

Institutional Innovation of Improving the Credibility of Social Organizations in the Process of Modernization of Public Governance

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Abstract: This article focuses on the promotion of social organization credibility in the process of modernization of public governance. At present, social organizations play an increasingly important role in public governance, but their credibility faces many problems. Guided by solving these problems, this article comprehensively analyzes the theoretical basis of social organization credibility and institutional innovation, such as social organization credibility theory, institutional innovation theory and public governance modernization theory. By studying the current situation and problems of social organizations' credibility, this article finds that there are shortcomings in information disclosure, internal governance and external supervision. Based on this, the article puts forward that the promotion of social organizations' credibility should follow the principles of legality, fairness and feasibility, and carry out institutional innovation from three aspects: information disclosure, internal governance and external supervision. Implementing specific institutional innovation strategies, such as perfecting information disclosure system, optimizing internal governance structure and strengthening external supervision mechanism, will help to enhance the credibility of social organizations and promote the modernization of public governance.

1. Introduction

In contemporary society, the modernization of public governance has become a key issue to promote the development of the country and society. With the innovation of governance concept and the transformation of governance model, the role of social organizations in the field of public governance has become increasingly prominent [1]. It plays an important role in providing public services, participating in social affairs and promoting social equity. As a key indicator to measure its social recognition and influence, the credibility of social organizations is of great significance to its own sustainable development and the achievement of public governance goals [2]. Social organizations with high credibility can not only attract more social resources, but also effectively enhance the public's trust in the process and results of public governance, thus promoting the development of public governance in a more efficient and fair direction [3]. However, there are some problems in the credibility of social organizations in the development process [4]. The information disclosure of some social organizations is not timely and complete, which makes it difficult for the public to fully understand their operation; The imperfect internal governance structure leads to the lack of scientific and democratic decision-making; The lack or weakness of external supervision mechanism can not effectively restrain the behavior of social organizations [5]. These problems seriously restrict the promotion of the credibility of social organizations, and then affect the process of modernization of public governance.

In this context, it is particularly urgent to deeply study the institutional innovation of improving the credibility of social organizations [6]. This study focuses on the institutional innovation of improving the credibility of social organizations in the process of modernization of public governance, and comprehensively uses various theories and research methods, aiming at analyzing the existing problems, exploring reasonable and effective institutional innovation paths, and providing support for improving the credibility of social organizations and promoting the modernization of public governance.

2. Social organization credibility and institutional innovation theory

The theory of social organization credibility is the cornerstone of understanding its social influence. The credibility of social organizations refers to the ability and degree of social organizations to gain public trust, which is composed of multiple elements [7]. Among them, honesty is an important foundation, which means that social organizations need to faithfully fulfill their commitments and keep their behaviors consistent with their purposes. Professionalism is reflected in the quality and level of services provided, and professional services can enhance public recognition. Transparency is related to the openness of organizational operation information, and transparent operation process helps to enhance public confidence. These factors interact and jointly affect the credibility of social organizations.

The theory of institutional innovation provides dynamic guidance for the development of social organizations. Institutional innovation is the reform and improvement of the existing system, aiming at improving the efficiency of the system [8]. Its model includes induced innovation, which is driven by the internal interests of the organization; Compulsory innovation is enforced by external authorities such as the government. The driving force of innovation comes from changes in the internal and external environment of the organization, such as changes in social demand and policy adjustment, which urges social organizations to seek better institutional arrangements.

The modernization theory of public governance defines the development direction of social organizations. The theory emphasizes the cooperative governance of multiple subjects, and social organizations, as important subjects, participate in public affairs together with the government and enterprises [9]. The modernization of public governance requires social organizations to have higher credibility in order to achieve effective coordination.

3. The present situation and problems of social organization credibility in the process of modernization of public governance

In the process of modernization of public governance, social organizations play an important role, but there are many hidden concerns about their credibility. From the perspective of information disclosure, many social organizations have a low degree of information disclosure. According to relevant surveys (see Table 1), only 30% of social organizations can disclose financial information on a regular basis, and in terms of project progress information disclosure, this proportion has dropped to 20%. The opacity of information makes it difficult for the public to grasp key information such as the flow of funds of social organizations and the implementation effect of projects, which seriously affects public trust.

Table 1 Survey on Information Disclosure of Social Organizations

Information Disclosure Category	Regular Disclosure Ratio	Occasional Disclosure Ratio	Never Disclosure Ratio
Financial Information	30%	40%	30%
Project Progress Information	20%	50%	30%
Organizational Strategic Planning Information	15%	35%	50%

In terms of internal governance, most social organizations have defects in their internal governance structures. The function of the Council is empty and there is no effective decision-making mechanism, which leads to the lack of scientific and democratic decision-making process. At the same time, the personnel management and incentive system is not perfect, and the phenomenon of brain drain is frequent, which affects the professional service ability of social organizations and then damages their credibility.

The external supervision mechanism is also full of problems. There are unclear responsibilities and multi-head management in government supervision, which reduces the efficiency of supervision. The power of social supervision is weak, and the channels of public and media supervision are limited, so it is difficult to form effective supervision over social organizations. As

shown in Table 1, more than 60% of social organizations believe that external supervision has little effect on self-restraint. This lack of supervision environment makes some social organizations behave anomie and further erodes the overall credibility of social organizations. If these problems are not solved in time, it will seriously hinder the role of social organizations in the modernization of public governance.

4. Principles and direction of institutional innovation in improving the credibility of social organizations

Under the background of modernization of public governance, institutional innovation to enhance the credibility of social organizations needs to follow specific principles and make clear the development direction, so as to promote the healthy development of social organizations and enhance their credibility.

Table 2 Innovation Directions for Information Disclosure Systems of Social Organizations

Innovation Dimension	Detailed Content	Implementation Standards	Expected Effects	Supervisory Body
Comprehensiveness	Cover financial information, strategic planning, human resources, project performance, etc.	Develop a detailed information checklist, specifying required items for each section	Enable the public to fully understand organizational operations and enhance trust	Board of Directors and Supervisory Board
Timeliness	Release financial statements within 15 days after the end of each quarter; disclose major project progress in real-time	Set strict time deadlines with overdue warnings	Enable the public to promptly access key information and stay informed of developments	Internal Audit Department
Accuracy	Establish multi-layer review processes and introduce third-party audits	Clarify review procedures and responsibilities, and impose severe penalties for false disclosures	Ensure information authenticity and reliability, and reduce misinformation	Government Regulatory Departments
Convenience	Disclose information through multiple channels such as official websites, social media, and information platforms	Optimize interface design to ensure easy information access	Enable the public to easily access information and increase participation	Public and Media

Institutional innovation must first follow the principle of legitimacy. As an important subject of social governance, the institutional innovation of social organizations must be carried out within the legal framework. Laws and regulations provide basic guidelines for the establishment, operation and development of social organizations. Only institutional innovation that conforms to legal norms can ensure the legitimacy and stability of social organization activities and win public trust. The principle of impartiality is equally indispensable. Institutional innovation should guarantee the fair rights and interests of all stakeholders in social organizations. This includes not only donors and clients, but also members of social organizations. A fair system can create an environment of fair competition and urge social organizations to focus on improving service quality and credibility. The principle of feasibility is also a key consideration in institutional innovation. The innovation system should fully consider the actual situation and realistic conditions of social organizations and have practical operability. If the system is too idealistic and cannot be implemented in practice, it will lose its significance. Taking the innovation of internal governance system as an example, it is necessary to formulate corresponding rules in combination with practical factors such as the scale of social organizations and personnel structure.

Based on the above principles, the institutional innovation to enhance the credibility of social organizations has a clear direction. From the perspective of information disclosure system, it should develop in a more comprehensive, timely and accurate direction. By constructing a perfect information disclosure system, the public can easily obtain key information such as the financial status, project progress and governance structure of social organizations (see Table 2). In the aspect of internal governance system, it is necessary to improve the corporate governance structure, clarify the responsibilities of governance subjects such as the board of directors and the board of supervisors, and establish a scientific personnel incentive and restraint mechanism to improve organizational operation efficiency and professional service capabilities. For the external supervision system, it is necessary to strengthen the coordination and professionalism of government supervision, broaden the channels of social supervision, give full play to the supervisory role of the public and the media, and form a multi-disciplinary supervision force.

Following the principles of legality, fairness and feasibility, and clarifying the direction of institutional innovation such as information disclosure, internal governance and external supervision are the key paths to enhance the credibility of social organizations. This will help social organizations to play a better role in the process of modernization of public governance.

5. Specific institutional innovation strategies to enhance the credibility of social organizations

In the innovation of information disclosure system, it is very important to build a comprehensive, standardized and convenient information disclosure system. Social organizations should clearly define the scope of information that needs to be disclosed, including not only traditional financial revenue and expenditure, project progress, but also organizational mission, strategic planning and risk assessment. With the help of modern information technology, a variety of information disclosure platforms, such as official websites and social media accounts, are built to ensure that the public can obtain information in a timely and convenient manner (see Figure 1).

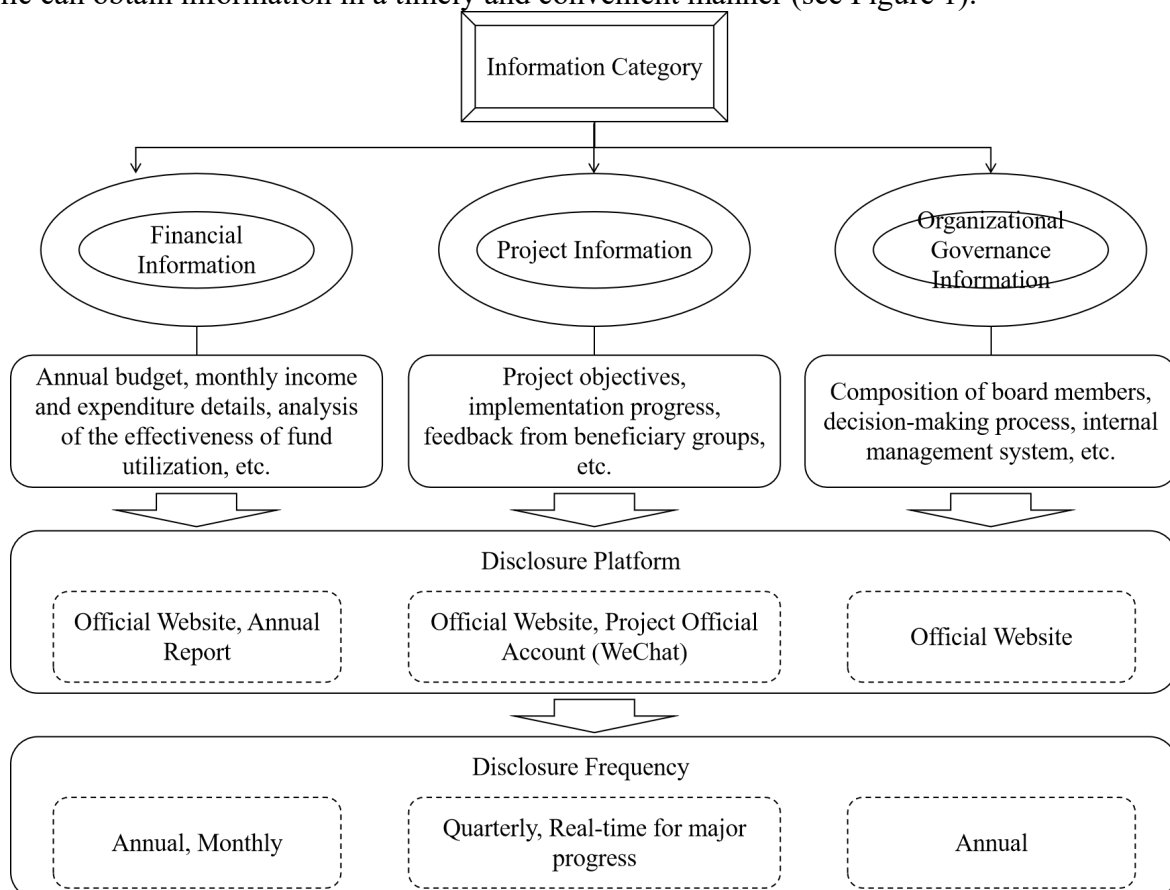


Figure 1 Information disclosure content and platform specification of social organizations

In the innovation of internal governance system, perfecting corporate governance structure is the

core. The responsibilities and authorities of the board of directors, the board of supervisors and the management need to be clear, and a governance mechanism of mutual checks and balances and cooperation should be formed. Social organizations should establish a scientific and reasonable human resource management and incentive system to attract and retain professionals; Establish a training and development plan to improve the professional quality and service ability of employees and provide talent guarantee for the sustainable development of social organizations.

The innovation of external supervision system is also an important guarantee to enhance the credibility of social organizations. Government departments should integrate regulatory resources, clarify the regulatory responsibilities of various departments, and avoid the situation of multi-head management or regulatory gaps; Establish and improve the credit evaluation system of social organizations, and implement classified supervision according to the evaluation results. In addition, government departments should encourage social forces to participate in supervision, set up a reward mechanism for reporting, and give full play to the supervisory role of the media and the public. These institutional innovation strategies are interrelated and mutually promoted, which together constitute an institutional guarantee system to enhance the credibility of social organizations.

6. Conclusions

In the grand process of modernization of public governance, social organizations participate in it with unique roles, and their credibility is not only related to their own survival and development, but also has a far-reaching impact on the effectiveness of public governance. Through the in-depth exploration of the theories related to the credibility of social organizations and institutional innovation, and the detailed analysis of the current status and problems of credibility, this article makes it clear that the key to enhance the credibility of social organizations lies in institutional innovation.

Judging from the research results, there are some problems in the information disclosure of current social organizations, such as low openness, incomplete content and untimely update. In the internal governance structure, the functions of the Council are illusory, and the personnel management and incentive system are imperfect; The external supervision mechanism presents the situation of unclear government supervision responsibility and weak social supervision power. These problems have seriously hindered the promotion of the credibility of social organizations. In view of these problems, this article puts forward a series of institutional innovation strategies. In the information disclosure system, the public can fully understand the operation of social organizations by constructing a comprehensive, timely, accurate and convenient information disclosure system. The innovation of internal governance system focuses on improving the corporate governance structure, clarifying the responsibilities of each governance subject, and establishing a scientific human resource management and incentive system to improve organizational operation efficiency and professional service ability. The innovation of external supervision system emphasizes strengthening the coordination and professionalism of government supervision, broadening the channels of social supervision and forming a multi-disciplinary supervision force.

These institutional innovation strategies are interrelated and complementary, which together constitute a strong support to enhance the credibility of social organizations. By implementing these strategies, social organizations can enhance their transparency, standardize their internal management and accept extensive supervision, thus effectively enhancing their credibility. This will not only help social organizations to play a better role in public governance and meet the diversified needs of society, but also promote the development of public governance in a more modern, efficient and democratic direction and maximize public interests.

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