the specific methods under Mohist management thoughts are mostly applied for cultivation of talents and processing of

interpersonal relations, so as to improve the management efficiency and fulfill the objectives. Under the present rapid economic development in a changing society, guided by service demand and based on the local administrative situation, a sound legal system must be developed, system be improved, and advanced technology employed in a people-oriented manner, to provide support and tool for innovation of grass-roots social governance. However, the scholars have made few successful researches in this field, hence the relations between people and government, social organization and mass organization must be considered upon bringing forward new methods and strategies. (Yang Fei, 2006)

2.2.6 Researches on Mohist concepts on service innovation for grass-roots social governance

Among the current researches on Mohist theories of management, most focus on Mozi's epistemology and specific method and strategy, there are few literatures on exploration of Mohism's service for grass-roots social governance based on the policies currently implemented in China's service society. *On the Modern Value of Mo-tse's Management Thought* co-authored by Yu Yangjian and Yu Liping and *The Research on Mozi's Management Thoughts* by Zhen Chunxia only abstractly elaborate the management service in small scale. What is noticeable is the analysis and inspiration of Mohist stories on talent cultivation, which produces detailed opinions and suggestions for human resource management and service. (Yu Yangjian & Yu Liping, 2013) Chen Jiandong proposes in *Insight of Mohist Cultivation of the Capable on Business Talent Management* that the talents, which are important to corporate development, must be retained and defects in human resource management corrected through scientific constraint, flexible incentive and people-oriented development plan. (Chen Jiandong, 2004) Similar study and analysis on human management are made in the following works, with virtually the same conclusions: *Insight of Mozi Criticizing Geng Zhuzi on Business Contact Management* (by Guan Yan), *Insight of Mohist Cultivation of the Capable on Deficiency in Management* (by Yang Fei) and *Insight of Mohist Cultivation of the Capable on Deficiency in Modern Business Talent Management* (by Hao Zhiqiang) and *Insight of Mohist Employment on Business Communication Management and Learning Skills of Team Management from Mohism* (by Xu Jian). Nevertheless,

there is a serious defect in the above works, for instead of studying the profound Mohist management thoughts in an in-depth manner and obtaining concrete points to serve the diverse social management, the authors only have a superficial study of one story and jump to proposals on human resource management. In the present and coming new era of socialism with Chinese characteristics, the major social contradiction will be the conflict between people's growing demand for a good life and imbalanced, insufficient development. At present, a citizen-centered and service-oriented social governance pattern is built based on the existing community management mode, featured by government lead, multi-party participation and integrated electronic services. In a word, the research space is large for applying the Mohist management thoughts to improve the grass-roots social governance by targeted service, specific responsibility, more participation, sound legal system and scientific innovation in a people-oriented manner.

2.2.7 Researches on social governance

On social problem of protecting the laborers' rights. The researches target the field from an insightful perspective and in a broad layout. Because the society is composed of a variety of laborers, the protection of their rights becomes the most troublesome social problem. Non-profit social organizations play an irreplaceable role in this regard, while the international non-profit agencies go farther, like ILO has even formed a concept system of "social protection layer" for the laborers. Besides, IMF has provided financial support, and built a global social security fund that covers all labor institutions throughout the world after 2012 and set up a "Cooperation Commission between Social Security Institutions" to enhance the global collaboration on social governance. (Herman, B. 2011; Bachelet, M. (coord.). 2011; Bob Deacon, 2013)

On environment issue. What are systemically explored are the relation between business environment and social governance as well as their financial commitment to the United Nations Global Compact. Spanish, French and Japanese companies are included as the subjects of study, because most of them adopt the United Nations Global Compact. Research shows that the United Nations Global Compact will push these participants to make improvement on environment and social governance, which will affect their financial performance positively and significantly. These initiatives that will provide financial and non-financial business awards and guarantee voluntary CSR and

be significant to the policy of corporate strategic management and promoting the development of sustainable business and community. Meanwhile, the connection between the United Nations Global Compact that is committed to improve the business environment & social governance and financial performance, will exert influence via geographic distribution, with different institutional, social and cultural background (Eduardo Ortas, Igor Álvarez, Ainhoa Garayar, 2015; Etzion, D., Ferraro, F., 2010 ; Gilbert, D.U., Rasche, A., 2007; Cetindamar, D., 2007; Arevalo, J.A., Aravind, D., Ayuso, S., Roca, M.2013; Harms, D., Hörisch, J., Schaltegger, S., Windolph, S.E., 2014).

Research Overview. Firstly, the focus and angle are different: The researcher targets the global governance and environment protection, while we study mainly from the aspect of social order. Secondly, the governance means, and pathway are not the same. In the USA, the society relies on autonomy from time to time, the government is relatively weak in governance, while in China, the state and government have strong social governance capacity. Therefore, in social governance, we will have more space and field for exploration and study.

2.3 Section 3 Study of The Current Problems in Grass-roots Social Governance

2.3.1 The concept of grass-roots social governance needs to be changed

Guided by the policy of "focus on economic construction", China has made achievement that amazes the world, and risen to be the 2nd largest economy (in terms of GDP) and the country that attracts most foreign capital. President Xi Jinping directs that this major task of CCP must be conscientiously implemented, to achieve healthy and sustainable economic development. Rich fruits have been harvested in this field, drastically enhancing the social productivity and greatly improving the people's material life. Life is not just economy; however, it still incorporates politics, culture, social communication and ecology, and biased favor of one will be bound to affect or even ruin the others, and China is no exception. A craze once swept through the country when people sought rapid growth and abundance of materials, attached undue importance to the economic figures, and believed that economy was the root, and all

problems could be readily solved with a robust economy. Some problems did subside in economic development, like the contradiction between people's growing need and backward productive force, and house, food shortage, difficulty of travel and prosaic clothes of the last century. Some inducements of serious social conflicts like unfair distribution and social discontent, however, were neglected be covered up in some degree, so that the reform and development front were ravaged by severe social strife and chaos. The economy must serve people's livelihood, which should not be treated lightly, for the society is composed of individual life and development. When the ordered interaction between human and society is despoiled and the problems in social and especially grass-roots governance is left unaddressed during state growth, the public will feel dismayed and unhappy instead, dragging down and limiting the development of economy and society. The essence of social governance lies in guarantee and improvement of people's livelihood, creation of a good life for them, and in maximal satisfaction and maintenance of their growing material and cultural needs, not just in blind pursue of highest economic benefit. Economy and society shall evolve in a people-oriented manner, social governance shall always serve man's needs, and meanwhile the disproportion of benefit distribution the essence of social relation, which is the cause of all social contradictions, shall be identified and addressed. The system shall be jointly built and society co-governed under rule of law, with the results shared by all, "to promote social justice, form good social order, and bring concrete, sustainable sense of acquisition, happiness and safety to people", and address the current Chinese major contradiction between people's longing for a beautiful life and the imbalanced, insufficient development.

2.3.2 The principal roles of grass-roots social governance need to be reshaped

As a historical and cultural tradition for ages, the government has enormous power in China. A variety of social contradictions have sprung up and been sticking like glue to social and economic development since establishment of the Chinese government, represented macroscopically by immaturity and faultiness of democracy and rule of law, patchy system and mechanism, urban and rural partition, imbalanced regional socioeconomic development and growing burden of population and economic growth on resources and environment, and microscopically by conflicts in employment, social security and income distribution caused by imbalance between peak population and socioeconomic development, relative short supply attributed to uneven distribution of public services of education, medical service, housing, safe production and comprehensive treatment of social security etc. as well as disharmony between administrative system and rapid socioeconomic growth, corruption in administrative system that blocks distributive justice and lack of credibility, moral trap in members of society, and so on. Routinely it is the government, the representative of administrative system and the main legitimate force for grass-roots governance, that has been coping with these contradictions, difficulties and traps, and the public has been accustomed to and particularly relying on their intervention. Some people's organizations or social organizations, like labor union, youth league and women's federation, are seen involving in this process too, they are actually lawful bodies with power of administrative management and their staff are civil servants under the administrative system. Even some enterprises, public institutions and community organizations are administrative subjects and government's representatives by nature that are authorized by laws and regulations to carry out social governance, with equal status of administrative organs. This shows that the government, as an "all-round player", rises above the society and takes on all directions and control over grass-roots governance via its own organs and organizations authorized by laws and regulations. Now the society has entered into an era of globalization, openness, reform and diversity beyond the will of man, gone is the times when the government can barely handle the governance affairs alone, meanwhile non-government and other autonomic organizations are rapidly growing and taking over more and more administration items.

Non-government organizations abound as a conspicuous phenomenon during the transition from industrial to post-industrial society, which started from the 1980s, and couldn't do without the process from traditional to modern society. They could only act in non-political activities or those remote from politics, and when they touched the politics-related sphere, a ban would generally come and the legality of their autonomic organization be revoked, which should deserve special vigilance upon their mobilization. What should be noted that some "organized" non-government agencies were different, in that they were set up by government or even political department to undertake some strongly political matters. Viewed from the general historical trend, however, the non-government organizations are becoming more autonomic, and the "organized" non-government agencies are turning autonomic. Under this circumstance, non-government organizations are playing an increasingly important role in social life as an independent entity, and the current signs show that they are growing to become a social governance force. Macroscopically, besides non-government organizations, various social autonomic forces born in social differentiation like community are rapidly growing as well, forming a pattern of social governance by diverse entities that conforms to the trend of the times. Under this historical background, a new requirement for social governance innovation is raised within China's society, i.e. to seriously explore the following important issues: What role should the government play in the system of multiple governing forces? How to transform the government's function? What role should the government play and how to play it in building of social system and social governance?

2.3.3 The method of grass-roots social governance needs to be improved

At present, the government (party) still plays a dominant role in grass-roots social governance, which is a practice routine adopted following the reform and opening up, to maintain public order and promote ideological guidelines. The socialist market system and goal were established and defined on the 14th National Congress of CCP, kicking off an economic boom and bringing changes to the social environment and people's life in China. At this critical historical juncture, the government solely assumed the grass-roots social governance, to on the one hand emancipate the public's mind, subjective initiative and productive force, and to promote party's spirit and guide the

people's thoughts on the other, so as to drive and secure the economic development. This administrative approach did see some outcomes in the special time, but the socioeconomic development had raised the public's consciousness of democracy and rule of law. On November 8, 2001, the 16th National Congress of CCP upgraded the social goal from development of socialist market economy to building a well-off society in all-round way, with economy as the tool and channel, which shows that the concept of social construction was attached importance to and promoted unprecedentedly. In October 2003, the Third Plenary Session of the 16th Central Committee of CCP proposed the people-oriented concept of comprehensive, coordinated and sustainable development, indicating that all development issues in the future, including grass-roots social governance, shall carry the fundamental significance of serving the people. In September 2004, the Fourth Plenary Session of the 16th Central Committee of CCP further confirmed and defined the strategic goal of social construction: harmony, which shall include external order and internal democracy, rule of law, fairness, justice, credibility, affection and vigor. For one thing, the government adjusts the socioeconomic development goal from time to time, makes social construction the goal rather than means for economic growth and depicts a clear prospective; for another, it indicates that the society does not develop following man's will, and the public pursue a good economy so as to fulfill their own social objectives, and live in ordered communities with just and fair distribution. In the first place, in a society with multiplicity of interests, it's certainly hard for the simple and crude grass-roots governance by just the government to balance the interests of all parties concerned. The top-down forced distribution can seemingly guarantee fairness, but it is actually impersonal and may even deteriorate the social contradictions, and under it substantive fairness is hard to come by, and discord may arise between rights concession consciousness and power etc. The traditional grass-roots governance approach is not only out of tune with the current social development, but also will lower the government's presumptive rightfulness and public trust and let the people down. Secondly, the hope for and requirements of rule of law. As the people's demands are becoming more and more refined, the tasks of grass-roots social governance are increasing exponentially and turning more complicated. When rule of law is elaborately combined with grass-roots governance, the mentioned huge working burden can be

lessened, the concept and spirit of administration by rule win popular support, and the old unfairness of distribution can be corrected. Currently, the grass-roots social governance should be guided and planned by the spirit and approach of rule of law, the problems in such governance can be solved and its innovation be realized by rule of law also. Thirdly, as the new information technologies like internet, internet of things, cloud computing, big data and full-functional mobile terminal are profoundly changing the world, the grass-roots social governance should follow the tide and have its approach innovated, its method improved, and its service updated. Otherwise even basic governance needs may not be satisfied, let alone realize the refined ones.

2.3.4 The grass-roots social governance should be transformed for refinement

To cater to the public's changing demand, the government has successively adopted "social treatment", "social management" and "social governance" for grass-roots administration. In this age, the traditional extensive, empirical social treatment and management fail to meet the social and people's diverse and stratified demands, and shall be quickly transformed to modern, refined social governance. This transition is necessary for refined administration is a scientific, rational model with little input, low cost and high efficiency, generally conforms to the social development rule, and is indispensable for effective social governance in a modern country.

Firstly, in traditional administration system, the society is treated and managed by, rather than treats and manages with the all-powerful government that takes on everything, following the soviet model. Such a government manages to cope with the very few social and especially grass-roots governance matters constrainedly with simple composing departments and staff. With socioeconomic development, however, the matters pile up and become diverse, stratified, forcing the all-powerful government to expand its units and input more staff to satisfy the social demands for such public services as interest coordination, order and security. Nevertheless, such institutional development and staff increase will at some point bring about diminishing marginal utility and total utility decrease of grass-roots social governance. For instance, institutional and staff expansion may trigger rapid growth of power, and excessive power is apt to jeopardize the public's rights, for it is always hard to balance the rights

and power. During human social evolution, the government's power is constantly tamed in a progressive, spiraling and sometimes iterative manner.

Secondly, the imbalanced, insufficient rapid socioeconomic development may somehow disrupt the goal of grass-roots social governance. There arises some discord between the governance goal and entities, for while the former is clarified, the latter are under development and immature and counteract the former during transition from "social treatment" to "social management" and to "social governance". For the time being, the grass-roots social governance aims for harmony, or realization of order value, but a variety of governance entities are emerging. The government shall transfer some of its power to the market entity, social organization, organization and institution in society and individual citizen etc. In other words, the entities for grass-roots social governance shall be composed of the government, autonomic organization (community, on behalf of citizen), social organization and social worker, at the least. These entities, government included, are all trying to adapt themselves to the changes brought by rapid socioeconomic development, and the autonomic organization, social organization, social worker etc. among them are still shaping up, growing and are weaker than the government. They all have to undergo development of refinement so as to become service governance entities in true sense and contribute to realization of the refined governance goal, for while a harmonious society is being built, these entities have to adapt, adjust themselves so as to get compatible with each other and strive to reach their respective governance targets.

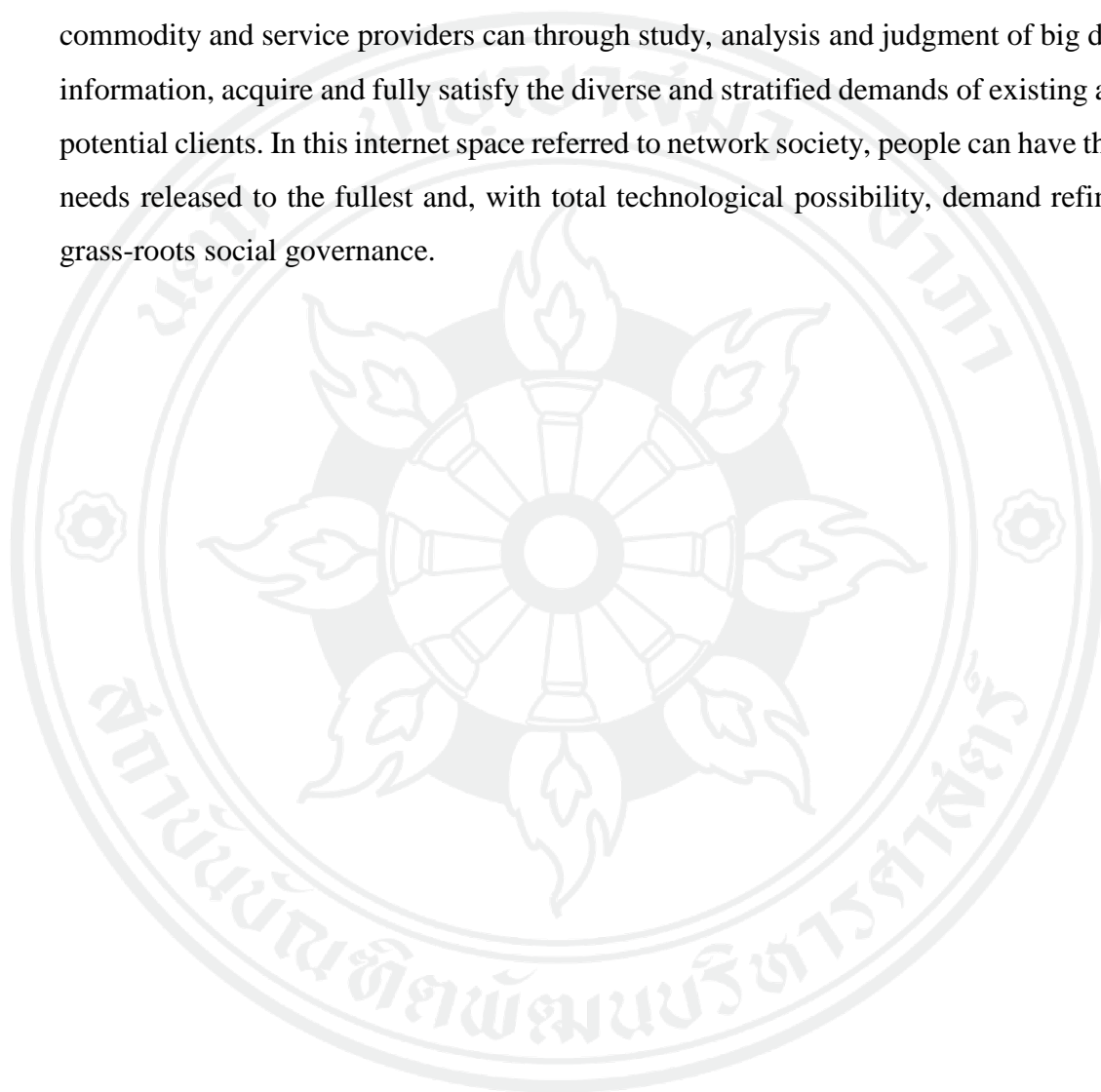
Thirdly, the situation of refined targets under the goal of harmony, bloating government organizations and staff and lag development of governance entities will result in the initialization and non-differentiation of grass-roots governance services and fail to meet the public's demand for a good life. Compared to the public's demand for an ordered good life, the harmonious society is just a general outer presentation. The fourth Chinese leaders directed in speech: "we shall pursue a human-oriented all-round, coordinated and sustainable development, to achieve overall growth of man and society", confirming that human is the essence, final significance of the natural world, and end-all of other matters and the development, including the socioeconomic development. All-round, coordinated and sustainable development can be realized through grass-roots social governance and can promote man's lasting living and

multiplication. Man relies heavily on the grass-roots society, for the life is spent, care during childhood, old age and illness given, and wedding, burial are also arranged there. The grass-roots social governance must be continually refined so as to satisfy the public's various diverse and stratified demands that change and update with the rapid socioeconomic development and realize their wish for a good life. It was stressed on the Fifth Plenary Session of the 18th Central Committee of CCP that "the social governance shall innovate, be intensified, refined and co-built, shared by the whole Chinese nation". This means that adherence to the people-oriented principle and strengthening people's welfare shall constitute the focus and priority of reform and opening up, and the whole public shall contribute to the intensification and innovation of refined social governance with their best ability, so as to share the beneficial results and fulfill their diverse demands.

Fourthly, the problems arising from people's diverse and stratified demands in grass-roots society are also one direct motive for refinement of grass-roots governance. The whole history of economic growth, from agriculture society, to industry society and to full-fledged service industry society, never falls short of approach and demand for refinement of social governance. Nevertheless, there's always big gap between the wish and reality and the grass-roots governance service can only satisfy the public's most basic needs, for the perfunctory working attitude prevails, mass work is poor, and inefficient management and substandard service is rendered after the above-mentioned staff and institutional expansion of government. The current pressing problem is the contradiction and conflict between the public's pursue of good life and imbalanced, insufficient grass-roots governance services, and therefore the governance entities are required to improve their own capacity and solve the tough "last one kilometer" of service, while government and society shall for this input great deal of human and material resources and design detailed systems and arrange efficient implementation.

Fifthly, development of internet technology and forming of a network society provide a necessary technological foundation for refinement of grass-roots social governance. Some researchers believe that, the internet technology evolves and all nodes are connected to form a network and a special space of flows where it's possible for any information to instantly form, be shared, flow and be acquired at any point in the world. (Wang Di, Wang Hansheng, He Mingsheng, & al., 2016) For social

activities, all activities can extend from the geographic territory in real world to the network space; for the time, traditional mechanical time and biological time can as well move to the network space; for demand, the public's diverse and potential demands can be released or satisfied through instant generation, share, flow and acquisition of full information flow on the sophisticated digital infrastructure built; for supply, all commodity and service providers can through study, analysis and judgment of big data information, acquire and fully satisfy the diverse and stratified demands of existing and potential clients. In this internet space referred to network society, people can have their needs released to the fullest and, with total technological possibility, demand refined grass-roots social governance.



CHAPTER 3

RESEARCH METHODS

Train of thought and program for the research of this paper are set for in this part.

3.1 Section 1 Research Process

Train of thought for the research of this paper is “building basic theory – realistic analysis – empirical study – findings and conclusions” (refer to the following figure).

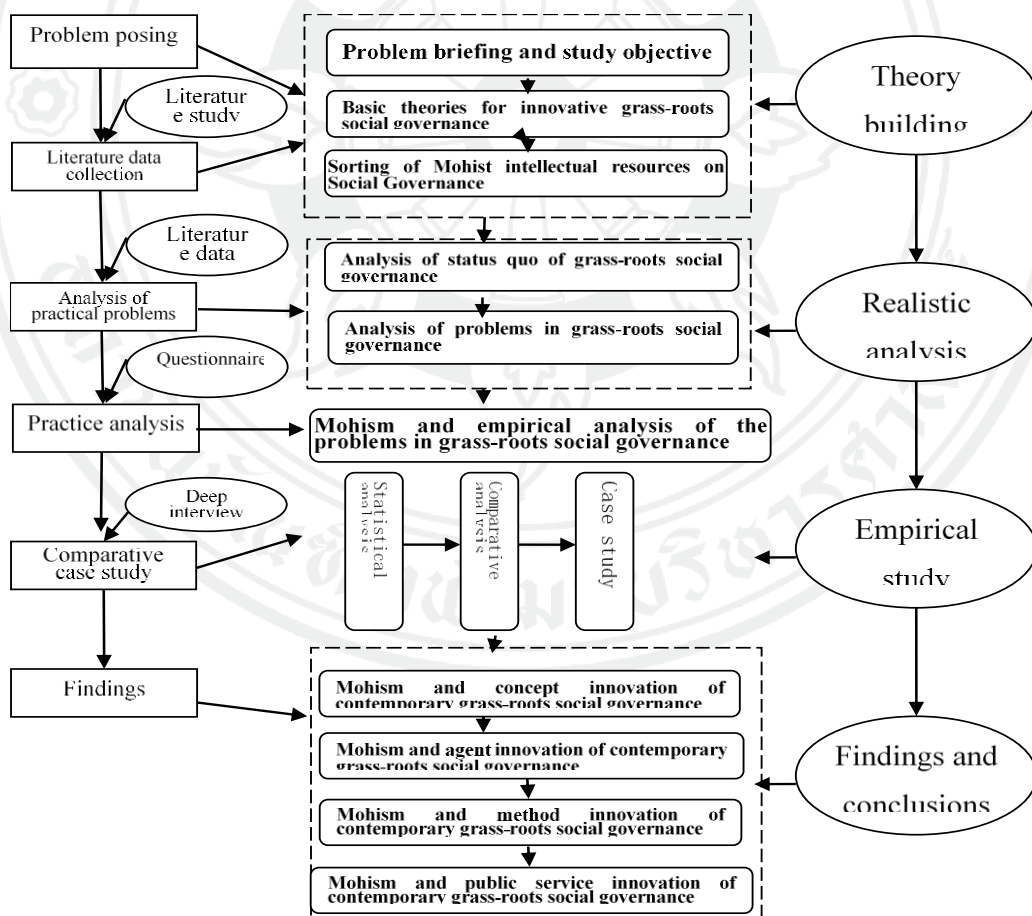


Figure 3.1 Process Design for This Research

3.2 Section 2 Research program and analysis methods

1) Research time: the research time for this paper is planned to be 1 year, ending in December 2017.

2) City for study: Chongqing City, a provincial-level municipality in China.

Considerations for regional sample selection: (1) A direct-controlled municipality, national central city Chongqing City this is A national central city sits at the top of urban system mentioned in National Urban System Planning that was released by Ministry of Housing and Urban-rural Development of the People's Republic of China, and plays a leading role throughout the country in politics, economy, culture and foreign exchange etc. **megacity.** Chongqing is a municipality directly under the central government, a national central city, megacity, the economic, financial and innovation center at upper reaches of Yangtze River, an international metropolis identified by the State Council, a national key water, land and air transportation hub, a western gateway city and the largest industrial & commercial city in Southwest China. The city has 26 districts, 8 counties and 4 autonomous counties under its jurisdiction and covers an area of 82,400 km², with an urbanization rate of 62.6%, registered population and resident population (Han nationality accounts for the majority) of 33.92 million and 30.48 million respectively, including 2 million ethnic minorities like Tujia and Miao. Chongqing Pilot Free Trade Zone, unveiled and put into operation on April 1, 2017, covers an area of 119.98 km² and is composed of Liangjiang New Area (66.29 km²), Xiyong Area and Guoyuan Port Area. (Ding Jun, 2018, January 25) Liangjiang enjoys the superposed state strategies of being the first state-level new area, core area of the free trade zone and Sino-Singaporean projects, which will help build the city into an opening highland in inland China. Chongqing has the advantage of being a direct-controlled municipality and the central city in Western China, and echoes with Shanghai, another municipality and central city in Eastern China on the other end of the Yangtze River. **(2) Intelligent industry and intelligent city.** On December 1, 2017, Chongqing Municipal People's Government signed a strategic cooperation framework agreement with Tencent. Under the agreement, the two parties will, based on features of local industrial development, carry out in-depth, all-round and substantive cooperation in and drive the concrete development of big data and intelligent industry,

relying on Tencent's rich data resources, mature cloud computing and big data capability and social platforms of WeChat and QQ. In the next 3 years, Tencent is going to invest at least RMB 3 billion yuan in Chongqing, to drive an annual growth of at least RMB 500 billion yuan in associated industries. Tencent also signed agreement with Chongqing Passenger Cableway to kick off cooperation in Chongqing's intelligent traffic, will plan to build a game R&D base in the city and has launched the "passenger's code" for Yangtze River Cableway. On January 11, 2018, Chongqing Government signed a strategic cooperation agreement with Ant Financial under Alibaba Group, to build a city brain-based intelligent Chongqing. Mid-west Branch of Alibaba will be quartered in Digital Economic Industry Park, Liangjiang New Area, to help build Chongqing into a large intelligent city. ("Chongqing Will be Built into the Most Intelligent Megacity in Asia ", 2018, Janury 16) **(3) Excellent socioeconomic development.** In recent years, Chongqing has achieved one of the highest economic growths in China by development of cutting-edge manufacturing relying on Chongqing-Sinkiang-Europe International Railway (During rapid development of Chongqing- Sinkiang-Europe International Railway, on May the first test train ran for Chongqing-Guangxi-Singapore Railway-Sea Transportation Channel (an important section of China-Singapore Southern Channel) , an Asia-Europe land-sea international trading channel that connects Guangxi, Chongqing, Southeast Asia and Europe, and links "Silk Road Economic Belt" and "21st Century Maritime Silk Road") and other measures. In 2017, for instance, Chongqing's GDP reached RMB 1,950.027 billion yuan(RMB 90.489 billion yuan than Tianjin), growing by 9.3% (the 5th fastest in the country), realizing years of consecutive growth. Meanwhile the overall per capita disposable income stood at RMB 24,135 yuan, growing by 9.6% year on year, where the per capita urban and rural disposable income totaled RMB 32,193 yuan (grew by 8.7%) and RMB 12,638 yuan (grew by 9.4%) respectively. In the same year, Chongqing reaped a total goods import and export of RMB 450.825 billion yuan, growing by 8.9%, slower than Henan and Sichuan in Central-western China, including RMB 288.371 billion yuan of export (grew by 7.8%) and RMB 162.454 billion yuan of export (grew by 11.0%). As of 2014, there were six cities in China with an urban population more than 10 million, namely Chongqing, Shanghai, Beijing, Guangzhou, Chengdu and Tianjin. By the end of 2017, totally 59 buildings higher than 180m were built or had

their main structured completed in Chongqing, including 38 with a height more than 200m, enabling Chongqing to surpass Beijing, Shanghai, Guangzhou and even Hong Kong in tall building density (Tan Ke, 2018, January 15). On January 26, 2018, the ranking results were released on *National Central City Development Report 2017* jointly prepared by Chinese Urbanization Progress Annual Report Research Group under Ministry of Education of PRC and Urban Study Institute of Shanghai Jiaotong University, as follows: Beijing, Shanghai, Guangzhou, Chongqing, Tianjin, Wuhan, Chengdu and Zhengzhou, namely Chongqing was placed 4th in the comprehensive evaluation. These 8 cities, at the highest level of Chinese urban planning system, are taking a central position in regional development and are still under a rapid growth.

3) Survey subject: government department, organization and institution in community, market entity, social organization and individual citizen of the city for research.

4) Research methods and steps:

(1) Step 1: method of documentary. Documentary with logical analysis, theory demonstration with empirical interpretation and system integration with interdisciplinary are carried out. Literature, database on social governance study at home and abroad are looked up, and relevant intellectual resources in original Mohist works sorted, to build fundamental theories for the research.

(2) Step 2: Status quo and problems are analyzed with authoritative literature data.

(3) Step 3: Questionnaire method. At least 400 questionnaires (stratified sampling, or collective sampling for some groups picked) are released to the objects surveyed, then relevant software like SPSS is used for practical and empirical analysis, so as to confirm the previous judgment about the status quo and problems of grass-roots social governance, and also to make empirical analysis to the causes of problems in grass-roots social governance by reference to Mohist thoughts.

Questionnaire survey is conducted to collect key data, with Chongqing as the city for study on the one hand, because: (1) As for sample size, the population of a municipality city is less than that of a province or an autonomous region, which is conducive to sample collection. (2) A municipality city has the characteristics of a city, a province or an autonomous region. In terms of administrative system, it is a city, but

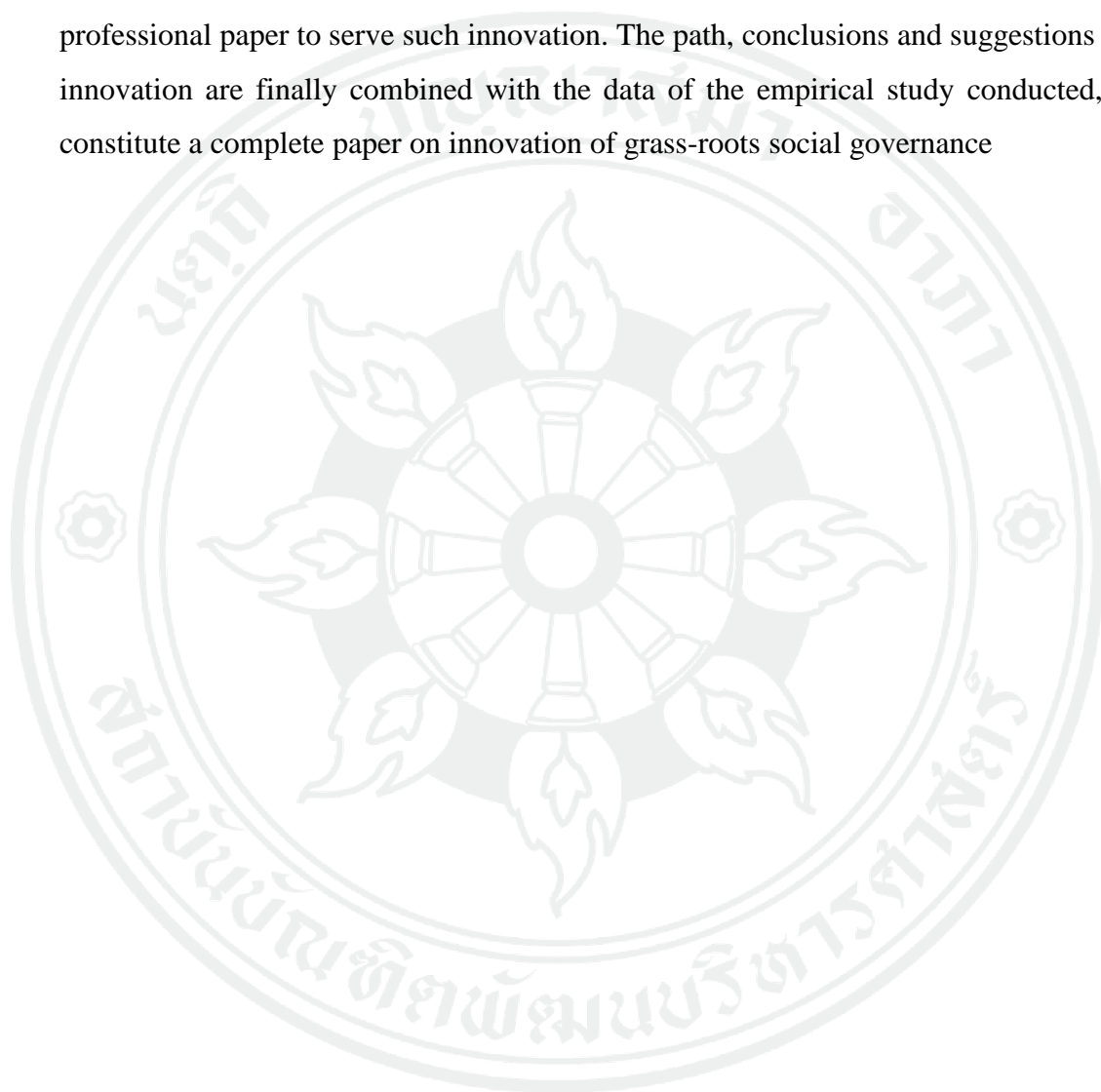
in China it is at provincial-level and is considered a province theoretically in executive law. Such a dual identity makes it possible to promote the conclusions and policy, consultation and advice hereof to a province, autonomous region and the vice-ministerial city (provincial capital, city specifically designated in the state plan, special economic zone etc.), prefecture-level city, county, county-level city and town etc. under its jurisdiction. (3) In the past decade, while under rapid economic growth, Chongqing has seen frequent new problem, phenomena, pattern and trend of social governance. China's GDP has grown by 271% in the past 10 years, soaring from RMB 18.2 trillion yuan in 2005 to RMB 67.67 trillion yuan in 2015. Through survey to all domestic cities, mainly some Central-western cities are found to match the overall economic development trend and attain an above-average level in economic figures. And Chongqing, the only municipality city in Central-western China, achieves the 2nd fastest growth among the cities in the region. (4) Currently most social problems happen in Chinese cities under urbanization and economic growth. The reform of new urbanization is under way, bringing a series of new social governance problems in employment, social security, income distribution, education, medicine, housing, production safety and public order etc.; the industrialization is not completed in most regions, economic foundation is not solid; incubation and growth of social forces like social organization, private sector and voluntary civil groups are still under way and call for solid industrial and economic foundation. And Chongqing can serve as a miniature for the accumulated experience and lesson of China's social governance in the past 10 years. On the other hand, the survey subjects are all the entities participating in social governance, including government agency, organization and institute in community, market entity, social organization and ordinary citizen. Differential survey is carried out: the persons in charge and specialists from government agency, organization and institute in community, market entity, and social organization receive an in-depth interview through "expert questionnaire", while stratified sampling is conducted for general practitioners and individuals, and collective sampling for some selected groups.

(IV) Stage IV: **field study**, for data correction. Problems are found via survey research method, their causes identified through such methods as Cronbach's α , chi-square test, ordinal Logistic regression analysis and multiple linear regression analysis,

and deep data mining is tried via main component and factor analysis, curvilinear regression, nonlinear regression, multiple linear regression and correlation. However, the survey research method will give rise to rigid defects, like the design of problems and logic array of problem finding may not be desirable, there is error in size, pertinence of respondent and quality of answers, and discrepancy will arise during interpretation in data analysis of problems, relation and other elements, and so on. First hand information about the research object can be actually acquired by field study, a common method for social sciences like anthropology and sociality, through a certain period of observation, interview with the typical respondents and even living experience. In this research, the shortcomings and defect of questionnaire are offset by field study through site observation and learning, to effectively grasp the status quo, problems and causes in development of social governance capacity in Chongqing, identify the decisive factors in construction of innovative grass-roots social governance by reference to the Mohist thoughts on social governance sorted, and put forward measures and suggestions on innovative grass-roots social governance.

(V) Stage V: **statistical analysis, comparative analysis and case analysis**. At early stages, the persons in charge and specialists from government agency, organization and institute in community, market entity, and social organization receive an in-depth interview through “expert questionnaire”, while field study is conducted for close observation and participation recognition. Now statistical analysis, comparative analysis and case analysis followed by a more in-depth empirical are conducted on the data of these sampling questionnaire survey and field study. And the findings and conclusions of this research are finally drawn from these analysis results combining interdisciplinary and literature research. Literature research method is employed for this research and theories in politics, law, sociology and management are quoted. “Jade may be refined from stones coming from other hills”. Interdisciplinary research can break the barriers between academic study fields, to tap new academic space, field, find new academic growth and entry points, and meanwhile establish new paradigm, and form more efficient and interesting exploration. Meanwhile, practical application of method and respect of difference between and features of disciplines can prevent the clouding of disciplinary consciousness and “forced elaboration” caused by “generalization” of interdisciplinary research, clarifying the interdisciplinary boundary and giving full play

to the research richness and advantage brought by multiple disciplines. On the one hand, the thoughts in Mozi's works are carefully sorted and judged by the literature research method, and insightful ideas are selected to guide the innovation of current grass-roots social governance. On the other, intellectual resources are extracted from the data collected from domestic and foreign media, website of research institution and journal, professional paper to serve such innovation. The path, conclusions and suggestions for innovation are finally combined with the data of the empirical study conducted, to constitute a complete paper on innovation of grass-roots social governance



CHAPTER 4

MOHISM AND RESEARCH FINDINGS FOR INNOVATIVE CONTEMPORARY GRASS-ROOTS SOCIAL (EMPIRRCAL ANALYSIS)

Questionnaire and field study are adopted in this part, together with comparative analysis and case study, to confirm the problems mentioned above, identify the causes of the problems and find the solution against them.

4.1 Section 1 Questionnaire data analysis

Data cleansing. Totally 500 questionnaires are released (only paper questionnaires are prepared and released and 400 are expected to withdraw, because due to strict social management, sensitive words are unexpectedly shielded during filling and linking of questionnaires on professional online questionnaire websites), finally 451 questionnaires are taken back. Then data cleansing is carried out, including: (1) Recognition of repeated cases: this is done in processed data; (2) Disposition of missing values: missing values are replaced by stable continue mean value method; (3) Logic check: screening problem of questionnaires is judged via logic check, namely table is used to find any data that fails to meet the screening condition, then individual cases are selected to remove the unsatisfactory data, so as to eliminate the cases failing to pass the screening problem; (4) For disposition of abnormal values: some abnormal inputs or labels are identified via frequency analysis, and are corrected in data view by the find-replace function in Excel. Totally 399 questionnaires are retained after data cleansing to serve as the empirical evidence for research of Mohism and innovation in modern grass-roots governance.

4.1.1 Reliability and validity test for questionnaires

1) Test of reliability

(1) Test of questionnaire items related to governance concepts (1-7 questions)

Table 4.1 Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.787	.783	7

Table 4.2 Item Total Statistics

	Item Total Statistics				
	Scale Mean with Deleted Items	Scale Variance with Deleted Items	Corrected Item Overall Correlation	Multi-correlated square	Cronbach's Alpha with Deleted Items
When are the affairs disclosed in your community/ village?	14.50	5.873	.605	.446	.741
What affairs are disclosed in your community/village	14.35	5.639	.602	.569	.741
When you need to seek help from community/village	14.70	6.657	.491	.286	.765
Does the community/village actively collect your or your family's	13.80	6.183	.532	.438	.756

suggestions via survey?					
How many items you reported to community/village are settled?	14.18	6.921	.370	.290	.784
You comment on the community/ village's service?	14.29	5.698	.684	.511	.724
Have you/your family ever suffered from benefit loss from the community/ village's decision without condition?	15.09	6.907	.314	.193	.795

Questions 1-7 are designed to measure the concepts of grass-roots social governance, with Cronbach's α . Firstly, the "Reliability Statistics" Table shows that the Cronbach's α of items is 0.787. Because the consistency of questions is relevant to the content of measurement, a larger Cronbach's α means stronger internal consistency. Previous researches show that Cronbach's $\alpha > 0.7$ indicates a good consistency between questions. Secondly, the "Item Total Statistics" Table shows a low correlation between the response scores and total scores of Q5 and Q7, indicating that they might not be correlated to the intension of the questionnaires. The Pearson correlation coefficients of Q5 and Q7, however, are both greater than 0.3, and according to previous experience, only a correlation coefficient lower than 0.3 indicates low correlation between one item and other items and it should be removed. This shows that these 7 questions have high internal consistency and should not be altered, replaced or deleted.

(2) Test of questionnaire items related to governance concepts (1-7 questions)

Table 4.3 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.809	.828	10

Table 4.4 Item Total Statistics

	Item Total Statistics				
	Scale Mean with Deleted Items	Scale Variance with Deleted Items	Corrected Item Overall Correlation	Multi-correlated square	Cronbach's Alpha with Deleted Items
Do you participate in each democratic vote in the community/ village?	20.85	17.372	.382	.283	.807
Are the details of vote in the community/ village publicized?	21.82	16.974	.584	.442	.781
Do you think the voting results of the community/village are reasonable?	21.32	16.711	.709	.621	.769
Are you satisfied with the democratic vote in the community/village?	21.41	16.584	.687	.608	.770
Is there any mass club or organization	21.60	16.897	.520	.412	.788

	Item Total Statistics				
	Scale Mean with Deleted Items	Scale Variance with Deleted Items	Corrected Item Overall Correlation	Multi- correlated square	Cronbach's Alpha with Deleted Items
in the community/village?					
Do you think these mass clubs or organizations have effectively organized and managed their members?	21.34	17.995	.633	.539	.783
Does mass club/organization affect the decision of neighborhood/village committee?	21.35	17.016	.557	.501	.784
Do you think the members of neighborhood /village committee are diverse?	21.53	16.466	.678	.579	.770
Do you think your community/village can decide on its own affairs?	21.52	18.650	.363	.436	.804
Which of the following entities has a growing bigger role in handling the affairs of community/ village?	21.72	20.195	.016	.018	.850

Questions 11-19 and 40 are designed to measure the cognition and recognition of the entities for grass-roots social governance, with Cronbach's α . Firstly, the “Reliability Statistics” Table shows that the Cronbach's α of items is 0.828, indicating a strong correlation. Secondly, the “Item Total Statistics” Table shows a relatively weaker correlation between the response scores and total scores of Q11, Q19 and Q40, indicating that their correlation with the intension of the questionnaires is relatively poor. With Pearson correlation coefficients greater than 0.3, neither Q11 nor Q19 is to be removed. Regardless of its Pearson correlation coefficient < 0.3, Q40 is the derivative of Q39 and is used to measure the trend of entity recognition for grass-roots social governance. This shows that these 10 questions have high internal consistency and should not be altered, replaced or deleted.

(3) Test of questionnaire items related to governance method (23-27 questions)

Table 4.5 Test Statistics

	Test Statistics				
	Has a website or other network platform been built for your community/village?	Do you often surf the internet?	Do you often pay attention to the website or network platform of your community/village?	Is the website or network platform of your community/village put to use?	Your opinion on your community/village?
Chi-square	55.053 ^a	777.912 ^b	259.697 ^b	80.549 ^b	737.291 ^b
df	2	3	3	3	3
Progressive significance	.000	.000	.000	.000	.000

- Note:** a. O unit (0.0%) has an expected frequency < 5. Min unit expected frequency is 133.0.
- b. O unit (0.0%) has an expected frequency < 5. Min unit expected frequency is 99.8.

The questions on governance method are tested with Cronbach's α , but the results fail to meet the experience requirements. Chi-square test is arranged for these questions because the test values might be affected by the necessary requirements of questionnaire design and the respondents may be affected by internal and external causes. The test results (chi-square value) are: 55.053 for Q23, 777.912 for Q24, 259.697 for 25, 80.549 for Q26, and 737.291 for Q27; while the progressive significance P for all is 0.000, less than 0.001, rejecting the null hypothesis, which indicate a significant difference between the ticked frequency and expected value of Q23-Q27. This proves that most respondents have seriously answered regardless the affect of external and internal causes, and the data collected in the questionnaires are credible.

(4) Test of questionnaire items related to governance service (28-34 questions)

Table 4.6 Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbachs Alpha Based on Standardized Items	Number of Items
.694	.732	6

Table 4.7 Item Total Statistics

	Item Total Statistics				
	Scale Mean with Deleted Items	Scale Variance with Deleted Items	Corrected Item Overall Correlation	Multi-correlated square	Cronbach's Alpha with Deleted Items
How many people are forming the neighborhood /village committee where you live?	12.78	6.521	.194	.167	.745
What do you think of the efficiency of your neighborhood / village committee?	13.46	6.295	.501	.402	.635
Do you realize that the work results of your neighborhood / village committee have been implemented to you or your family?	13.37	6.318	.495	.459	.637
Do you think the work of your neighborhood / village committee satisfies your interests?	13.55	6.228	.620	.487	.611
Does your neighborhood/ village committee call everyone or representatives to consult before making major decisions each time?	13.40	5.080	.499	.368	.631
Does the public service provided by your community/ village committee meet your demands?	13.45	6.388	.418	.319	.656

Questions 28-34 are designed to measure the governance service and demand satisfaction, with Cronbach's α . Firstly, the “Reliability Statistics” Table shows that the Cronbach's α of items is 0.732, indicating a strong consistency. Secondly, the “Item Total Statistics” Table shows a low correlation between the response scores and total scores of Q28, indicating that they might not be correlated to the intension of the questionnaires. The Pearson correlation coefficients of all but Q28 are greater than 0.3. With a correlation coefficient less than 0.3, Q28 is considered in poor correlation with other items, but it serves as a background basis and is used to measure the basic situation of grass-roots governance service objects. This shows that Q29-Q34 have high internal consistency and should not be altered, replaced or deleted.

2) Test of validity

Based on the above good reliability measured, the main components are extracted from 39 questions that are related to the research topic, to determine the validity of this questionnaire. The purpose is to avoid the condition of good reliability + poor validity and guarantee the feasibility of this research.

Table 4.8 Total Variance of Interpretation

Component	Total Variance of Interpretation								
	Initial Eigenvalue			Extracted Square and Load			Rotated Square and Load		
	Total	Variance %	Total %	Total	Variance %	Total %	Total	Variance %	Total %
1	12.386	31.758	31.758	12.386	31.758	31.758	3.718	9.533	9.533
2	3.960	10.155	41.913	3.960	10.155	41.913	3.468	8.892	18.424
3	2.993	7.674	49.587	2.993	7.674	49.587	3.363	8.624	27.048
4	2.551	6.540	56.127	2.551	6.540	56.127	3.322	8.517	35.565
5	2.002	5.132	61.259	2.002	5.132	61.259	3.209	8.228	43.793
6	1.833	4.701	65.960	1.833	4.701	65.960	3.015	7.730	51.523
7	1.596	4.093	70.053	1.596	4.093	70.053	2.930	7.513	59.037
8	1.411	3.618	73.671	1.411	3.618	73.671	2.682	6.876	65.912
9	1.234	3.163	76.835	1.234	3.163	76.835	2.619	6.716	72.628
10	1.069	2.740	79.575	1.069	2.740	79.575	2.317	5.942	78.570
11	1.014	2.601	82.176	1.014	2.601	82.176	1.406	3.605	82.176
12	.866	2.220	84.396	-	-	-	-	-	-
13	.816	2.092	86.487	-	-	-	-	-	-
14	.714	1.831	88.318	-	-	-	-	-	-
15	.670	1.719	90.037	-	-	-	-	-	-
16	.626	1.604	91.641	-	-	-	-	-	-
17	.522	1.338	92.979	-	-	-	-	-	-

Total Variance of Interpretation									
Component	Initial Eigenvalue		Extracted Square and Load			Rotated Square and Load			
	Total	Variance %	Total	Total	Variance %	Total	Total	Variance %	Total
18	.505	1.294	94.274	-	-	-	-	-	-
19	.396	1.016	95.289	-	-	-	-	-	-
20	.354	.909	96.198	-	-	-	-	-	-
21	.272	.697	96.895	-	-	-	-	-	-
22	.232	.596	97.491	-	-	-	-	-	-
23	.208	.533	98.024	-	-	-	-	-	-
24	.161	.413	98.437	-	-	-	-	-	-
25	.158	.404	98.841	-	-	-	-	-	-
26	.129	.330	99.171	-	-	-	-	-	-
27	.106	.273	99.444	-	-	-	-	-	-
28	.063	.161	99.605	-	-	-	-	-	-
29	.048	.122	99.728	-	-	-	-	-	-
30	.039	.101	99.828	-	-	-	-	-	-
31	.031	.080	99.908	-	-	-	-	-	-
32	.014	.037	99.945	-	-	-	-	-	-
33	.010	.026	99.971	-	-	-	-	-	-
34	.006	.016	99.987	-	-	-	-	-	-
35	.002	.006	99.993	-	-	-	-	-	-

Total Variance of Interpretation									
Component	Initial Eigenvalue		Extracted Square and Load			Rotated Square and Load			
	Total	Variance %	Total %	Total 1	Variance %	Total 1 %	Total	Variance %	Total 1 %
6	.002	.004	99.997	-	-	-	-	-	-
37	.001	.003	100.000	-	-	-	-	-	-
38	-	-	100.000	-	-	-	-	-	-
	5.510E-017	1.413E-016							
39	-	-	100.000	-	-	-	-	-	-
	8.979E-016	2.302E-015							

Note: Extracting method: main component analysis

The “Total Variance of Interpretation” Table shows that, the eigenvalues of the first 11 common factors are all greater than 1, hence these 11 new variables are the common factor of the system by default and undergo factor analysis by the system. As many as 82.176% of the total variance of the first 11 are interpreted, exceeding the requirement of 80% accuracy. This interpretation rate is considered high in humanistic & social sciences, and the empirical experience in this field indicates that an interpretation rate above 6% can enable the reference information to be further explained.

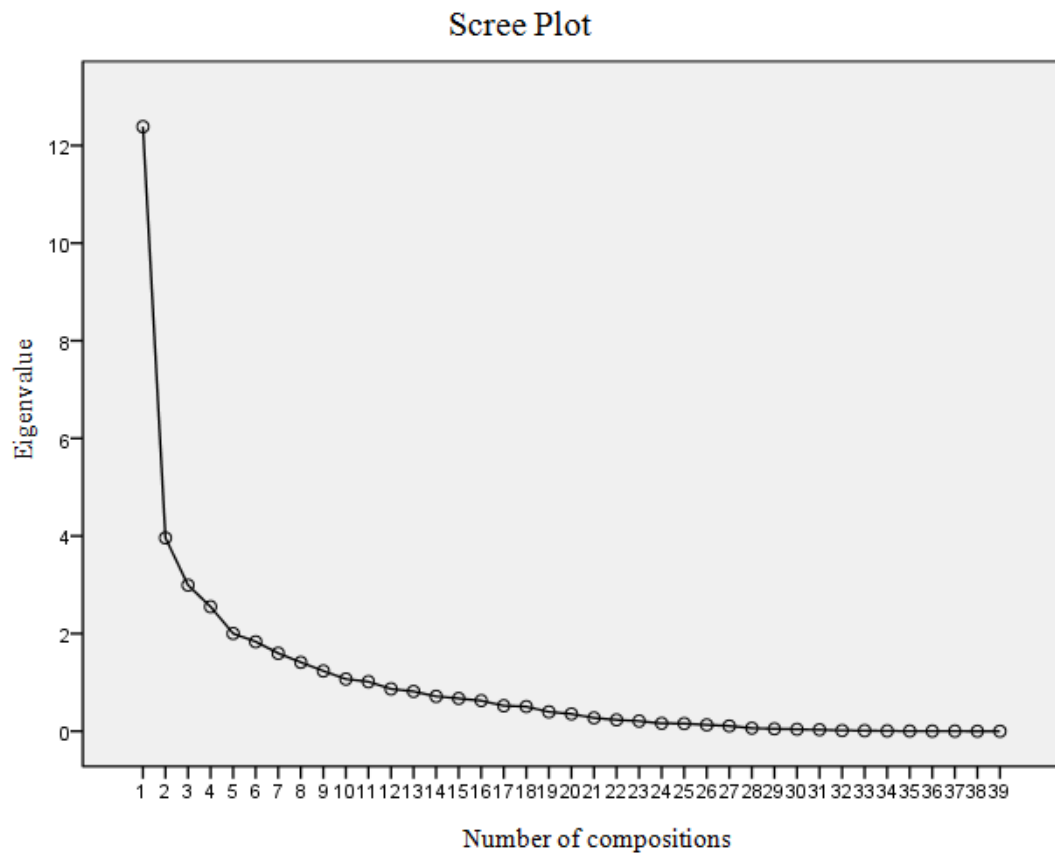


Figure 4.1 Scree Plot

The scree plot shows a gentle slope from common factor 3, which indicates the validity of this questionnaire is high, and there is close logic and link between the questions adopted.

Table 4.9 Component Matrix^a

	Component Matrix ^a										
	Component										
	1	2	3	4	5	6	7	8	9	10	11
Do you think the work of your neighborhood / village committee satisfies your interests?	.813	-	-.340	-	-	.138	-.167	-	-.277	-	-
Is the website or network platform of your community/village put to use?	.794	-	-	.114	.291	.314	-	-.163	-	-	-.124
Does the public service provide by your community/ village committee meets your demands?	.794	-	.227	-	.211	.189	-	.152	-.261	-	-
Do you realize that the work results of your neighborhood / village committee have been implemented to you or your family?	.793	.138	-	-.202	.150	-.234	-	.259	.108	-	-

Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
Are you satisfied with the democratic vote in the community/village?	.791	-.143	-.104	-	-.298	.135	-	-.201	-.196	.198	.125
What do you think of the efficiency of your neighborhood / village committee?	.784	.119	-.259	-	.320	-	-.170	-	-	-	-
What does your neighborhood / village committee think of these critics?	.748	.277	-	-.156	-.184	-.297	-	-	-	.189	-
You comment on the community/village's service	.746	-	-.200	.260	.217	.126	-	.321	-	-.140	-.136
What is the quality of your community/village's management on the floating population?	.743	-.114	-	-.484	-	-	-.104	-.118	.167	-	.118
Do you often pay attention to the website or network	.719	-.134	-	-.187	-	.148	-	-.177	.306	-	-

Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
platform of your community/ village?											
Do you think these mass clubs or organizations have effectively organized and managed their members?	.700	-	-	.142	-.182	.283	-.261	-.131	.187	.140	-
Does mass club/organization affect the decision of neighborhood/village committee?	.660	-.535	-.217	.362	-	.106	-	-	-	-	-
What affairs are disclosed in your community/village?	.654	-	-.114	.378	-	-.438	-	-	.146	-	-
When you need to seek help from community/village	.654	.431	-	-	.104	-.359	.184	.147	-.205	-	-
Are you satisfied with the democratic vote in the community/village?	.623	-.395	.356	-.248	-	-	.158	.234	-.209	-	-

Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
Does your neighborhood/ village committee call everyone or representatives to consult before making major decisions each time?	.614	-	-.296	-.272	-	-	-	-.279	-	-	.316
When are the affairs disclosed in your community/village?	.603	.178	.160	.336	-.344	-.467	-	-	-	.145	-
Do you think the members of neighborhood /village committee are diverse?	.594	-.148	-	-.425	-.177	-	.263	.108	-.193	-	.173
Do you think the use of community/village public products (like public facilities for fitness, health and education) is fair?	.593	-	.300	.188	.415	-	-	-.263	-	-	-
How many items you reported to community/village are settled?	.582	-.269	-.239	.261	-.219	.114	-.320	.355	-.112	-	-

Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
Is there any mass club or organization in the community/village?	.582	-.377	.334	.171	.224	-.158	.202	-.326	-	.106	-
Does the community/village actively collect your or your family's suggestions via survey?	.547	-.295	-.121	.326	-	-.371	-.194	-	.231	-.132	-
The reason for your neighborhood/village committee not criticized?	.501	.464	-.217	-.119	-	-	-	-	.205	-	-.224
Your comment on the community/village's handling the mass conflicts?	.494	-.485	-.311	-.184	-	-	.224	-	.220	-	-
How many floating populations are living in your community/village?	-	.706	-.156	.198	.217	-	-	-.233	-.236	-.233	.270

Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
How often do your residents criticize the neighborhood/village committee?	.191	-.704	.261	-.351	.231	-.183	-	-	-.239	-	.119
Have you/your family ever suffered from benefit loss from the community/village's decision without condition?	.575	.599	-.111	-	-.255	.312	-.115	-	-	.145	-
Do you think your community/village can decide on its own affairs?	.471	.560	.255	-.105	-	-	-.127	.462	-	-.194	-
Your opinion on your community/ village?	.284	.509	.268	.137	.432	.182	.158	-.196	.132	-.234	-
How often does the mass contradiction happen in your community/village?	-.383	-.450	-.321	.347	.448	-.136	-.220	-	-	-	-
Do you often surf the internet?	.251	.203	.685	-.284	-	-.266	-	-	-	-	.162

Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
Are the details of vote in the community/village publicized?	.362	-.102	.677	.366	-.292	-	-	.100	-	-	-
How many people are forming the neighborhood /village committee where you live?	-.115	.113	-.651	-.436	.148	-.201	.393	-	.142	-	-
How long are you going to stay in your community/village?	-	-	.266	-.532	-	.300	-.528	-	.230	-	-
Has a website or other network platform been built for your community/village?	.462	-	-.171	.137	-.380	.346	.535	-	-.211	-	-
Do you participate in each democratic vote in the community/village?	.270	-.238	.390	-	-	.301	.403	-	.343	-	-.383
Do you think the thoughts of Pre-Qin Scholars like Mohism can offer intellectual resources and assistance to the present grass-roots social governance?	-	.242	-	-	.299	-	.178	.332	-	.584	.158

Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
Do you know about these Mohist thoughts?	-	-	-	.180	.418	.108	.152	.228	.161	.463	.300
Which of the following entities has a growing bigger role in handling the affairs of community/village?	-	-	.160	.224	-.153	.211	.137	.307	.366	-.283	.551

Note: Extracting method: main component.
a. 11 components have been extracted.

In “Component Matrix” Table, all component matrix values are arrayed by the numerical value of factor coefficients, and only the coefficients greater than 0.10 are shown. The table shows that the first factor has load in 34 of the 39 variables, which makes interpretation and classification of factors extracted inconvenient. Factor load is polarized through factor rotation, to make the factor direction and load problem more focused.



Table 4.10 Rotated Component Matrix^a

Rotated Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
How many items you reported to community/ village are settled?	.806	.215	-	.158	.230	-	-	.174	-	-	-
You comment on the community/village's service?	.740	.258	.156	-	.148	-	.259	-	.334	.112	.121
Do you think the work of your neighborhood / village committee satisfies your interests?	.585	.124	.117	.381	.458	.191	.167	-	-	.354	-
Does mass club/organization affect the decision of neighborhood/village committee?	.533	.358	-.382	.124	.387	.239	-	.125	.341	.161	-
What do you think of the efficiency of your neighborhood / village committee?	.507	.240	.149	.318	.124	.109	.396	-	-	.421	.162
Does the public service provided by your community/ village committee meet your demands?	.506	-	.267	.132	.216	.332	.335	.317	.291	.270	-
What affairs are disclosed in your community/village?	.234	.804	-	-	.155	-	.183	-	-	.146	-

Rotated Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
When are the affairs disclosed in your community/village?	-	.780	.264	-	.215	-	-	.347	-	.201	-
Does the community/village actively collect your or your family's suggestions via survey?	.460	.672	-	.181	-	.173	-	-	.122	-	.105
What does your neighborhood / village committee think of these critics?	-	.484	.432	.374	.251	-	-	-	-	.441	-
Do you think your community/ village can decide on its own affairs?	.252	-	.832	-	-	-.104	.274	.134	-	-	.110
How often does the mass contradiction happen in your community/village?	.303	-	-.608	-	-.444	.190	-	-.190	-	-	-
When you need to seek help from community/village	.138	.395	.584	-	.240	.119	.373	-.110	-	.341	-
Do you often surf the internet?	-.351		.548	.138		.334	.194	.394			
Do you realize that the work results of your neighborhood / village committee have been implemented to you or your family?	.360	.367	.529	.303	-	.190	.171	-.133	.207	.286	.122
The reason for your neighborhood/village committee not criticized?	-	.264	.366	.244	.112	-.297	.247	-.239	.144	.353	-

Rotated Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
How well do you think your community/village is managing the floating population?	-	.209	.290	.685	.164	.367	-	-	.194	.249	-
How long are you going to stay in your community/village?	-	-.418	.240	.642	-.305	-	-	.188	-	-	-
Do you often pay attention to the website or network platform of your community/village?	.198	.211	-	.626	.250	.137	.204	-	.351	-	-
Does your neighborhood/ village committee call everyone or representatives to consult before making major decisions each time?	.113	.226	-	.586	.386	.244	.232	-.227	-	-	-
Do you think these mass clubs or organizations have effectively organized and managed their members?	.371	.204	-	.549	.265	-.200	.117	.297	.195	.187	-
Has a website or other network platform been built for your community/village?	.127	-	-	-	.882	-.113	.119	-	.203	-	-
Are you satisfied with the democratic vote in the community/village?	.265	.236	-	.440	.622	.161	-	.239	-	.322	-

Rotated Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
Do you think the members of neighborhood /village committee are diverse?	-	-	.356	.255	.534	.464	-	-.107	.133	-	-
How often do your residents criticize the neighborhood/village committee?	-	-	-.103	.121	-	.896	-	-	.130	-	-
Are you satisfied with the democratic vote in the community/ village?	.230	-	.285	-	.229	.634	-	.211	.442	.178	-
Have you/your family ever suffered from benefit loss from the community/village's decision without condition?	.213	-	.363	.326	.397	-.528	.237	.169	-	.303	-
Your opinion on your community/ village?	-	-	.210	-	-	-.161	.801	-	.217	-	.105
How many floating populations are living in your community/village?	-	-	.117	-	.149	-.291	.704	-.102	-	-	-
Do you think the use of community/ village public products (like public facilities for fitness, health and education) is fair?	-	.216	-	.171	-	.231	.609	.341	.159	.250	.186
Is the website or network platform of your community/village put to use?	.384	-	-	.285	.240	-	.559	.162	.373	.319	-

Rotated Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
How many people are forming the neighborhood /village committee where you live?	-.116	-	-	-	-	-	-	-.918	-	-	-
Are the details of vote in the community/village publicized?	-	.307	.205	-	.182	.110	-	.740	.302	-	-
Do you participate in each democratic vote in the community/ village?	-	-	-	-	-	-	-	.108	.882	-	-
Is there any mass club or organization in the community/ village?	-	.428	-.197	.148	-	.423	.269	.293	.488	.191	-
Your comment on the community/village's handling the mass conflicts?	.282	.230	-.104	.329	.276	.320	-	-.327	.394	-	-
Which of the following entities has a growing bigger role in handling the affairs of community/ village?	.115	-	.103	.124	.132	-	-	.122	-	-	-
Do you think the thoughts of Pre-Qin Scholars like Mohism can offer intellectual resources and assistance to the present grass-roots social governance? ?	-	-.118	.124	-	-	-	-	-	-	-	.784
Do you know about these Mohist thoughts?	-	-	-.111	-	-	-	.118	-	-	-	.758
										.133	

Note: Extraction method: main component.

Rotation method: whole rotation with Kaiser Standardization.

a. The rotation converges after 24 iterations.

“Component Matrix Analysis” is transformed into “Rotated Component Matrix” Table through factor rotation. After rotation of coordinates, the table takes the form displayed by the above figure. Load polarization to 11 common factors in “Rotated Component Matrix” Table makes the affiliation of factors with different problems clearer. Common factors are generally inducted and named based on the concentration rate of their load. Common factor 1 mainly embodies and measures the community residents’ recognition, satisfaction and impression on grass-roots social governance, therefore it can be named “satisfaction with grass-roots social governance”; Common factor 2 mainly embodies the service content of grass-roots social governance, so it can be named “grass-roots social governance service”; Common factor 3 mainly embodies the grass-roots people’s demand on social governance service, therefore it can be named “grass-roots social governance demand”, and so on. Besides the above table shows that, the questionnaire has acquired 11 factors through factor rotation. Among these factors, the smallest one contains 9 questions, and the biggest one contains 24. For these questions, as a whole, the factor loads generally fall between 0.103 and 0.806, both greater than the min acceptable value of 0.10 (default), indicating a high structural validity of the questionnaire.

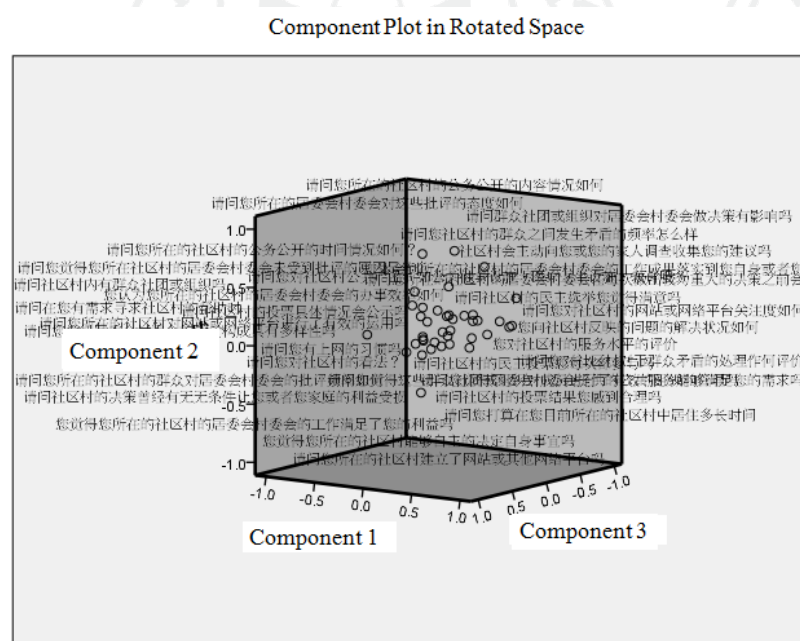


Figure 4.2 Component Plot in Rotated Space

“Component Plot in Rotated Space” also indicates the high structural validity of this questionnaire.

4.1.2 Data Analysis

1) Data analysis of concepts of grass-roots social governance

(1) Ordinal regression analysis of the mass’s comments on governance concepts

The grass-roots social governance level should be analyzed with the designed ordinal Logistic regression model, for the comprehensive satisfaction with local grass-roots community governance level is a 1-4 level ordinal dependent variable. In this ordinal Logistic regression model, the assumption of equal independent variables must be verified, which is referred to “parallel line test”. If parallel line test fails, unordered multi-classification Logistic regression or other statistics method should be adopted. Therefore “parallel line test” is performed in this research to determine the validity of the assumption.

Table 4.11 Case Settlement Summary

Case Settlement Summary			
		N	Percent Margin
Q6 You comments on the community/village's service?	1	24	6.0%
	2	151	37.8%
	3	214	53.6%
	4	10	2.5%
Your Education	1	17	4.3%
	2	61	15.3%
	3	101	25.3%
	4	2	0.5%
	5	84	21.1%
	6	56	14.0%
	7	70	17.5%
	8	8	2.0%
Your Current Job	1	9	2.3%
	2	12	3.0%
	3	19	4.8%
	4	12	3.0%
	5	23	5.8%
	6	66	16.5%
	7	16	4.0%
	8	54	13.5%
	9	18	4.5%
	10	15	3.8%
	11	78	19.5%
	12	6	1.5%
	13	5	1.3%
	14	2	0.5%
	15	23	5.8%
	16	41	10.3%
Valid		399	100.0%
Deleted		0	
Total		399	

The “Case Settlement Summary” Table shows that the evaluation of social service level is an ordinal dependent variable between 1 and 4, and with the advancement of reform and opening up and socioeconomic development in China, the government’s administration level is updated to cater to the people’s demand and the public’s relative satisfaction to the governance (service) is not low. Different ages of the respondents lead to their various education levels: high school, junior college, college graduate, as well as junior middle school and undergraduate. As a whole, those born before 1950s have low education degree, which is caused by low economic level. Some respondents (undergraduate) born after 1995 are still studying in colleges. They are mostly working as (state-owned) enterprise staff, service industry staff and (private) company employee etc.

Table 4.12 Model Fitting Information

Model Fitting Information				
Model	-2 Log Likelihood	Chi-square	df	Significance
Only intercept	659.349	-	-	-
Final	410.807	248.542	25	.000

Note: Connection function: Logit.

Ordinal Logistic regression analysis offers two fitting information: one is model fitting information, or model likelihood test result. The original hypothesis of this test is that the coefficients of all included independent variables are 0. The fitting information of this analysis model indicates $P(\text{Sig.}) < 0.001$, but in fact when $P < 0.05$ the analysis model is statistically significant. < 0.001 means at least one variable factor is not 0 and is statistically significant, and that the model is significant in general.

Table 4.13 Fitting

Fitting			
	Chi-square	df	Significance
Pearson	608.390	698	.994
Deviation	353.424	698	1.000

Note: Connection function: Logit.

The other information is Goodness-of-Fit, which through model analysis produces results of Pearson and Deviance Chi-square. P values of both two Goodness-of-Fit tests are greater than 0.05, indicating a good fit for this analysis model. Nevertheless, these two test results are not as stable as the likelihood ratio test results of “model fitting information”, especially when there are continuous variables in the included independent variables. In this analysis model test, however, the “model fitting information” analysis and “fitting analysis” that gathers the results of Pearson and Deviance analysis both indicate the statistical significance of this test, guaranteeing the scientific nature and pertinence of the results of this research.

Table 4.14 Pseudo R-squared

Pseudo R-squared	
Cox and Snell	.464
Nagelkerke	.543
McFadden	.323

Note: Connection function: Logit.

The above “Pseudo R-squared” Table offers 3 pseudo-squareds for this model. Due to the categorical data in this test, these pseudo R-squareds displayed are not high, but they fall within the range of normal observed values.

Table 4.15 Parameter Estimates

Parameter Estimates								
		Estimate	Standard error	Wald	df	Significance	95% Confidence Interval	
								Min Max
Threshold	[Q6 Your comments on the service of the community/village = 1]	8.180	1.384	34.952	1	.000	5.468	10.892
	[Q6 Your comments on the service of the community/village = 2]	12.157	1.492	66.407	1	.000	9.233	15.081
	[Q6 Your comments on the service of the community/village = 3]	18.396	1.765	108.678	1	.000	14.937	21.855
Location	Q3 When you need to seek help from community/village	2.541	.326	60.795	1	.000	1.903	3.180
	Q4 Does the community/village actively collect information from you/your family?	1.440	.221	42.467	1	.000	1.007	1.873
	Q5 How many items you reported to community/village are settled?	1.633	.247	43.863	1	.000	1.150	2.117
	[Your education level=1]	-1.469	1.008	2.125	1	.145	-3.443	.506
	[Your education level=2]	-1.036	.888	1.360	1	.243	-2.777	.705
	[Your education level =3]	-.532	.857	.385	1	.535	-2.211	1.148
	[Your education level =4]	.082	2.026	.002	1	.968	-3.889	4.053

Parameter Estimates							
	Estimate	Standard error	Wald	df	Significance	95% Confidence Interval	
						Min	Max
[Your education level =5]	-.779	.864	.813	1	.367	-2.473	.915
[Your education level =6]	-1.286	1.057	1.480	1	.224	-3.357	.786
[Your education level =7]	-.779	.878	.787	1	.375	-2.500	.942
[Your education level =8]	0 ^a	.	.	0	.	.	.
[Your present job =1]	-.606	1.026	.349	1	.555	-2.616	1.404
[Your present job =2]	-1.124	.969	1.346	1	.246	-3.022	.775
[Your present job =3]	-1.510	.866	3.040	1	.081	-3.208	.187
[Your present job =4]	.103	.985	.011	1	.916	-1.827	2.034
[Your present job =5]	-.183	.843	.047	1	.828	-1.836	1.470
[Your present job =6]	-.458	.751	.372	1	.542	-1.930	1.013
[Your present job =7]	.060	.944	.004	1	.949	-1.791	1.912
[Your present job =8]	-1.112	.773	2.069	1	.150	-2.628	.403
[Your present job =9]	-.679	.845	.645	1	.422	-2.336	.978
[Your present job =10]	-.133	.952	.019	1	.889	-1.999	1.733
[Your present job =11]	-.562	.754	.554	1	.457	-2.040	.917
[Your present job =12]	-1.009	1.128	.800	1	.371	-3.220	1.202
[Your present job =13]	-.232	1.237	.035	1	.851	-2.656	2.192
[Your present job =14]	2.302	1.634	1.986	1	.159	-.900	5.504

Parameter Estimates							
	Estimate	Standard error	Wald	df	Significance	95% Confidence Interval	
						Min	Max
[Your present job =15]	-.854	.637	1.797	1	.180	-2.102	.395
[Your present job =16]	0 ^a	.	.	0	.	.	.

Note: Connection function: Logit.

a. Being redundant, this parameter is set as 0.

“Parameter Estimates” are the most important results of this analysis model, and because the number of levels for dependent variable is 4, three regression equations are built to form 3 constant terms. “Location” can be divided into: questions about governance concepts formed via the interaction between grass-roots society and the mass, education level of the respondent, job of the respondent, which are all multivariates whose parameter estimates are estimates of independent variable. A covariate Logistic regression analysis is conducted to compare multiple classification covariates assistance demand, research proposal, problem solving with the service level. The “education level” factor of multiple classification variable factors is divided during analysis into 7 dummy variables, which are compared with the education = 8 group, while the multiple classification variable factor of “job” is divided during analysis into 15 dummy variables, which are compared with the job = 16 group.

The analysis shows that, the partial regression relation between multiple classification covariate assistance demand, research proposal, problem solving and service level is significant (<0.05), and as indicated by the positive estimated on “Parameter Estimates” and questions on questionnaire, the more actively work of the grass-roots social organizations is carried out and more active the mass’s demand is responded, the higher the evaluation on service level by the mass will become, otherwise the evaluation will get worse. The coefficient of “education level” and “vocation” variables in general has no statistical significance ($P>0.05$, several values are significant like “attending junior college” = 0.02. “Business person”, “teacher”, “executive staff”, “media worker” and “post & communication industry staff” etc. <0.05 , indicating that some vocations can significantly impact the evaluation of service level), so if no other evidence is available to prove that the influence on evaluation of grass-roots social governance level, for the sake of model simplification, S “education level” and “vocation” variables can be removed from the model followed by repeated regression, to produce the parameter estimate of service level. However, the information collected via field study indicates the influence of “education level” and “vocation” on grass-roots social governance service level, so their coefficients should be retained in the analysis model hereof regardless of their statistical insignificance, which might be caused by small sample size and cannot prove such variable has no impact.

Table 4.16 Parallel Line Test^a

Parallel Line Test ^a				
Model	-2 Log likelihood	Chi-square	df	Significance
Zero hypothesis	410.807	-	-	-
Generalized	359.646 ^b	51.161 ^c	50	.428
Zero hypothesis specifies that the location parameters (slope coefficient) in all response categories are same.				

Note: a. Connection function: Logit.

b. When the max times for step bisection are reached, the log likelihood can no longer increase.

c. Calculation of chi-square statistic is based on the log likelihood acquired via the last iteration of generalized model. Validity of test is indeterminate.

Parallel line test is performed for this analysis model, refer to the above figure for the analysis results. It aims to verify whether the independent variable's impact on dependent variable is same in all regression equations. Its essence is to fit the general model that has no limit on coefficient equality and compare the likelihood of this model with the model that requires coefficient equality (Null hypothesis), and proceed likelihood ratio test. $P > 0.05$ indicates that the regression equations are parallel with each other, and ordinal Logistic process can be used for analysis. The original hypothesis of this test is that the coefficients of three binary Logistic regression independent variables are equal. P (Sig.) of the test is 0.428, proving that the original hypothesis is tenable and multiple ordinal Logistic regression can be adopted. Nevertheless, maybe due to the size of samples, the expected results are not achieved.

From the above study, it can be concluded that, **the concept of grass-roots social governance needs to be changed**. Under the ideological guidance of “taking economic development as the central task” since the Reform and Opening-up, China has made tremendous achievements in its economy but also neglected other aspects of development. For instance, the idea of “give priority to efficiency with due consideration to fairness” is not favorable for the harmonious and orderly development

of the society. Fairness and justice are a must to build a harmonious and orderly society, and the first step is to change the concept of governance, cultivate the modern service idea and establish a system to protect the fairness and justice.

2) Analysis and model study of principal roles of social governance



Table 4.17 Correlation Coefficient

Correlation Coefficient															
				Q19 Do you think your community/village can decide on its own affairs?	.207**	.000	399								
				Q18 Do you think the members of neighborhood /village committee are diverse?	.424**	.000	399								
				Q17 Does mass club/organization affect the decision of neighborhood/village committee?	.392**	.000	394								
				Q16 Do you think these mass clubs or organizations have effectively organized and managed their	.419**	.000	315								
				Q15 Is there any mass club or organization in the community/village?	.394**	.000	395								
				Q14 Are you satisfied with the democratic vote in the community/village?	.479**	.000	399								
				Q13 Are you satisfied with the democratic vote in the community/village?	.471**	.000	399								
				Q12 Are the details of vote in the community/village publicized?	.401**	.000	399								
				Q11 Do you participate in each democratic vote in the community/village?	.305**	.000	399								
				Q27 Your opinion on your community/village?	.051	.274	399								
				Q34 Does the public service provided by your community/ village committee meet your demands?	1.000	.	399								
Kendall tau_b	Q34 Does the public service provided by your community/ village committee meet your demands?	Cor rela	Sig. (bil N		.051	1.000	-0.002	.187**	.056	.102*	.015	.364**	-.083	.064	.313**

Correlation Coefficient													
Q27 Your opinion on your community/village?	(bil N	Sig.	.274	.	.966	.000	.232	.029	.744	.000	.069	.162	.000
			399	399	399	399	399	399	395	315	394	399	399
Q11 Do you participate in each democratic vote in the community/village?	rela (bil N	Cor Sig.	.305**	-.002	1.000	.255**	.258**	.315**	.283**	.160**	.240**	.328**	.024
			.000	.966	.	.000	.000	.000	.000	.002	.000	.000	.597
			399	399	399	399	399	399	395	315	394	399	399
Q12 Are the details of vote in the community/village publicized?	rela (bil N	Cor Sig.	.401**	.187**	.255**	1.000	.406**	.456**	.436**	.429**	.404**	.416**	.380**
			.000	.000	.000	.	.000	.000	.000	.000	.000	.000	.000
			399	399	399	399	399	399	395	315	394	399	399
Q13 Do you think the voting results of the community/village are reasonable?	rela (bil N	Cor Sig.	.471**	.056	.258**	.406**	1.000	.566**	.304**	.464**	.348**	.531**	.405**
			.000	.232	.000	.000	.	.000	.000	.000	.000	.000	.000
			399	399	399	399	399	399	395	315	394	399	399
Q14 Are you satisfied with the democratic vote in the community/village?	rela (bil N	Cor Sig.	.479**	.102*	.315**	.456**	.566**	1.000	.447**	.584**	.432**	.538**	.364**
			.000	.029	.000	.000	.000	.	.000	.000	.000	.000	.000
			399	399	399	399	399	399	395	315	394	399	399

Correlation Coefficient													
Q15 Is there any mass club or organization in the community/village?	rela	Cor	.394**	.015	.283**	.436**	.304**	.447**	1.000	.325**	.644**	.470**	.136**
	(bil	Sig.	.000	.744	.000	.000	.000	.000	.	.000	.000	.000	.002
	N		395	395	395	395	395	395	395	311	390	395	395
Q16 Do you think these mass clubs or organizations have effectively organized and managed their members?	rela	Cor	.419**	.364**	.160**	.429**	.464**	.584**	.325**	1.000	.543**	.553**	.391**
	(bil	Sig.	.000	.000	.002	.000	.000	.000	.000	.	.000	.000	.000
	N		315	315	315	315	315	315	311	315	310	315	315
Q17 Does mass club/organization affect the decision of neighborhood/village committee?	rela	Cor	.392**	-.083	.240**	.404**	.348**	.432**	.644**	.543**	1.000	.512**	.123**
	(bil	Sig.	.000	.069	.000	.000	.000	.000	.000	.000	.	.000	.007
	N		394	394	394	394	394	394	390	310	394	394	394
Q18 Do you think the members of neighborhood /village committee are diverse?	rela	Cor	.424**	.064	.328**	.416**	.531**	.538**	.470**	.553**	.512**	1.000	.429**
	(bil	Sig.	.000	.162	.000	.000	.000	.000	.000	.000	.000	.	.000
	N		399	399	399	399	399	399	395	315	394	399	399
Q19 Do you think your	rela	Cor	.207**	.313**	.024	.380**	.405**	.364**	.136**	.391**	.123**	.429**	1.000
	(bil	Sig.	.000	.000	.597	.000	.000	.000	.002	.000	.007	.000	.

Correlation Coefficient													
	community/village can decide on its own affairs?	N	399	399	399	399	399	399	395	315	394	399	399
Spearman rho	Q34 Does the public service provided by your community/ village committee meet your demands?	rela	1.000	.054	.338**	.437**	.504**	.522**	.446**	.441**	.440**	.468**	.228**
		Cor											
		Sig.											
		(bil											
		N	399	399	399	399	399	399	395	315	394	399	399
	Q27 Your opinion on your community/ village?	rela	.054	1.000	-.002	.204**	.060	.110*	.020	.378**	-.093	.071	.330**
		Cor											
		Sig.											
		(bil	.284	.	.967	.000	.229	.029	.689	.000	.065	.155	.000
		N	399	399	399	399	399	399	395	315	394	399	399
	Q11 Do you participate in each democratic vote in the community/ village?	rela	.338**	-.002	1.000	.289**	.287**	.351**	.326**	.174**	.269**	.373**	.028
		Cor											
		Sig.											
		(bil	.000	.967	.	.000	.000	.000	.000	.002	.000	.000	.572
		N	399	399	399	399	399	399	395	315	394	399	399
	Q12 Are the details of vote in the community/ village publicized?	rela	.437**	.204**	.289**	1.000	.443**	.509**	.503**	.465**	.459**	.469**	.411**
		Cor											
		Sig.											
		(bil	.000	.000	.000	.	.000	.000	.000	.000	.000	.000	.000
		N	399	399	399	399	399	399	395	315	394	399	399
		rela	.504**	.060	.287**	.443**	1.000	.587**	.336**	.490**	.387**	.578**	.441**
		Cor											

Correlation Coefficient													
Q13 Do you think the voting results of the community/ village are reasonable?	(bil N	Sig.	.000	.229	.000	.000	.	.000	.000	.000	.000	.000	.000
			399	399	399	399	399	399	395	315	394	399	399
Q14 Are you satisfied with the democratic vote in the community/ village?	rela (bil N	Cor Sig.	.522**	.110*	.351**	.509**	.587**	1.000	.497**	.615**	.485**	.592**	.396**
			.000	.029	.000	.000	.000	.	.000	.000	.000	.000	.000
			399	399	399	399	399	399	395	315	394	399	399
Q15 Is there any mass club or organization in the community/village?	rela (bil N	Cor Sig.	.446**	.020	.326**	.503**	.336**	.497**	1.000	.345**	.717**	.534**	.161**
			.000	.689	.000	.000	.000	.000	.	.000	.000	.000	.001
			395	395	395	395	395	395	395	311	390	395	395
Q16 Do you think these mass clubs or organizations have effectively organized and managed their members?	rela (bil N	Cor Sig.	.441**	.378**	.174**	.465**	.490**	.615**	.345**	1.000	.575**	.594**	.412**
			.000	.000	.002	.000	.000	.000	.000	.	.000	.000	.000
			315	315	315	315	315	315	311	315	310	315	315
Q17 Does mass club/organization	rela (bil	Cor Sig.	.440**	-.093	.269**	.459**	.387**	.485**	.717**	.575**	1.000	.575**	.136**
			.000	.065	.000	.000	.000	.000	.000	.000	.	.000	.007

Correlation Coefficient													
affect the decision of neighborhood/village committee?	N		394	394	394	394	394	394	390	310	394	394	394
Q18 Do you think the members of neighborhood /village committee are diverse?	rela	Cor	.468**	.071	.373**	.469**	.578**	.592**	.534**	.594**	.575**	1.000	.475**
	(bil	Sig.	.000	.155	.000	.000	.000	.000	.000	.000	.000	.	.000
	N		399	399	399	399	399	399	395	315	394	399	399
Q19 Do you think your community/village can decide on its own affairs?	rela	Cor	.228**	.330**	.028	.411**	.441**	.396**	.161**	.412**	.136**	.475**	1.000
	(bil	Sig.	.000	.000	.572	.000	.000	.000	.001	.000	.007	.000	.
	N		399	399	399	399	399	399	395	315	394	399	399

Note: 1. When confidence (bilateral) is 0.01, the correlation is significant
2. When confidence (bilateral) is 0.05, the correlation is significant.

It is found through frequency analysis that several questions in Q11-Q19 are not normal distribution, therefore Non-parametric statistics - Spearman correlation coefficient (rank correlation coefficient) for which the distribution of original variable is not a requirement is adopted, where the rank size of two variables is used for linear correlation analysis. At the same time, to further test and guarantee the preciseness of the research, some indexes used to embody correlation of categorical variable are adopted, which is applicable to Kenda's tau-b level correlation coefficient test with variables of ordered categorization (e.g., Q27 is an ordinal variable, but mainly Spearman correlation coefficient test is referred).

The above figure shows that the status quo and trend of multi-agent governance profoundly affects grass-roots people's satisfaction with the grass-roots social governance service. The questions are related to whether and how the individual people and mass organization play a role in grass-roots democracy and grass-roots social governance respectively. P values for both Kenda's tau-b level correlation coefficient test and Spearman correlation coefficient test for main reference are less than 0.001, indicating a significant positive correlation. They both show a positive correlation between the unknown objective and demand for grass-roots governance service: in the first place, with socioeconomic development, the mass become more active to personally take part in and the mass organization is playing a growing irreplaceable and enormous role in the democratic activities and process for settlement of grass-roots social problems and contradictions. Secondly, the measurement of the correlation between the diversification of grass-roots autonomic group members and satisfaction with the grass-roots social governance service also more or less reflects the mass's expectation and requirements for talents of grass-roots governance. Thirdly, the measurement of correlation between whether the grass-roots autonomic organizations can decide on their own affairs and satisfaction with the grass-roots governance service, together with the situation of grass-roots governance democratic participation and mass organization's participation in grass-roots governance, embodies to a large extent the mass's expectation and demand for autonomy and multi-agent joint governance.

Table 4.18 Your education level? *\$ Prominent Role of the Participants of Grass-roots Social Governance Cross Tabulation

Your education level? *\$ Prominent Role of the Participants of Grass-roots Social Governance Cross Tabulation							
\$ Prominent Role of the Participants of Grass-roots Social Governance ^a							
Total							
Q1 Street office / town							
Q2 Market entity/social organization/mas s organization							
Q3 Institution in community							
Q4 Individu al							
Your education level?							
1	coun	14	13	11	12	16	
2	coun	34	40	33	37	56	
3	coun	56	65	54	56	96	
4	coun	1	2	0	2	2	
5	coun	38	59	47	53	81	
6	coun	32	38	34	31	55	
7	coun	40	52	44	46	69	
8	coun	4	7	7	5	8	
Total	coun	219	276	230	242	383	

Note: Percentage and total are based on respondents.

a. Binomial group prepared when value is 1.

Table 4.18 shows the results of multiple response analysis to the items playing a growing important role in diversification of grass-roots social governance entities,

which verifies the expectation and demand of the mass for autonomy and joint governance by multiple entities.

It can be concluded from the above exploration that **the principal role of grass-roots social governance needs to be reshaped**. Based on the concept of multi-center governance by the government, market entity, social organization and individual etc., the principal entity for grass-roots social governance shall be transferred from government to multiple social forces including market entity, social organization, organization and institution in community and individual citizen.

3) Model analysis to method, level and service content of grass-roots social governance

Multiple linear regression” analysis model is employed for measurement

Table 4.19 Descriptive Statistics

Descriptive Statistics			
	Mean value	Standard Deviation	N
Q34 Does the public service provided by your community/ village committee meet your demands?	2.43	.657	315
Q3 When you need to seek help from community/village	2.08	.499	315
Q4 Does the community/village actively collect your or your family's suggestions via survey?	2.93	.627	315
Q5 How many items you reported to community/village are settled?	2.60	.551	315
Q7 Have you/your family ever suffered from benefit loss from the community/village's decision without condition?	1.66	.537	315
Q9 Your comment on the community/village's handling the mass conflicts?	2.27	.830	315
Q10 Do you think the use of community/village public products (like public	2.30	.827	315

Descriptive Statistics			
	Mean value	Standard Deviation	N
facilities for fitness, health and education) is fair?			
Q14 Are you satisfied with the democratic vote in the community/village?	2.43	.734	315
Q16 Do you think these mass clubs or organizations have effectively organized and managed their members?	2.50	.555	315
Q22 How well do you think your community/village is managing the floating population?	2.37	.734	315
Q26 Is the website or network platform of your community/village put to use?	2.66	.846	315
Q29 What do you think of the efficiency of your neighborhood / village committee?	2.48	.679	315
Q30 Do you realize that the work results of your neighborhood / village committee have been implemented to you or your family?	2.54	.609	315
Q31 Do you think the work of your neighborhood / village committee satisfies your interests?	2.39	.549	315

Table 4.20 Model Summary^b

Model Summary ^b					
Model	R	R-squared	Adjusted R-squared	Standard error of estimate	Durbin-Watson
1	.757 ^a	.573	.555	.438	1.653

Note: a. Predicted variable: (constant), Q31 Do you think the work of your neighborhood / village committee satisfies your interests?, Q9 Your comment on the community/village's handling the mass conflicts?, Q7 Have you/your family ever suffered from benefit loss from the community/village's decision without condition?, Q3 When you need to seek help from community/village, Q4 Does the community/village actively collect your or your family's

suggestions via survey?, Q10 Do you think the use of community/village public products (like public facilities for fitness, health and education) is fair?, Q5 How many items you reported to community/village are settled?, Q26 Is the website or network platform of your community/village put to use?, Q30 Do you realize that the work results of your neighborhood / village committee have been implemented to you or your family?, Q22 How well do you think your community/village is managing the floating population?, Q14 Are you satisfied with the democratic vote in the community/village?, Q16 Do you think these mass clubs or organizations have effectively organized and managed their members?, Q29 What do you think of the efficiency of your neighborhood / village committee ?.

b. Dependent variable: Q34 Does the public service provided by your community/ village committee meet your demands?

The undertone in Table 4.20 shows that index R is a multi-correlated coefficient, or the Pearson correlation coefficient for multiple linear regression predicted value (PRE_1) and dependent variable actual value (VO2max). Reflecting the fitting of “multiple linear regression”, R is an important index to determine the linear relationship between independent and dependent variables. In this research, $R=0.767$, indicating a medium-high correlation. The greater R is, the stronger the linear relationship will become. R-squared is 0.573, indicating that the independent variable can interpret 57.3% of dependent variables. Adjusted R-squared stands at 0.555, less than R-squared, namely the expansion of R-squared is adjusted. In general, it shows that the Oconstant), Q31 Do you think the work of your neighborhood / village committee satisfies your interests?, Q9 Your comment on the community/village’s handling the mass conflicts?, Q7 Have you/your family ever suffered from benefit loss from the community/village’s decision without condition?, Q3 When you need to seek help from community/village, Q4 Does the community/village actively collect your or your family’s suggestions via survey?, Q10 Do you think the use of community/village public products (like public facilities for fitness, health and education) is fair?, Q5 How many items you reported to community/village are settled?, Q26 Is the website or network platform of your community/village put to use?, Q30 Do you realize that the work results of your

neighborhood / village committee have been implemented to you or your family?, Q22 How well do you think your community/village is managing the floating population?, Q14 Are you satisfied with the democratic vote in the community/village?, Q16 Do you think these mass clubs or organizations have effectively organized and managed their members?, Q29 What do you think of the efficiency of your neighborhood / village committee ?.

Table 4.21 shows that the regression model for this research is statistically significant, for $F(13, 301) = 31.129$, $P < 0.001$, indicating there is linear correlation between the dependent and independent variables. Statistical significance of regression model also indicates that compared to empty model, inclusion of independent variable is conducive to prediction of dependent variable or shows that this model is superior to empty model.

Table 4.21 Coefficient ^a

		Coefficient ^a											
Model		Unstandardized Coefficient		Standar d Coeffici ent	t	Sig.	Confidence Interval of B		Correlation		Colinear Statistics		
		B	Standar d Error	Triall			Min	Max	Zero Order	Bias	Parti al	Toleran ce	VIF
1	(Constant)	-.076	.191	-	-.398	.691	-.453	.301	-	-	-	-	-
	Q3 When you need to seek help from community/village	.175	.063	.133	2.780	.006	.051	.299	.307	.158	.105	.619	1.616
	Q4 Does the community/village actively collect your or your family's	.100	.048	.096	2.094	.037	.006	.195	.333	.120	.079	.677	1.477

suggestions via survey?												
Q5 How many items you reported to community/village are settled?	-.024	.058	-.020	-.407	.68 4	- .13 8	.091	.329	- .023	-.015	.596	1.677
Q7 Have you/your family ever suffered from benefit loss from the community/village's decision without condition?	-.181	.061	-.148	-2.976	.00 3	- .30 1	- .061	.149	- .169	-.112	.571	1.750
Q9 Your comment on the community/village's handling the mass conflicts?	-.090	.043	-.114	-2.105	.03 6	- .17 5	- .006	.190	- .120	-.079	.483	2.072

Q10 Do you think the use of community/village public products (like public facilities for fitness, health and education) is fair?	.204	.039	.256	5.174	.00 0	.12 6	.281	.506	.286	.195	.577	1.732
Q14 Are you satisfied with the democratic vote in the community/village?	.044	.052	.049	.843	.40 0	- .05 9	.147	.442	.049	.032	.412	2.426
Q16 Do you think these mass clubs or organizations have effectively organized and managed their members?	.317	.077	.268	4.129	.00 0	.16 6	.468	.401	.232	.155	.337	2.971
Q22 How well do you think your community/village	-.086	.056	-.096	-1.536	.12 6	- .19 7	.024	.360	- .088	-.058	.359	2.782

is managing the floating population?												
Q26 Is the website or network platform of your community/village put to use?	.198	.040	.256	4.971	.00 0	.12 0	.277	.582	.275	.187	.536	1.866
Q29 What do you think of the efficiency of your neighborhood / village committee?	-.244	.067	-.252	-3.654	.00 0	- .37 6	- .113	.314	- .206	-.138	.297	3.366
Q30 Do you realize that the work results of your neighborhood / village committee have been implemented to you or your family?	.122	.056	.113	2.174	.03 1	.01 2	.233	.347	.124	.082	.522	1.917

Q31 Do you think the work of your neighborhood / village committee satisfies your interests?	.429	.067	.358	6.414	.00 0	.29 7	.560	.609	.347	.241	.454	2.204
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Note: a. Dependent variable: Q34 Does the public service provided by your community/ village committee meet your demands?



Table 4.22 shows that except for Q5, Q14 and Q22, P values for other independent variables are all less than 0.05, with significant difference; P values for Q10, Q16, Q26, Q29 and Q31 are below 0.001, with highly significant difference. Q3 has a regression slope of 0.175, meaning that during governance by grass-roots autonomic organizations, the demand satisfaction of grass-roots governance service increases by 17.5% for elevation by one level. Grass-roots governance organizations actively collect information from the public, impressing the latter with care and love and raising the demand satisfaction of grass-roots governance service. Moreover, the slope of grass-roots governance organization decision's impact on the mass's life and interest, disposition of mass contradiction and quality of floating people management etc. to demand satisfaction of grass-roots governance service is a negative value, indicating that with the greater influence on the mass's life, downgrading mass contradiction processing level and floating population management quality, the demand satisfaction of grass-roots governance service will drop by a corresponding amplitude. The slope analysis illustrates that, the mass are deeply worried about the internal management of grass-roots governance mass organizations and confused about their own governance capacity. The demand satisfaction of grass-roots governance service increases by 31.7% with every increase of self-autonomy by one level and increases by 42.9% with advancement by one stage of grass-roots social governance organization's satisfying the mass's interest.

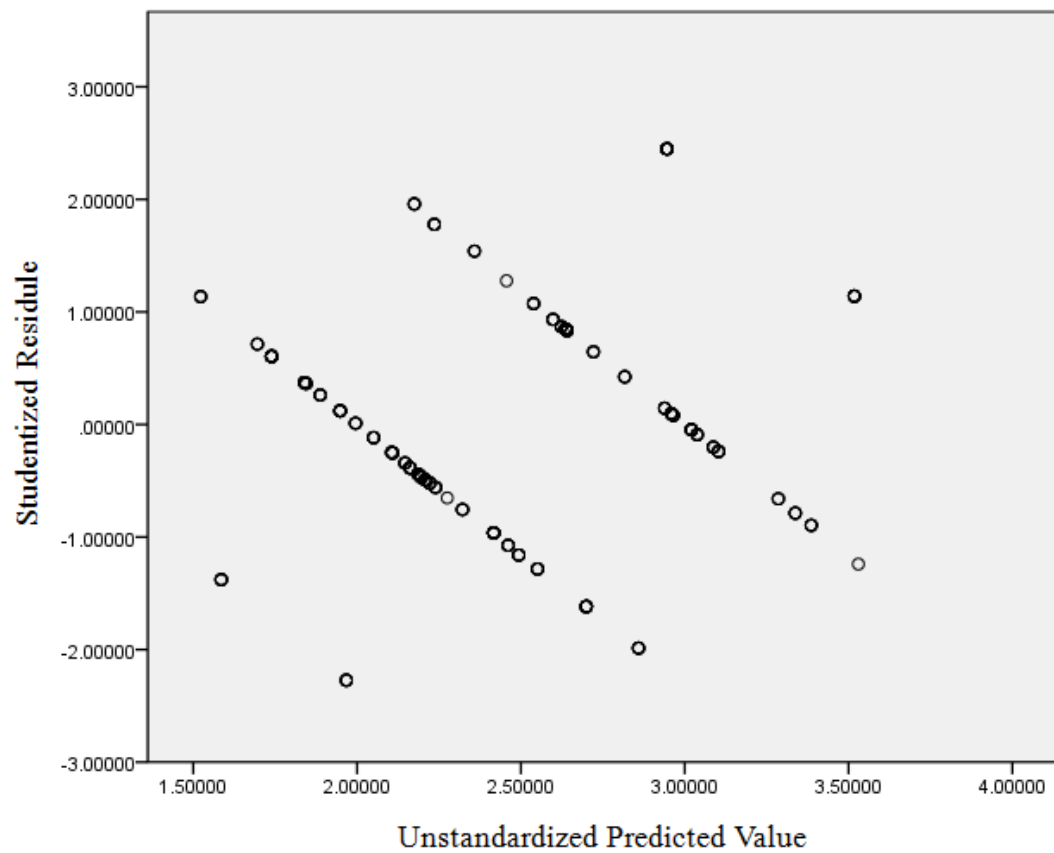


Figure 4.3 Unstandardized Predicted Value

The above scatter diagram (Figure 4.3) shows that the upper and lower distribution is uniform, indicating the data conform to equal variance, namely the assumed “equal variance” is satisfied. Meanwhile there is linear relation between independent and dependent variables, satisfying the assumption of multiple linear regression analysis.

Q31 Do you think the work of your neighborhood / village committee satisfies your interests?	
Q30 Do you realize that the work results of your neighborhood / village committee have been implemented to you or your family?	
Q29 What do you think of the efficiency of your neighborhood / village committee?	
Q26 Is the website or network platform of your community/village put to use?	
Q22 How well do you think your community/village is managing the floating population?	
Q16 Do you think these mass clubs or organizations have effectively organized and managed their members?	
Q14 Are you satisfied with the democratic vote in the community/village?	
Q10 Do you think the use of community/village public products (like public facilities for fitness, health and education) is fair?	
Q9 Your comment on the community/village's handling the mass conflicts?	
Q7 Have you/your family ever suffered from benefit loss from the community/village's decision without condition?	
Q5 How many items you reported to community/village are settled?	
Q4 Does the community/village actively collect your or your family's suggestions via survey?	
Q3 When you need to seek help from community/village	
Q34 Does the public service provided by your community/ village committee meet your demands?	

Correlation

Table 4.22 Correlation

		Correlation													
Pears on correl ation	Q34 Does the public service provided by your community/ village committee meet your demands?	1.00 0	.307	.333	.329	.149	.190	.506	.442	.401	.360	.582	.314	.347	.609
	Q3 When you need to seek help from community/ village	.307 0	1.00	.160	.226	.370	.149	.260	.205	.183	.323	.348	.502	.442	.357
	Q4 Does the community/vi llage actively collect your or your family's suggestions via survey?	.333 0	.160	1.00	.275	.059	.375	.320	.387	.262	.280	.277	.435	.278	.378

Correlation														
Q5 How many items you reported to community/village are settled?	.329	.226	.275	1.000	.113	.377	.343	.291	.272	.110	.209	.284	.238	.499
Q7 Have you/your family ever suffered from benefit loss from the community/village's decision without condition?	.149	.370	.059	.113	1.000	.180	.277	.381	.438	.431	.257	.521	.355	.350
Q9 Your comment on the community/village's	.190	.149	.375	.377	.180	1.000	.389	.522	.488	.456	.219	.551	.327	.326

Correlation														
handling the mass conflicts?														
Q10 Do you think the use of community/ village public products (like public facilities for fitness, health and education) is fair?	.506	.260	.320	.343	.277	.389	1.00 0	.527	.358	.376	.467	.480	.395	.412
Q14 Are you satisfied with the democratic vote in the	.442	.205	.387	.291	.381	.522	.527 0	1.00	.604	.590	.473	.482	.271	.500

Correlation														
community/ village?														
Q16 Do you think these mass clubs or organizations have effectively organized and managed their members?	.401	.183	.262	.272	.438	.488	.358	.604	1.00 0	.699	.475	.577	.214	.433
Q22 How well do you think your community/vi llage is managing the floating population?	.360	.323	.280	.110	.431	.456	.376	.590	.699 0	1.00	.479	.563	.419	.459

Correlation														
Q26 Is the website or network platform of your community/village put to use?	.582	.348	.277	.209	.257	.219	.467	.473	.475	.479	1.000	.481	.330	.503
Q29 What do you think of the efficiency of your neighborhood / village committee?	.314	.502	.435	.284	.521	.551	.480	.482	.577	.563	.481	1.000	.566	.471
Q30 Do you realize that the work results of your neighborhood / village committee have been	.347	.442	.278	.238	.355	.327	.395	.271	.214	.419	.330	.566	1.000	.472

Correlation														
Sig. (unilateral)	implemented to you or your family?													
	Q31 Do you think the work of your neighborhood / village committee satisfies your interests?	.609	.357	.378	.499	.350	.326	.412	.500	.433	.459	.503	.471	.472
	Q34 Does the public service provided by your community/ village committee	.	.000	.000	.000	.004	.000	.000	.000	.000	.000	.000	.000	.000

Correlation													
meet your demands?													
Q3 When you need to seek help from community/village	.000	.	.002	.000	.000	.004	.000	.000	.001	.000	.000	.000	.000
Q4 Does the community/village actively collect your or your family's suggestions via survey?	.000	.002	.	.000	.150	.000	.000	.000	.000	.000	.000	.000	.000
Q5 How many items you reported to	.000	.000	.000	.	.022	.000	.000	.000	.000	.025	.000	.000	.000

Correlation														
community/ village are settled?														
Q7 Have you/your family ever suffered from benefit loss from the community/ village's decision without condition?	.004	.000	.150	.022	.	.001	.000	.000	.000	.000	.000	.000	.000	.000
Q9 Your comment on the community/ village's handling the	.000	.004	.000	.000	.001	.	.000	.000	.000	.000	.000	.000	.000	.000

Correlation														
mass conflicts?														
Q10 Do you think the use of community/ village public products (like public facilities for fitness, health and education) is fair?	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	.000	.000	.000	.000
Q14 Are you satisfied with the democratic vote in the community/ village?	.000	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	.000	.000	.000

Correlation														
Q16 Do you think these mass clubs or organizations have effectively organized and managed their members?	.000	.001	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	.000	.000
Q22 How well do you think your community/village is managing the floating population?	.000	.000	.000	.025	.000	.000	.000	.000	.000	.	.000	.000	.000	.000
Q26 Is the website or network platform of your community/village	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	.000	.000

Correlation														
llage put to use?														
Q29 What do you think of the efficiency of your neighborhood / village committee?	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	.000
Q30 Do you realize that the work results of your neighborhood / village committee have been implemented to you or your family?	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	.000
Q31 Do you think the	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.

Correlation															
	work of your neighborhood / village committee satisfies your interests?														
N	Q34 Does the public service provided by your community/ village committee meet your demands?	315	315	315	315	315	315	315	315	315	315	315	315	315	315
	Q3 When you need to seek help from community/ village	315	315	315	315	315	315	315	315	315	315	315	315	315	315

Correlation														
Q4 Does the community/village actively collect your or your family's suggestions via survey?	315	315	315	315	315	315	315	315	315	315	315	315	315	315
Q5 How many items you reported to community/village are settled?	315	315	315	315	315	315	315	315	315	315	315	315	315	315
Q7 Have you/your family ever suffered from benefit loss from the community/village's	315	315	315	315	315	315	315	315	315	315	315	315	315	315

Correlation														
decision without condition?														
Q9 Your comment on the community/ village's handling the mass conflicts?	315	315	315	315	315	315	315	315	315	315	315	315	315	315
Q10 Do you think the use of community/ village public products (like public facilities for fitness, health and	315	315	315	315	315	315	315	315	315	315	315	315	315	315

Correlation

education) is
fair?

Q14 Are you satisfied with the democratic vote in the community/ village?	315	315	315	315	315	315	315	315	315	315	315	315	315	315
Q16 Do you think these mass clubs or organizations have effectively organized and managed their members?	315	315	315	315	315	315	315	315	315	315	315	315	315	315

Correlation														
Q22 How well do you think your community/village is managing the floating population?	315	315	315	315	315	315	315	315	315	315	315	315	315	315
Q26 Is the website or network platform of your community/village put to use?	315	315	315	315	315	315	315	315	315	315	315	315	315	315
Q29 What do you think of the efficiency of your neighborhood / village committee?	315	315	315	315	315	315	315	315	315	315	315	315	315	315

Correlation														
Q30 Do you realize that the work results of your neighborhood / village committee have been implemented to you or your family?	315	315	315	315	315	315	315	315	315	315	315	315	315	315
Q31 Do you think the work of your neighborhood / village committee satisfies your interests?	315	315	315	315	315	315	315	315	315	315	315	315	315	315

Table 4.23 shows that the correlation coefficient between any two independent variables is less than 0.7, indicating that there is no multicollinearity in the data, and conforming to the hypothesis that multiple linear regression analysis shall be free of multicollinearity



Table 4.23 Diagnosis of collinearity^a

Diagnosis of collinearity ^a																	
Model	Dimension	Eigenvalue	Condition Index	Constant	Q3 When you need to seek help from community/village	Q4 Does the community/village actively collect your or your family's suggestions via	Q5 How many items you reported to community/village are settled?	Q7 Have you/your family ever suffered from benefit loss from the	Q9 Your comment on the community/village's handling the mass conflicts?	Q10 Do you think the use of community/village public products (like public facilities	Q14 Are you satisfied with the democratic vote in the community/village?	Q16 Do you think these mass clubs or organizations have effectively organized and	Q22 How well do you think your community/village is managing the floating	Q26 Is the website or network platform of your community/village put to use?	Q29 What do you think of the efficiency of your neighborhood / village committee ?	Q30 Do you realize that the work results of your neighborhood / village committee	Q31 Do you think the work of your neighborhood / village committee satisfies your
1	1	13.414	1.000
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2	.10586	11.286
				0	0	0	0	0	2	0	0	0	0	0	0	0	0
				1	5	0	0	7	4	4	3	0	0	0	0	1	0
				0	0	0	0	1	0	0	0	0	0	0	0	0	0
	3	.09018	12.218
				0	0	0	0	1	0	0	0	0	0	0	0	0	0
				2	1	4	6	3	1	0	2	0	6	2	0	1	0
				0	0	0	0	0	1	3	0	0	0	1	0	0	0
	4	.08314	12.714
				0	0	0	0	0	1	3	0	0	0	1	0	0	0
				0	0	0	0	6	1	2	0	0	1	5	0	0	0
				0	0	0	0	6	1	2	0	0	1	5	0	0	0

5	.065	14.4
		20	0	0	0	0	1	0	3	0	0	0	1	0	0	0
			0	0	1	0	3	2	3	1	2	4	4	1	2	1
6	.052	16.0
		17	0	0	0	0	1	0	0	1	0	0	0	0	0	0
			1	6	0	5	2	5	1	0	1	2	6	5	8	1
7	.037	18.9
		79	0	0	1	0	0	1	0	0	0	1	3	0	0	0
			1	1	1	5	6	6	5	1	0	8	0	1	8	0
8	.033	20.1
		74	0	0	3	0	0	0	0	0	0	1	0	0	0	0
			0	0	8	8	4	0	0	0	0	1	3	8	5	8
9	.030	21.0
		11	0	5	0	0	0	0	0	0	0	0	0	0	1	1
			2	0	1	0	6	0	5	1	1	2	4	0	9	2
10	.029	21.5
		70	0	1	0	0	0	0	1	5	1	0	0	0	0	0
			4	4	0	2	0	0	1	2	1	4	0	0	1	4
11	.022	24.7
		85	1	0	0	0	0	1	0	0	0	0	1	1	1	2
			7	1	3	4	3	0	1	4	0	3	4	9	9	1
12	.018	27.5
		02	0	0	1	0	2	2	0	2	1	0	0	2	1	0
			0	3	5	5	2	7	3	3	1	9	4	8	4	8
13	.013	31.6
		58	1	0	0	6	0	0	0	0	1	2	0	0	0	4
			3	1	8	4	6	3	4	1	3	2	6	0	1	3
14	.008	39.7
		89	6	1	1	0	0	0	0	0	6	1	0	3	2	0
			0	7	8	0	1	0	0	2	1	7	0	7	1	1

Note: a. Dependent variable: Q34 Does the public service provided by your community/ village committee meet your demands?

Analysis of Table 4.24, Table 4.22 and Table 4.23 reveal that, tolerance < 0.1 and variance inflation factor > 10 indicate the multicollinearity of data, and error of this research's hypothesis that there is no multicollinearity. In the analysis conclusion, however, all tolerance values exceed 0.1 (min: 0.297), indicating that the data conform to the hypotheses: there is no multicollinearity.

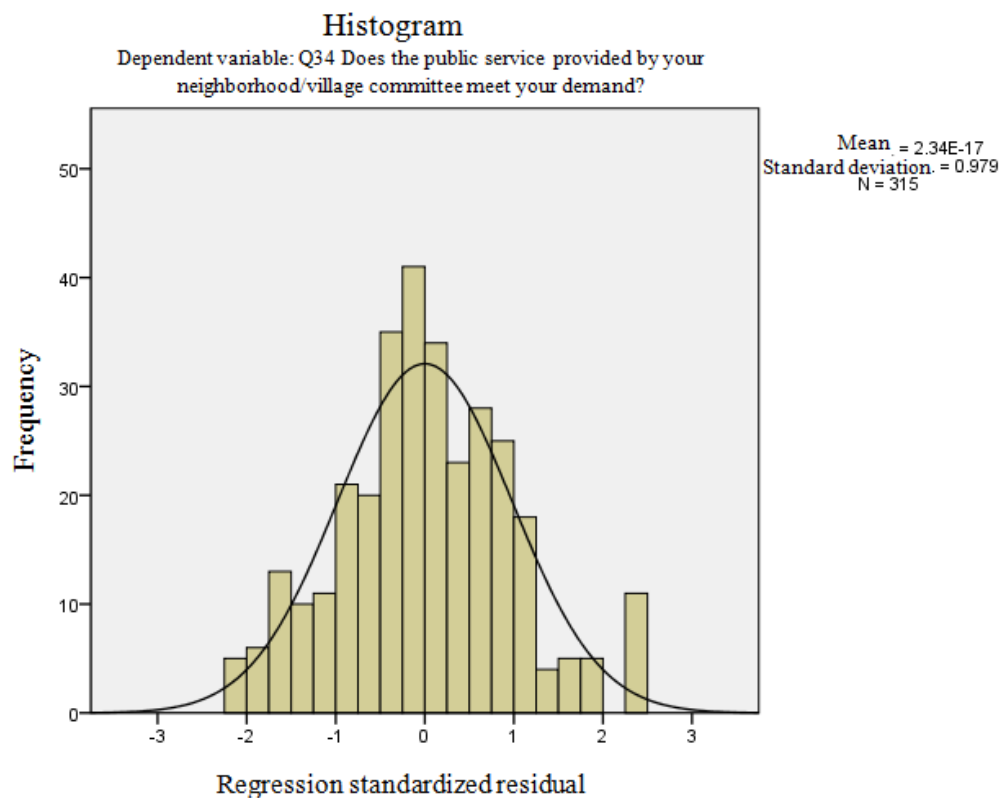


Figure 4.4 Histogram

Analysis of Figure 4.4 concludes that the standardized residue is in approximate normal distribution, verifying the hypothesis.

Standard P-P Diagram for Regression Standardized Residual
Does the public service provided by your community/ village committee meets your demands?

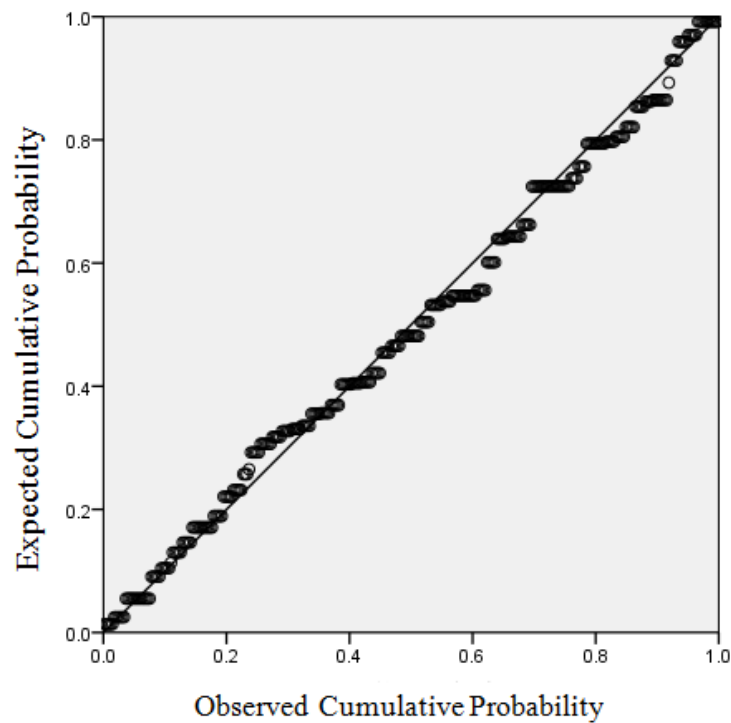


Figure 4.5 Standard P-P Diagram for Regression Standardized Residual

Analysis of Figure 4.5 shows that: the closer the dots on the P-P diagram to the diagonal line, the more the data will conform to normal distribution; if all dots exactly fall on the diagonal line, the data will conform to total normal distribution. The above figure shows that the “the residual of this research conform to approximately normal distribution”.

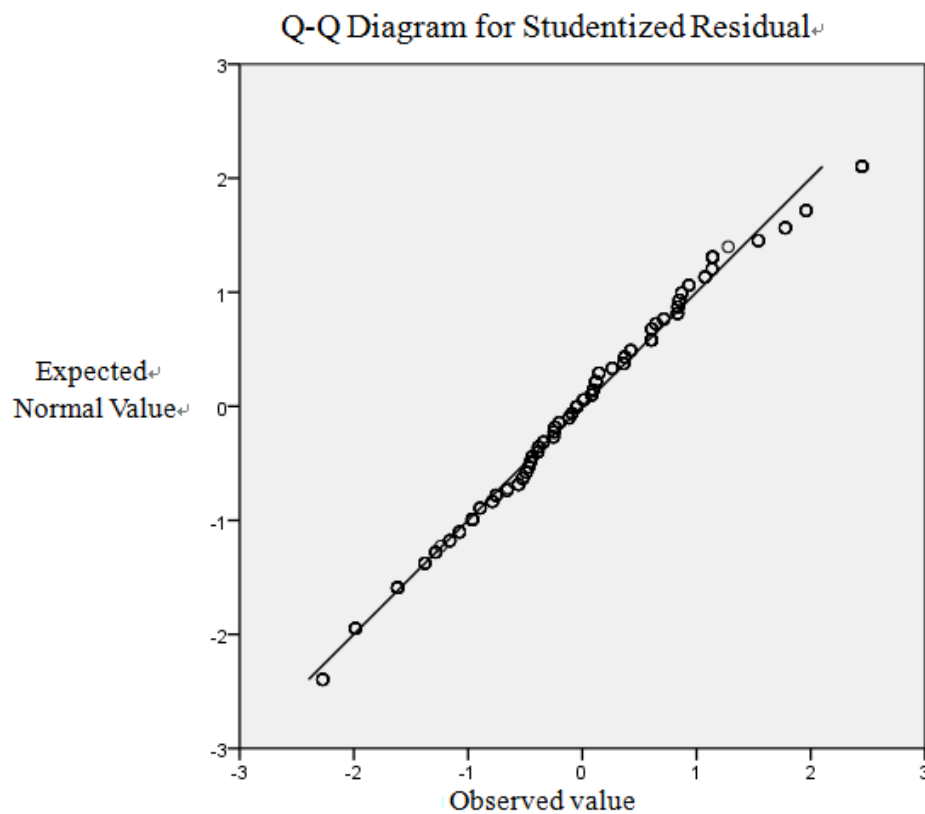


Figure 4.6 Q-Q Diagram for Studentized Residual

Q-Q diagram further proves that: the closer the points on the diagram to the diagonal line, the more the data will conform to normal distribution, suitable for multiple regression analysis. Multiple response analysis of grass-roots service facilities:

Table 4.24 Q34 Does the public service provided by your community/ village committee meets your demands? *\$ Provisions of Public Facilities Cross Tabulation

Q34 Does the public service provided by your community/ village committee meets your demands? *\$ Provisions of Public Facilities Cross Tabulation												
			\$ Provisions of Public Facilities ^a									Total
			Q1 Public health facilities	Q2 Public toilet	Q3 Health station	Q4 Public parking	Q5 Public fixed assets	Q6 Self-support profit	Q7 Education facilities	Q8 Centralized processing venue and facilities for social welfare	Q9 Others	
Q34 Does the public service provided by your community/ village committee meet your demands?	1	Cou nt	5	5	5	5	4	8	7	6	5	10
	2	Cou nt	13	13	11	12	98	10	13	10	10	193
			8	3	4	0		5	0	7	5	
	3	Cou nt	11	11	92	94	10	92	10	83	10	159
			5	5			0		5		4	
	4	Cou nt	26	23	25	23	25	23	27	24	24	36
Total		Cou nt	28	27	23	24	22	22	26	22	23	398
			4	6	6	2	7	8	9	0	8	

Note: Percentage and total are based on respondents.

a. Binomial group prepared when value is 1.

The satisfaction with grass-roots social governance facilities is mainly displayed as “mostly satisfactory” and “some satisfactory”, consistent with the empirical and observed data. Chongqing as the fourth and the only Central-west municipality city is rising quickly. In 2017 China (Chongqing) Pilot Free Trade Zone was unveiled and put into operation, and in the same year Chongqing was selected to be one of the eight national central cities. Through years of socioeconomic development, the infrastructure for grass-roots social governance has been immensely improved (*National Central City Development Report 2017* shows that as of 2015, the combined population of 8 national central cities takes up 10.1% of China’s population, combined GDP takes up 18.42% and their GDP growth is 1.26 times faster than the national level. In the same year, the urbanization rate of these eight cities stands at 77.97%, 1.39 times higher than the national mean level).

Final results: In the first place, the regression model of this research has statistical significance, because $(13, 301) = 31.129$, $P < 0.001$, indicating that there is linear correlation between dependent and independent variables. Out of the 13 independent variables that are included in the model, 10 has statistical significance for the impact on demand satisfaction of grass-roots governance service ($P < 0.05$). Secondly, mutual independence between observed values are verified (Durbin-Watson test value is 1.653); Equal variance of data is verified by drawing scatter diagram between studentized residual and unstandardized predicted value. Regression tolerances are all greater than 0.1, ruling out multicollinearity. Q-Q diagram shows that the research data conform to the hypothesis of normal distribution. Thirdly, the above analysis confirms that **the methodology and content of grass-roots social governance need to improve**. Strengthening of social mobility, weakening of the old unit governance system, more democratic appeals for fair and just benefit distribution and sophistication of internet technology and communication all call for profound reform of the old grass-roots governance means.

4) Analysis on the satisfaction degree model of comprehensives service demand of grass-roots social governance

(1) Error bar chart is used to intuitively judge the acceptance of public services in the grass-roots social governance

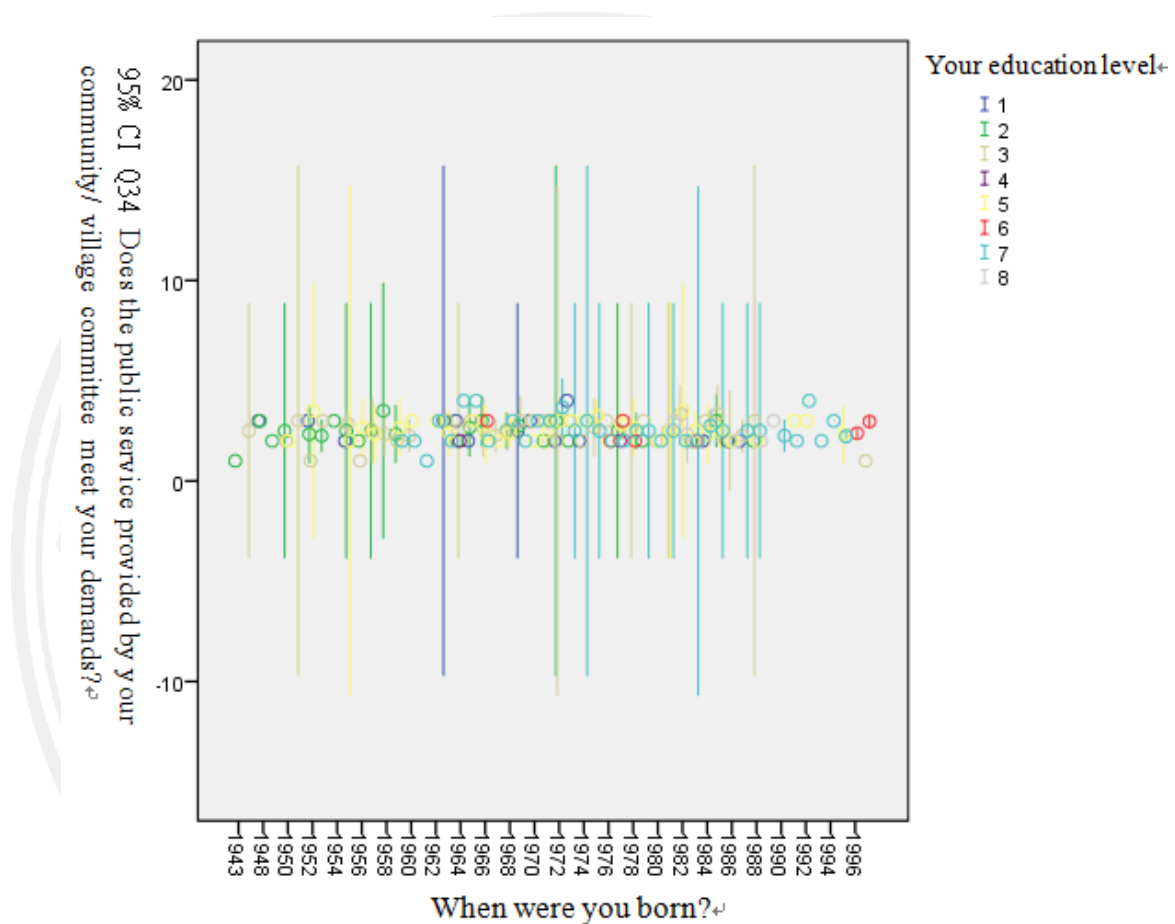


Figure 4.7 When were you born?

It can be known from the “education” and “age” in the error bar that the center of distribution of service satisfaction in the grass-roots social governance is not high, so it can be learnt that the age and education are not decisive factors to determine the satisfaction degree of cultural services. In contrary, the quality and refined degree of grass-roots social governance services are the decisive factors. In overall view, the difference among individual observations is small, reflecting that the indexes of the center of distribution stand highly for each observed variable.

Control measurement may also be conducted for the bivariate correlation model:

Table 4.25 Correlation

Correlation				
		Q34 Does the public service provided by your community/ village committee meet your demands?	Your education level?	When were you born?
Q34 Does the public service provided by your community/ village committee meet your demands?	Pearson correlation	1	.020	.033
	Significance (bilateral)	-	.688	.510
	N	399	399	399
Your education level?	Pearson correlation	.020	1	.515**
	Significance (bilateral)	.688	-	.000
	N	399	399	399
When were you born?	Pearson correlation	.033	.515**	1
	Significance (bilateral)	.510	.000	-
	N	399	399	399

Note: **Significant correlation at level of .01 (bilateral).

It shows that there is no significant correlation between education level, age and satisfaction with the grass-roots governance service, but the age is positively correlated with the education level (bilateral significance <0.001).

The number of persons constituting the organization of grass-roots social governance is taken as the fixed variable for the partial correlation analysis on the service and demand satisfaction. A table is hence worked out:

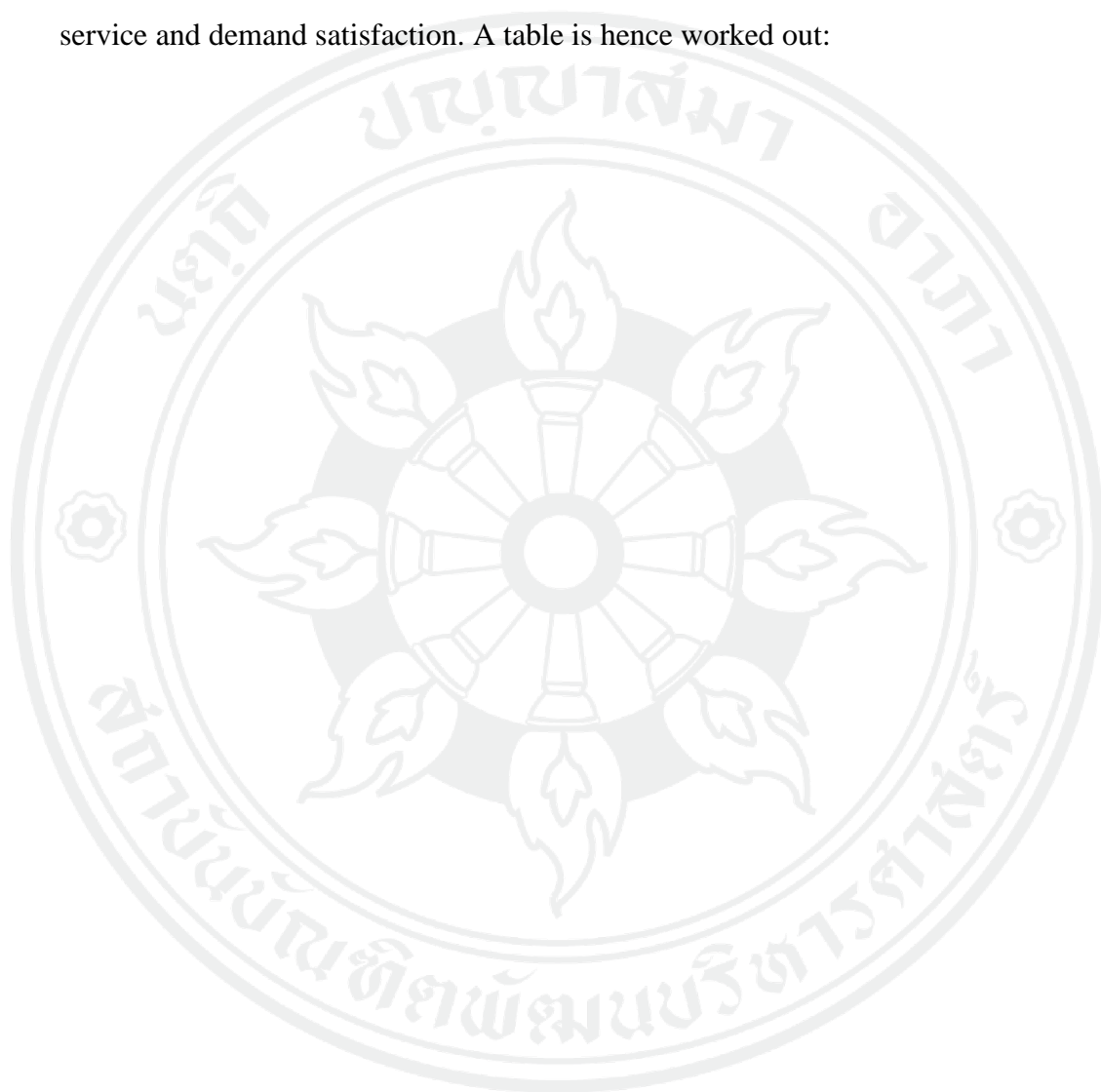


Table 4.26 Correlation

		Correlation					
Control Variable			Q34 Does the public service provided by your community/ village committee meet your demands?	Q29 What do you think of the efficiency of your neighborhood / village committee?	Q30 Do you realize that the work results of your neighborhood / village committee have been	Q31 Do you think the work of your neighborhood / village committee satisfies your	Q32 Does your neighborhood/ village committee call everyone or representatives to
Q28 How many people are forming the neighborhood /village committee where you live?	Q34 Does the public service provided by your community/ village committee meet your demands?	Correlation	1.000	.348	.356	.476	.443
		Significance (bilateral)	.	.000	.000	.000	.000
		df	0	396	396	396	396
	Q29 What do you think of the efficiency of your neighborhood / village committee?	Correlation	.348	1.000	.590	.470	.188
		Significance (bilateral)	.000	.	.000	.000	.000
		df	396	0	396	396	396
	Q30 Do you realize that the work results of your neighborhood / village committee have	Correlation	.356	.590	1.000	.551	.187
		Significance (bilateral)	.000	.000	.	.000	.000
		df	396	396	0	396	396

Correlation						
been implemented to you or your family?						
Q31 Do you think the work of your neighborhood / village committee satisfies your interests?	Correlation	.476	.470	.551	1.000	.469
	Significance (bilateral)	.000	.000	.000	.	.000
	df	396	396	396	0	396
Q32 Does your neighborhood/ village committee call everyone or representatives to consult before making major decisions each time?	Correlation	.443	.188	.187	.469	1.000
	Significance (bilateral)	.000	.000	.000	.000	.
	df	396	396	396	396	0

A conclusion can be drawn from the partial correlation analysis table that: $P < 0.001$, indicating a high significance. It can be inferred that the work efficiency of grass-roots social governance organizations, implementation of work outcomes, the satisfaction with the work and benefits, and participation in the major decisions have a significantly positive correlation with the demand satisfaction of grass-roots social governance service.

From the above study, it can be concluded that **the public service of grass-roots social governance should be transformed for refinement**. The development of both economy and society and division of labor have led to the refined distribution of social benefits, thus bringing about diversification of demands and quality. Since the related governance systems have not been rationalized, the building of talent teams for grass-roots social governance has lagged behind the pace of economic and social development. However, the bloating organizations and staffs for social governance result in the initialization and non-differentiation of public services.

4.2 Section 2 Experience of Grass-roots Social Governance in Yubei, Nan'an Districts, Chongqing – an Instance Analysis with Field Stud

4.2.1 Innovation of Grass-roots Social Governance in Yubei District

Yubei District, one main urban area of Chongqing, is composed of old communities with abundant single buildings and new development zones that cover large area, with fast movement of population, complicated social structure and interweaved social interest contradictions. Under such special circumstances during development, a grid-based technological and system innovation is boldly applied in social governance, so that the contradictions and conflicts are solved early on the front and disposition ability and speed is improved in the rear. Thanks to this long-term operating mechanism featured by social governance grid, grid management list and list management system, in 2016, Yubei District saw a drop of preventable cases by 15.36%, over 97% of successful conflict mediation and 92.8% of the mass's safety index.

1) Intelligent community for everyone: the senior can also use mobile terminal

After losing her bag, Mrs. Wang Xuemei promptly opened an APP named “Intelligent East Road” on her mobile phone and searched, clicked the relevant buttons deftly. Soon, the application for viewing the surveillance videos was submitted via the APP and after less than one hour, Wang checked the playbacks in the monitoring room. With the help of the videos, the police at once identified the suspect. This “Intelligent East Road” that has done her a good kindness is an APP launched in January this year by Shengbao East Road Community at Huixing Street, Yubei District, with such functions as policy advisory, online services and problems report. “It sounds high-end, but we strongly required it to be ‘earthing’ during design, so that the majority of our residents can learn how to use it and use well”, introduced Xiao Yuanbin, Politics and Law Committee Secretary of Huixing Street. It’s not easy, however, to promote this APP in Baosheng East Road Community, an old-town home lived mostly by middle aged and elderly people. “The most practicable function of this APP, I think, is contracting the Community grid members by one click”, praised by Xing Li, Party Committee Secretary of Baosheng East Road. The other day, one community resident intended to purchase endowment insurance but didn’t know how. She contacted a community grid member via the one-key call on the APP. The servant came to her home, opened the APP, found the relevant policies and introduced to her in details. “Before when the residents consulted with us about some problems, we were confused ourselves. Now on this APP, rules and policies on most items are available”, told Chen Chunfen, the grid member concerned. The residents don’t have to leave home to personally look for a job, complain back pay on a construction site or illegal building in the community, or handle other items, rather they can just reflect the same on APP, and the community will solve them in no time, or failing that, report them to competent departments. Zhang Xingquan, a 70-year-old grid member, has just noted that many “old pals” in the community have thrown away the elderly cellphones and start to use smart phones. “We old men can also use it”, said Zhang proudly, “there’s a fistfight in the farmer’s market a few days ago, but I’m old and couldn’t stop them. I took a video and uploaded, then the community officers rushed to the scene in less than 10 minutes”.

2) Building leading city comprehensive service cloud: actual test shows the mean time for problem handling is reduced by about 30%

Compared to the information process in Baosheng East Road, the “leading city comprehensive service cloud system” goes deeper and influences more widely. “This set of system is the pilot project for smart city construction in our district, which is composed of a uniform social work leadership system, a uniform information platform network, a uniform hotline that serves the citizens, a uniform dispatch and command center, a network-based management team and a set of incentive policies”, introduced Bao Jiwei, Executive Deputy Secretary of Politics and Law Committee in Yubei District. “Dial 96007, if you have any problem”, said Jing Guoqiang, GM Assistant of Chongqing Leading City Big Data Management Limited, “via the designed online business procedures, the social governance coordination center can quickly allocate the problems reflected by the mass to the relevant department, to mobilize the intelligent dispatch”.

Someone may ask, is it a waste of time to go through the additional procedure of dialing the hotline number 96007 of the center when service number is available in most departments? “Of course not. After a problem is reported, the time taken for every procedure will be recorded on the network. In case of overtime in any link, the system will sound processing alert immediately”, said Jing Guoqiang, “our measurement and calculation conclude that an information platform network can shorten the mean processing time by about 30%”. Through the leading city comprehensive service cloud system, all information platforms in Yubei District are integrated, the service process optimized and a “closed-loop” information feedback channel is established. Firstly, the problems initially collected are classified to determine the administrative authority. The items within the grid’s capacity will be solved by the community there, and others will be directly reflected to the mass work platform command center. The center will allot the same to responsible departments for disposition and supervision. Finally, the results will be fed back to the community, which will forward the same to the reporting residents, who will give their satisfaction rating.

“The construction and improvement of the closed-loop information feedback channel can help correct the pattern of ‘multiple parties assume command, but none takes responsibility’, and streamline the service process”, said Li Daigui, Deputy

Secretary of Politics and Law Committee in Yubei District. Meanwhile, the local “intelligent skynet” is put into use. According to a staff working in the public security department, “once receiving an alarm, our officers can immediately access and check the real-time surveillance videos on the mobile phone and make estimation. When it is necessary, playbacks can also be referred to on the phone”.

3) Early intervention, rate of successful mediation greater than 97%: judges appointed to communities, and lawyers to police stations

Technology combined with network has expedited the problem reflection by the public and problem processing by the party committee and government, but “instead of agitating the boiling soup to cool it down, it is better to take away the firewood from under the caldron to lance the boil”. Can early alarm be sounded, and the problems prevented at or even before the budding stage? Such early warning and prevention has been realized in Yubei District by system and technical innovation, which is identified as the basis train of thought for innovation of social governance. It’s common to see a police contact board erected by a community’s entrance. By the entrance gates of communities in Yubei District, however, besides a police contact board, another board of judge that carries his/her photo, name and tel. also stands. Why is this new board provided? It turns out that Yubei District Court has sent 143 working groups of judge to more than 100 villages and communities. Will this appointing a judge to a specific community just go through the motions? To prevent this trend, in Yubei District, the judges sent also undertake the “a la carte law popularization”. Now financial investment is all the rage, and some local residents have consulted about the laws governing disputes in share transfer. Hence on June 8 this year, an open court was held to hear the case of share transfer dispute in Feihu Road Community, Shuanglong Lake Street, followed by law interpretation and questions answering, attracting hundreds to sit in.

While judges enter the communities in Yubei District, lawyers me to work in police stations. Lawyers are now working in 9 police stations in the district every day, via service purchase, to settle the disputes and cases. “The lawyers are professional, so both parties involved are willing to follow their advice and the interest conflicts can be readily settled”, said the principal of Lianglu Police Station, “the problems can be mediated here, avoiding exacerbation of conflicts”. Within 4 months since moving the work in police stations, the lawyers have provided advisory, mediation, writing legal

documents free of charge and other services for 411 cases, reaching a claim settlement rate of 93.75%.

Moreover, the local retired judges, community comprehensive treatment officers and grid members etc. are summoned to form a mediation team, to settle disputes and conflicts in property service, private lending, neighbor relation and other hot issues. Besides, the district government has issued regulations on people's mediation based on the long-term case mediation and summary. In the first half of this year, Yubei District accepted 7,477 conflict complaints and settled 7415 of them.

4.2.2 Innovation of Grass-roots Social Governance in Nan'an District

Nan'an District, a landscape old urban area of Chongqing, nestles under South Hill, the Corolla of the Mountain City, at the south (hence the name) and east of Yangtze River, is separated from Jiulongpo District, Yuzhong District, Jiangbei District and Yubei District by rivers and is contiguous to Ba'nian District in the east and south. The district covers an area of 265 km², with a permanent population of 759,570, including 385,107 males (50.7%) and 374,463 females (49.3%) and a sex ratio of 102.84 (male to female, female is 100). Of these permanent residents, 76,044 are aged 0-14 (10.01%), 621,905 aged 15-64 (81.88%) and 61,621 are at the age of 65 and above (8.11%). In education, 192,253 among them hold college diploma/associate degree or higher, 168,851 have senior high school (and vocational school) level, 232,161 have junior high school level and 122,928 primary school level (including graduates, undergraduates and current students in the above schools). For every 100,000 population, 25,311, 22,230, 30,565 and 16,184 have the education levels of college, high school, junior school and primary school respectively. ("People's Government of Chongqing, Nan'an District. General Situation of Nan'an District ", 2018, February 20)

As one core urban area, Nan'an District hosts Chongqing Economic and Technological Development Zone (Southern Zone), Chongqing South CBD and CQ International Convention & Exhibition Center. The local traffic is convenient, for Chongqing-Guizhou Highway passes through the district, Nan'an is connected to Districts of Yuzhong, Jiulongpo and Jiangbei etc. via Yangtze River Bridge, Egongyan Bridge, Dafosi Bridge, Caiyuanba Bridge, Chaotianmen Bridge and Guangyangdao Bridge, and construction of Dongshuimen Bridge, Cuntan Bridge will start soon. As

hometown of Yu the Great, Nan'an boasts rich historical culture, Anti-Japanese War culture, Ba-shu culture and religious cultures of Buddhist, Taoist, Catholic, Christian and Islam, and its port was opened in modern times. The district abounds in gifts of nature, represented by man-made and natural sites of Nanshan Forest Park, One Tree Hill, Ciyun Temple, Wenfeng Pagoda, Tushan Temple, Laojundong Taoist Temple, Huangshan Anti-Japanese War Relics, Haitang Xiaoyue Hot Spring, Central Springs, Foreigners' Street and other tourist attracts, while the economic belt along Nanbin Road, as a miniature of urban construction, is a resort for leisure, sightseeing, dining and shopping. A dozen of national ministerial & provincial-level S&T research institutes and 5 institutions of higher education are ready to provide technologic support and excellent talents, specialists. Through years of policy adjustment, now a self-contained industrial cluster that covers extensive fields has taken shape, dominated by exhibition economy, machine manufacturing and consumer electronics etc. With the hard efforts of entrepreneurs, the district, as a core urban area, plays an important role in development of "Chongqing one-hour economic circle" and gains sound socioeconomic growth. Nan'an District comes out among the best in Chongqing socioeconomic development comprehensive evaluation for multiple times, with expanding openness and deepening economic integration. ("People's Government of Chongqing, Nan'an District. General Situation of Nan'an District ", 2018, February 20)

1) Matter classification: transfer more right of speech to the mass

For "matter classification", one case is quite convincing in the city and even throughout the country. Tumiaozi in Xuefu Road Community, Haitangxi Street was once a typical "dirty, disordered and bad" block, but multiple relocations have failed in the past several years due to problems left over by history, regardless of the residents' strong will to remove and the government's firm determination. When exploring the mechanism of "matter classification" autonomy in community, the street transferred more "right of speech" to the public through "government guidance + mass's autonomic removal" – there's one key clause in the agreement signed by the residents, namely the agreement wouldn't come into force without a signing rate of over 95%. While autonomy was carried out in the mass, an open, transparent and resolute policy for relocation and compensation was issued – the residents selected the evaluation agency, 3 citizen representatives took part in the negotiation process and the whole relocation

and compensation were disclosed and implemented in the sun. In just 2 months, 328 households moved to their new home, the signing rate exceeded 95% and no complaint was lodged.

Nan'an District's "matter classification" approach refers to divide the problems complained by urban and rural residents into "major", "minor" and "private" based on problem-oriented grass-roots consultation and discussion, and the authority, community and residents will handle them within the respective power and responsibility and offer help to each other, so as to settle the contradictions and maintain the harmony, with cores of "extensive participation", "authority with corresponding responsibility" and "collaborative administration". All parties' authority and responsibility are specified through this matter classification system. "Major issues" can be solved by government through informatization of communities, "private matters" settlement can be guided by rule of law in communities, and "minor problems" can be solved under directions of party communities in villages/communities, as the doggerel made by the residents themselves go: "major by government", "minor through consultation" and "private by the self".

2) "Micro Public Welfare Workshop": a community platform for settlement of "the last one kilometer"

In the end of 2017, "Exploration of Developing a Micro Public Welfare Workshop" stood out from over 3,000 cases and won "the best case for social governance innovation" from the "2017 Party Construction Leading a New Era: National Typical Cases in Social Governance Award Ceremony and Experience Sharing Meeting", making Nan'an the only Chongqing district/county winning this honor. "Matter classification" cannot do without the coordination among community, social organization and professional social worker, but the settlement of "the last one kilometer" namely the specific implementation calls for a permanent community platform. For this, "community micro public welfare workshops" are built, to form a platform and collect fund for the grass-roots social governance, which is operated by and benefit all residents: this is the secret for the district to win "the best-case award". The first "micro public welfare workshop" is born in Nanhu Community, Huayuan Road Street, to serve as the base for incubation, activities and display of social organizations. So far, over 40 social organizations including Heart-to-heart Communist

Party Member Support Fund, Nanhu Families (Newspaper), Skillful Handwork Workshop etc. have moved in the workshop, to render public services, charity, housekeeping, cultural and sports activities, education, care of the aged and children and other services for residents' basic need.

With development of "micro public welfare workshops", the number of social organizations has soared to the current over 1,000 from less than 300 two years ago. They render the residents in communities with public and social services, playing an active role in settlement of public and private items. To guarantee the normal operation of these "micro public welfare workshops", Chongqing Mintai Community Welfare Course Development Foundation, the first public foundation in the municipality, is established initially supported by government subsidy, mainly funded by social donation and supplemented by residents' contribution. "The foundation links to social resources and social welfare demand, supports and holds over 300 community autonomy programs and public activities and opens 'community public service festival', '4:30 pm class', and so on", told the responsible staff working in Politics and Law Committee of Nan'an District. The foundation provides sustainable financial support for cultivation of community social organizations, autonomic activities, public service and "matter classification" in the communities.

3) Project innovation: "a common home" is built with integrated resources

The approach of "matter classification" developed in five years was identified in 2014 as one of the ten national achievements in innovation of social governance by Ministry of Civil Affairs, Nan'an District won the title of "National Experimental Area for Community Governance and Service Innovation" in 2015, Chongqing was rated as "a national model city for innovation of social governance" and was included in "the second national comprehensive areas for innovation of social work and service", and so on. For Nan'an, this approach has clarified the relations among multiple entities of government, community and citizen and upgraded the social governance from "a solo of government" to "a chorus of the mass", "a unilateral action" to "a multilateral action" of grass-roots government or organizations, during which the "infinite government" is transformed to "a limited government", In this process, the organizational vitality of autonomic and social organizations in communities is aroused, their autonomic level

and ability improved, and meanwhile the self-reliance spirit and sense of duty of residents are strengthened, and a harmonious and ordered environment created in villages/communities. In 2017, project innovation was carried out in the district to find new ways for social governance, e.g. expansion of comprehensive health service trial center, participation of corporations and schools in social governance, administration by law of Great Nanshan Area and classification/disposal of household garbage.

“Given the advantage of numerical strength (e.g. there are now totally 130,000 primary and middle school students who are related to 200,000 families and 600,000 citizens) and wide influence of education system, the district education commission builds an interactive exchange platform for family, school, street, town and community to assist the innovation of social governance and ‘educate one student, to develop one family, influence one community and civilize the whole society’”, told the person in charge. Nan’an District did an impressive job in building the first comprehensive health service trial center in the country with the integrated public service resources in education, culture, health, old-age care, sports, science popularization and food & drug safety. In 2018, guided by the goal of party construction in the new era, Nan’an will further promote the “matter classification” approach and build a common home, to achieve peace, health and happiness. Spirit of the 19th National Congress of CCP will be implemented to mobilize the mass to build a common space, common dream through socialized, lawful, intelligent and professional governance through project administration and mechanical innovation, so as to achieve a common health, benefit and a good satisfaction.

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BIOGRAPHY

NAME

Rong Xiong

ACADEMIC

BACKGROUND

In 2006, I was admitted to School of Economics, Guizhou University. majoring in Administrative Management. For the three years as I majored Educational Administration, I had studied courses such as Public Policy Analysis, Quantitative Analysis and Application of Public Management, Studies on Administrative Management Method, Educational Administrative Management, Frontier Theories of Administrative Management, Local Government and Regional Development, Special Subject of Administrative Law, Human Resource Management for Public Department, Administrative Action and Administrative Ethics, etc.

For my academic research, For my academic research, three of my articles were published by Journal of Guizhou University of Technology, namely, Study on Implementation Capacity of the Continuing Education policy of Primary and Secondary School Teachers in Less-developed Areas, and Research on the Supply Chain Management of Agricultural Products and Farmers' Income Increasing in Western Region, another one, Study on the Supervision Control Mechanism of Rural Public Power, was published by Intelligence. In addition, I hosted two research projects: Study on Social Management Innovation from the Perspective of Good Governance and Study on the Effect Factors and Countermeasures on Guizhou Ethnic Unity.

EXPERIENCES

In 2004, ever since my graduation, I have been working in the Guizhou Jiaxiu middle school as an English teacher.

In 2007, during the graduate student I founded Guiyang Elite Foreign Language School, an after-class English training center for primary and secondary school students, with more than 500 students enrolled at peak time. I recruit students independently as well as with the support of primary and secondary schools. also applied the theory of management to the practice.

In 2009, ever since my graduation, I have been working in the Party Committee's Office of Guiyang University. Apart from my administrative work , Mainly responsible for daily work of office, such as document writing, file storage, external coordination etc. I teach Principles of Management in School of Social Administration.

Reason to my application,

Firstly, as the administrative hub of the university, working in Party Committee's Office demands great sense of responsibility. On the one hand, I need to be a good adviser for university leaders and timely give them appropriate advice

and suggestions which are usually related to the development and direction of the university, while some policies under current management system are not adapted to the long-term development of domestic colleges and universities.

Administrative personnel have clear administrative levels in domestic universities, namely management and professional technical positions. The one sidedness and lack of management functions has led and restricted professional technology under the current management system. On the other hand, facing the overall reform, I together with my leaders and colleagues have leveled up the requirements for teachers.

Secondly, with the coming overall reform in China universities, teachers are facing even higher requirement. As a professional teacher of management, I need to continuously improve and enhance my professional knowledge.

Thirdly, as a private school administrator, I need to deepen the comprehensive management theory for better guiding and dealing with various problems appearing now and then.

Fourthly, based on my personal interest in Thai culture, and Thailand National Institute of Development Administration has dominated as a pioneer in the graduate student education and is also the only institute of higher learning providing graduate education in management, I am longing to further my education as PhD in management in your Institute.

Last but not least, should I have the honor to join Thailand National Institute of Development Administration, Guiyang University will provide me with better developing platform for further management academic research.