Research on Non-profit Organization Management Christian Institutions in Tainan

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Abstract: The research in this paper looks into Presbyterian Church Social Service Agencies in the Tainan Region. It delves into agencies directly related to local congregations, analyzing their management structures, their encounters with communities, their welfare services, and the advantages and limitations they face because of their being both “faith-based” and “non-governmental.”

This research was conducted by reading documents and conducting interviews in order to ascertain these agencies’ internal management structures and external relationships. Topics considered included aspects of internal management and influence from church organizations. It was discovered that churches maintain a tight grasp on these agencies and wield great power. In analyzing the external relationships of the agencies in terms of volunteers and sources of funding, there was great variation. Those who gave of their labor and substance were often motivated by their religious faith.

Keywords: Governmental Organizations; Associations, Government; Organizational Management

Introduction

As the inequality between the rich and the poor caused by capitalism becomes more prominent, the main reason for advocating the provision of services by religious charitable welfare organizations is to narrow the social gap and rebuild a social consensus through the charitable activities held by these organizations. In addition, religious ideas or services that emphasize social equality can also ease the hostility caused by economic inequality and contribute to social integration [7].

In the operation and development of non-profit organizations, religious organizations have to face the problems of how to manage and operate the organization properly, how to integrate the concept of belief and service, the decision-making core of the organization, the source of financial and material resources, staffing, the provision of services, and the external cooperation and connection of the organization. Through this study, we expect to understand the advantages and difficulties of the operation and development of church organizations when they become members of multi-welfare services, so as to serve as a reference for religious organizations when they organize associations to participate in social welfare services [5].
I. Religious Non-profit Organizations

Wilson (1974) defined FBO as follows: "A formal faith-based service organization formed by staff or volunteers from a religious group. They provide services in accordance with specific religious beliefs as well as the mission of the organization.” It can be seen that the services it provides include not only the material itself but also the psychological and spiritual care for the recipients [9].

Vidal (2001) pointed out that FBO appears in three forms based on religions:
A. to provide services in the form of church meetings.
B. to provide services in the form of religious non-governmental organizations in conjunction with national networks, such as Catholic philanthropy, or in the form of cooperation between religious organizations such as the Christian Welfare Association of Taiwan.
C. apart from the above two forms, other religious organizations that provide social services or participate in public affairs belong to them[8].

II. Church Organization and Development of Social Care

Since the 20th century, the ideological trend of the welfare states has been springing up, emphasizing that the government should take the responsibility of taking care of its people. This enabled the government to take over the role of churches as a social welfare service provider and establish an institutionalized social welfare system which is a welfare disability model based on voluntary philanthropy. As a result of such a shift, the voluntary sector, including church organizations, has lost considerable room for activity [1].

However, at that time, due to the expansion of bureaucratic organizations dealing with huge social welfare business, the service efficiency was inefficient, which prompted church organizations and social welfare institutions to make up for the deficiency of the government and continue to give full play to the function of social welfare services. It even evolved to undertake the social welfare business entrusted by the government. Since the 1980s, under the influence of the rise of commercial, voluntary, informal, and government departments to provide social welfare services, more attention has been paid to the role of church organizations and their social welfare agencies in the provision of social welfare services [2], [6].

Judging from the development of church organizations in Taiwan after the war, it can be clearly found that church organizations actively participate in social welfare services, and the government is unable to do social welfare work because of the lack of materials and economic deprivation after the war. Church organizations are needed instead. The early social welfare service model in Taiwan focused on medical, conservation, and education ministries, thus became a typical so-called "practical religion." [3], [4].

Methodology

This study employed the method of qualitative research to collect data. First of all, it gave a definition to a non-profit organization and explored the meaning of church organizations and social care. The content extracted from literature was adopted as the basis for designing the interview outline.
Research Results

This section analyzed the operation and management of FBO-church organization associations from four parts, motivation, organization governance operation strategy, organization external relationship strategy, and operation. In the end, it examined the characteristics of non-profit organization management of the subject organizations.

I. Motivations of churches to form an association
The care work of community churches is one of the church ministries that many local church pastors or members are trying to do or are doing. For the three interviewees in this study, caring for the vulnerable groups in the church community is a link that has been going on before the establishment of the association. As churches are now in a very diverse and changeable environment, they have to face a variety of social phenomena and problems. Through interviewing the interviewees, it can be seen that many churches are in the early stages of setting up associations. I am particularly grateful that the vulnerable ethnic groups in the communities around the church need people to pay more attention to them, and then one person or a group of co-workers will join the ranks of care for the disadvantaged ethnic groups.

II. Internal operation of the organization
The interviews show that the operation of the board of supervisors actually implies quite a lot of skills and intentions. For the sake of a more idealized governance mechanism, some methods will be used to maintain the management and operation of the association. Because any civil organization is formed by members of the association and the generation of supervisors is through an open election system in general meetings for the purpose of serving the association through. Hence, the most important core of the governance and operation of the association lies in whether the members of the board of supervisors have the same idea. This is relatively important for the overall operation of church organization associations.

III. Organizational resource management
A. Management and application of association funds
A good system of management and application of funds is the key to the planning and control of non-profit organizations, and the stability of the source of funds is also important to the operation of an organization or association. From the interviews, it can be seen that the sources of funds and management of the associations are closely related to the governance of the association, which must be carefully dealt with and faced in the church organization association. This has a subtle connotation with the part of coordination and communication between small meetings and associations discussed in the previous paragraph and the content to be discussed and analyzed in this section.

The use of funds is an important part of the operation of every institution or organization. When the funds of the association set up by the church will affect the original finance of the church, it will test the concept of fund management and communication skills between small churches and the associations. Sometimes the association has to face questions or questions about the funding of the association, or insist on what benefits the association can get from the government. In fact, such false expectations will put the association in a dilemma in its overall operation.

B. Association fundraising
In the first half of the paper, the influence of the management and application of institutional funds on the operation of the ministry of the association is discussed, and the fund-raising of the
association is an important lifeline affecting the effective operation of non-profit organizations. While the association is affiliated with the church, the financial part is managed independently. Regarding the funding sources of the association, it is closely connected with the relationships between the association itself and the outside organizations, enterprises, and connections. Through the funding sources, the social capital and energy accumulated by the association itself can be examined.

If the association itself can make good use of the donation power of private enterprises and groups, it can indeed create more service capital for the association, and the non-profit organization itself is not for profit. Each year, the scheduled work plan and activity program budget must be raised by the association, while the realistic consideration is that when there is a shortage of funding sources or fund-raising, it will be difficult for the association to implement the predetermined plan.

**C. Volunteer recruitment**

The source of volunteers are usually members of a church, however, there are some associations which, in addition to recruiting volunteers from churches, recruit volunteers from outside. The quality of volunteers and the number of volunteers in an organization are not only an important indicator of the rise and fall of the organization but also directly affect the performance of the organization's future services.

The volunteer sources of these associations can be divided into several aspects. If members of the church are summoned to participate in the association's activities, a chief executive thinks it has something to do with how the pastor appeals to the members on the podium. In addition, the original volunteers are introduced to join the organization as new volunteers, followed by the participants in the activities organized by the organization. If they are satisfied with the event itself or think it is meaningful, they may also accept the call to become volunteers. To organize the past clients, or the relatives and relatives of the clients, in order to thank the organization, they will also join the ranks of the service with gratitude.

**IV. Organizational external relations**

**A. Cooperation with the government**

For the association, the government is both a guide and a collaborator. The government's management and requirements for non-profit organizations, such as the amount of funds, the tax requirements, and the proportion of income, will then affect the survival and operation direction of the association. In the face of the idea of social welfare policy, it has also become an important consideration for the association to formulate strategies, in which the government is the guiding role of the association.

The cooperative relationship between the association and the government can be understood through the sharing of the interviewees, in which, there are complex emotional entanglements, and the roles and dialogue are often changeable and interchangeable.

**B. Interaction between Other Churches or Groups**

How to maintain the relationship of mutual benefit and assistance with external organizations and institutions, and how to improve the operational efficiency of the association in the process of benign interaction is a subject that senior managers of the association must pay attention to.
There is no lack of self-established non-profit organizations, but most of them have some bridges with some organizations at the beginning of their establishment.

The Tainan Presbytery of the Presbyterian Church in Taiwan has a total of 85 churches. Although many churches have not formed associations, many churches are still engaged in church community care work, and the churches of the Tainan Presbytery are also a force of the outside world to the association. Finding churches with the same ideas and mutual support is also a great help to the association. And how to gain the recognition and support of neighboring churches is also a big issue for the executors or managers of the association. If the opportunity of fund-raising or church reports can be used to let the church members of the other side know the ministry and care that the association is putting in, it is naturally also a channel to get support and establish a good relationship.

Conclusion
The three main purposes of this study are as follows: (1) to explore the motivation and purpose of organizing associations of local churches; (2) to explore the governance of local church associations and the process of social welfare services; (3) to explore the advantages and limitations of non-profit organizations in participating in community and social services, of which, the finding can be used as a reference for church and social work majors. After data collection and analysis, the conclusions and recommendations of this study are as follows.

I. The Operational Advantages and Limitations of the Single Church Organization Association
A. Operational advantages of church organization associations

The staff and volunteers in the church associations, mostly from the same religious background, can clearly know the service concept of the association and adhere to the foundation of faith to provide services, whereas non-profit organizations provide services. The quality of service and the image that the organization presents to the society are closely related to the personal quality of the service providers. Therefore, the quality and enthusiasm of service providers are the most direct source of impression for organizations when facing the community and service users.

B. Restrictions on the operation of church organizing associations

It is found that the promoters of these church organizing associations are often the important executors in the current associations, and these executors must be responsible for the establishment of the association, the operation of the board of supervisors, and the governance inside and outside the organization. Some associations also have to face questions during small meetings or from members, suspecting that the association is under the control of a small amount of people. From the standpoint of the church, because they do not actually participate in the operation of the association, there is occasionally such a voice.

C. Difficulties in recruiting volunteers of church organizing associations

One of the problems faced by the church organizing associations in recruiting volunteers is that the "belief factor" internal association can recruit from the church and look for aspiring coworkers to join the service ranks of the association, but the community people will often consider that when they have different beliefs, how to identify with the organization to join the volunteer service, especially when the association is religious, it is more likely to deter the general public.
Therefore, in the course of this study, it is also found that most of the volunteers of the association are mainly from brothers and sisters in the church, and only a few people in the community join the ranks of volunteers, so the topic of recruiting volunteers from outside the association is also a link that must be considered in the future.

D. Difficulties in raising funds from outside the church organizing associations
This study found that most of the associations were funded by the government in the form of public and private enterprises, and only a few raise funds from external sources, including fundraising from the church. Therefore, if a fund-raising mechanism outside the church cannot be developed immediately, and if the cooperation with the government in the future no longer exists, then the fund may be in trouble, and the association will have to open up the source for fund-raising channels.

III. Constructing the Presbyterian Church to Complete the Social Service Support Network
This paper puts forward several study suggestions and looks forward to the construction of a social welfare network of FBO belonging to the Presbyterian Church in the future.

A. Church organization associations need a competent management system.
The power of governance of a sound and good non-profit organization should lie in the board of supervisors composed of talents in different professional fields. It should attempt to recruit more talents from all fields of the society so as to help the association become a bridge to communicate with the outside world and promote the association towards a more progressive and healthier path.

The FBO Association should also pay attention to the professionalism of social service provision and organizational operation. The criteria for selecting and hiring full-time personnel of the Association, such as social workers, accounting, management, law, and other professionals, can provide services to the society, organization and financial management, association accounting, association legal issues, and play the role of professional workers in the implementation of the association's program plan. Therefore, the appointment of talents should be professional-oriented.

In order to perform their duties and give full play to the effectiveness of the organization.

B. Service ability of Church organization associations
By choosing the service target market that associations can focus on, the demand for the service object will be clearer. This enables the association to better grasp its mission and establish a unique FBO service style or brand in the church community. This is not being innovative; instead, it helps the association to be recognized by the community, service users, and even the government by establishing the unique service pattern.

C. Construction of a professional support network for social welfare services of the Presbyterian Church
Although they are all organized by the local churches of the Tainan Presbytery of the Presbyterian Church in Taiwan, there is almost no connection between the associations. These associations are all faced with the lack of professional support and financial support, mainly relying on government commissions to maintain the survival and operation of the association; as
the Tainan Presbytery has stable financial resources, if it employs professional supervision personnel for the churches or associations involved in church community care and facilitates the integration and exchange of these churches or associations, it will be able to provide strong support for church participation in social welfare services.

Reference