



## An Analysis of the Cooperation between Social Organizations and Enterprises to Promote the Employment of the Disabled Take the Nuanxi Disabled Assistance Project in D City as an Example

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### ABSTRACT

With the development of the theory of multiple governance, the methods and methods of collaborative governance of multiple subjects have been widely used in the treatment of social problems and the subjects that solve the employment problem of the disabled are gradually diversifying. This study takes the Nuanxi Disabled Assistance Project in D City as an example, with the cooperation between social organizations and enterprises as an entry point of view. The study found that in the process of social enterprise cooperation to promote the employment of persons with disabilities, there are problems such as insufficient attention to details of cooperation, unstable employment of persons with disabilities, limited and single participation of social organizations, and unsatisfactory cooperation effects, and put forward perfect countermeasures and suggestions for these problems.

**Keywords:** cooperation; employment of the disabled; Nuanxi Disabled Assistance Project

### 1. Introduction

The work for the disabled is a significant part of the cause of socialism with Chinese characteristics. With the continuous advancement of China's deepening reform process, the employment of the disabled has attracted more and more attention, and the employment needs have become more complex and diverse. As of the end of 2018, among the 16.948 million disabled persons in the employment age group (males 16-59 years old and females 16-54 years old) holding a disability certificate in China, 9.484 million had been employed, and the employment rate was 56% (China News Network, 2019). How to better improve the employment rate of disabled persons, promote the employment of disabled persons, and integrate into social and economic life has become a major issue.

With the transformation of government functions from management to service, social governance needs to introduce different social forces, and the diversification of participants in governance has become an inevitable trend. As the main body of market supply, enterprises can do something in the supply of public goods and public services when the government's unilateral supply force cannot meet the actual needs. In the case of "government failure" and "market failure", social organizations, as a third-party force in addition to the government and the market, play an important role in optimizing the allocation of resources.

Based on the theory of collaborative governance, social governance and the handling of public affairs emphasize the coordination and cooperation of different government entities and social forces. Through cooperation, it is possible to integrate and optimize resource allocation and solve social problems more effectively. The cooperation between social organizations and enterprises can make up for government failures to a certain extent, and fully mobilize the funds, social

resources, technology, etc. of both parties through coordination and cooperation, so as to obtain more social benefits. Therefore, in the process of gradual transformation of government functions, social organizations and enterprises have played an increasingly prominent role in handling the employment of disabled people.

Regarding the relevant research on the issue of social enterprise cooperation to promote the employment of the disabled, the focus of scholars is more on the issue of employment of the disabled itself and its extension.

In terms of the reasons that affect the employment of the disabled, Pan (2007) believes that the difficulty in obtaining employment of the disabled is due to social exclusion. Therefore, she analyzed the reasons from several aspects including institutional exclusion, conceptual exclusion, and educational exclusion, which were included in social exclusion. Lai (2008) and others analyzed the employment status of the disabled based on the data of the second national sample survey of the disabled, pointed out the main factors affecting employment, and analyzed the reasons for regional differences.

In terms of employment support for the disabled, Tong (2011) recognized the importance of supporting and assisting the employment of the disabled. Concerning the construction of the employment assistance system for the disabled, he analyzed specific measures from the operational aspects of new concepts, the implementation of laws and regulations, and the enhancement, restoration, empowerment, and prevention of disability.

Some scholars took the government, social organizations, enterprises, and their cooperation as research perspectives to explore the role of each subject in the employment of the disabled, how to coordinate and cooperate, and how to promote the employment of the disabled.



Xu (2010) affirmed the government's leading position in the employment of the disabled, pointed out the urgency of improving the employment promotion policy system for the disabled, and put forward suggestions on how to improve the government's employment promotion policy for the disabled.

Liu (2014) summarized four cross-departmental cooperation models including the charitable donation cooperation model, transactional cooperation model, interactive cooperation model, and integrated management alliance cooperation model for non-profit organizations and enterprises. Wang (2014) analyzed the problems and their causes of cooperation between social organizations and enterprises from social management innovation and used the foreign experience to provide suggestions and solutions to the existing problems of cooperation between social organizations and enterprises in my country. From the perspective of public service diversification, Wang (2015) proposed to regard the cooperation between social organizations and enterprises as a new model of public service diversification and took six social public service organizations in Shanghai as examples to explore the factors affecting the cooperation between the two sides.

Zhou (2012) used the Shanghai S project as an example to explore how the government, social organizations, and enterprises cooperate across borders and explore new employment models for the disabled from a new perspective of government-social-enterprise cooperation. Li (2016) proposed the introduction of multi-center governance theory in the employment and entrepreneurship level of countryside disabled persons, to promote the combination of theory and reality and suggest path selection for multiple supporters. Qu (2016) pointed out the shortcomings of the employment service system for the disabled in our country and the need to innovate employment service models based on the collaborative perspective and the efforts of multiple entities.

In addition to studying the current situation in China, some scholars have also studied and analyzed the experience of foreign countries to bring enlightenment to the employment of the disabled in China. Qiao (2009) through the introduction and analysis of The German employment legislation for the disabled and the methods to promote the employment of the disabled, summed up the enlightenment experience of giving full play to the exemplary role of the public sector of the government, realizing the dual incentive of law and economy, and providing multi-level and differentiated vocational training, training and rehabilitation. Du, et al. (2013) explored and analyzed the development of supported employment in the United States and combined with China's national conditions, and pointed out that efforts should be made for the development of supported employment in China in terms of publicity and promotion, laws, regulations and policies, and employment support services.

At present, there are not many types of research on social organizations and enterprises to promote the

employment of the disabled. The focus of the research lies more in the perspective of multi-subject and multi-center governance. So how should social organizations and enterprises cooperate to promote the employment of people with disabilities? What are the problems that social organizations and enterprises have in the process of cooperating to promote the employment of the disabled? Taking the Nuanxi Disability Assistance project in D city as an example, this paper further understands the project through in-depth interviews with the staff of both sides of the cooperation project, explores the shortcomings of the cooperation between social enterprises in the process of helping the disabled in employment and puts forward suggestions for improvement, in order to provide a reference for social organizations and enterprises to solve the employment problem of the disabled.

## 2. Case study: Nuanxi Disabled Assistance Project in D City

### 2.1 Operation process of Nuanxi Disabled Assistance Project

The Nuanxi Disabled Assistance Project was jointly established by the Disabled Persons Association of D City and Y enterprise in 2019 by signing a strategic cooperation agreement. The project is centered on D City, with the main purpose of "helping the poor and the disabled" and "localized residents' integrated consumer services" as its business philosophy.

The project has set up community group buying and Shangshan Xiaochao physical stores, attached to the real community, serving the community residents as the main body and core, and linking the community residents to provide convenient services to the residents of the entire community. Disabled persons who meet the requirements can become the store manager and group leader of Shangshan Xiaochao. They can run stores and communities independently, or choose to join stores and work in them.

The company cooperates with other suppliers of fresh food, vegetables, and fruits to form a product supply chain on the Shangshan Xiaochao online platform. Community residents can choose to buy the items they need in stores or participate in community group purchases through the group leader. The group leader is responsible for receiving and submitting the group purchase order. The goods will be distributed by the platform to the stores near the community or the fixed pick-up point set by the group leader, and the community residents can pick up the goods by themselves.

In the process of project cooperation, social organizations are mainly responsible for recommending personnel and paying attention to the situation of incumbents. The Disabled Persons Association of D City is a social organization responsible for the physically disabled and the work related to the physically disabled. The physically disabled are persons with physical disabilities whose limbs are damaged or mutilated due to diseases or limbs, trunk paralysis, deformity, and cause various degrees of loss or dysfunction of



the human movement system. They account for the largest proportion of the disabled in D City and have the highest job suitability. In this cooperation, the Disabled Persons Association finds suitable the disabled for the company. According to the geographical location of the Shangshan Xiaochao supermarket set up in the project and the needs of the community group purchase, eligible disabled persons are selected to recommend employment.

Y enterprise provides jobs and supporting training for the disabled to help them adapt to the post smoothly. At the same time, during the employment period, the company will also conduct return visits to pay attention to the specific work conditions of the disabled.

### ***2.2 The development status of Nuanxi Disabled Assistance Project***

In the early days of its establishment in 2019, Y enterprise successively opened 4 Shangshan Xiaochao supermarkets in D city, absorbing 16 disabled people and helping them get rid of their employment difficulties. However, the operation of the project is more difficult than expected, and there are also some problems in the operation process.

#### ***2.2.1 The assistance is limited, and the details of the cooperation are not paid attention to***

The project operation is not good, the company can accept the reduction of the number of disabled persons employed, and the assistance to promote the employment of disabled persons is limited. When enterprises consider their development and actual economic benefits, their investment in the project has been significantly reduced, and the progress of project implementation has also slowed down. While the enthusiasm of the enterprise is frustrated, the attention paid to the details and effects of project cooperation has also been greatly weakened. In the WeChat official account of Shangshan Xiaochao, it can be found that the operating information of online and offline stores is not updated in time, causing the actual address of the store to be mismatched with the information of the online applet. In addition, when the development status quo deviates from the target plan, the Disabled Persons Association and Y enterprise also lack corresponding response and adjustment measures, and the company tends to adopt a negative attitude.

#### ***2.2.2 Employment of the disabled deviates from the target plan***

During the operation of the project, the mobility of the disabled in employment positions is strong, and the stable employment of the disabled cannot be guaranteed. Most of the disabled who need to find employment opportunities through the Association of Disabled Persons are in a difficult employment situation. They need to rely on external forces to achieve employment due to their personality and lack of skills and abilities. At the same time, these factors also affect their integration into the company and the work environment. People with disabilities often work fewer long hours. The

company originally planned to have 300 to 500 physical stores within three years, and each store can solve the employment problem of more than three disabled persons, that is, it can solve the employment of 900-1500 disabled persons. However, the limitation of commuting distance and the geographical location of online group buying communities makes it difficult for the company to find qualified and willing disabled persons, and the number of the disabled is not ideal. The impact of the epidemic, the closure of stores, and changes in project operations have reduced the number of jobs that companies can provide for the disabled. The company currently has only one disabled employee, which is far from the target plan.

#### ***2.2.3 The ways for social organizations and enterprises to participate in cooperation are limited and unitary***

At present, the limited and singular ways of cooperation between social organizations and enterprises have become the main problem of cooperation between the two. Social organizations and corporate cooperation should reflect the diversity of cooperation methods. Austin J(2012) divides the main cooperation methods into corporate charity, corporate foundation, cause marketing, event sponsorship, license agreement, common theme promotion, joint operation, and other forms. Nowadays the cooperation between social organizations and enterprises is more based on cause marketing, the cooperation method that combines product sales with social issues or public welfare undertakings. The cooperation method is single. Enterprises make full use of their technology, sales channels, capital, human resources, and management concepts. However, the disabled associations are limited by their organizational capabilities, they can only play a role in providing employment resources and communication and consultation for the disabled in the process of cooperation. In the case of limited resources that social organizations can provide and self-construction need to be strengthened, social organizations and enterprises have limited and single ways to participate in the process of cooperation.

#### ***2.2.4 The cooperation effect is not ideal, and the project operation has changed***

The cooperation between social organizations and enterprises can reduce the government's pressure on the cultivation and support of social organizations, contribute to the image and reputation of enterprises, and improve the project operation ability and credibility of social organizations. Good cooperation can bring benefits to both parties. However, the cooperation effect between social organizations and enterprises in this project is not ideal. In the process of cooperation, the two parties have the problem of insufficient information sharing, and there is relatively little communication. The two parties did not propose reasonable and effective solutions to the problems encountered during the operation of the project, and the effectiveness of the cooperation did not receive effective attention.



The project management mode has shifted from offline and offline integration to online community group buying. The project was formally established in 2019, and it is still in a stage of development. When it could not resist risks, it was hit by the COVID-19 head-on. The burden of business operations has intensified, offline stores have been closed one after another, and only one offline store was originally opened. The closure of offline stores has also reduced the profit channels for the company.

### **3. Analysis of the causes of problems in the cooperation between the Disabled Persons Association and Y enterprise**

#### ***3.1 Related incentive policies and measures are not perfect***

At present, there are few domestic incentive policies and regulations for enterprises to absorb the employment of the disabled, and there is still room for improvement in terms of content. Although employers that arrange employment for the disabled following the provisions of the Law of the People's Republic of China on the Protection of The disabled can enjoy relevant preferential policies by the law, relevant preferential policies are currently limited to tax preferential policies issued by the Ministry of Finance, and not all employers who employ the disabled can meet the conditions to enjoy the preferential tax policies. For some small and medium-sized enterprises, if they fail to arrange employment for the disabled, they need to pay the employment security fund for the disabled under the law. But when they do follow the rules, there is no guarantee that they will enjoy preferential treatment. The incentive policies and measures for arranging the employment of the disabled are not perfect, which also affects the enthusiasm of enterprises to promote the employment of the disabled.

#### ***3.2 Insufficient capacity building of social organizations***

Social organizations in our country started to develop late, and there is a problem of uneven development. Some social organizations are not clear enough about their positioning, which also causes social organizations in our country to be in a disadvantaged position when participating in social governance and cooperating with other governmental entities. Although social organizations have continued to develop in recent years, they have not yet completely got rid of the "administrative" color. Social organizations still rely on the government for resources to a large extent, they lack independence and have no enthusiasm to integrate into the market and actively seek business cooperation. We have always emphasized the need to cultivate and develop social organizations and improve the independence of social organizations. However, just like the Disabled Persons Association, in this case, this kind of social organization for the disabled is a subordinate organization of the Disabled Persons' Federation and its position is embarrassing. The positioning of such social organizations is not clear enough, which leads to their lack of professionalism and weak

competitiveness, and also affects the effective cooperation between social organizations and enterprises.

#### ***3.3 Lack of effective operating mechanism for cooperative choice***

Since the cooperation of this project is a dynamic and continuous process and belongs to cross-departmental cooperation, the cooperation choice between the two parties should be based on effective evaluation and judgment. The reasons why Y enterprise chooses the Disabled Persons Association are that the working ability of the disabled is more suitable for the job requirements and helping the disabled to find employment can also bring benefits to the company's image and product promotion. For the Disabled Persons Association, the reason is that the company has suitable positions that can help the disabled find employment. Both parties have cooperation needs, but the consideration of cooperative choice is not comprehensive and in-depth. The two parties should have an effective cooperation operating mechanism. Before choosing cooperation, there must be reasonable evaluation criteria. The possibility of cooperation should be considered in combination with actual conditions in terms of willingness to cooperate, cooperation projects, selection of cooperation partners, cooperation planning, etc. In the process of cooperation, there must be an assessment and monitoring of the effectiveness of cooperation. At the same time, both parties must have good communication and trust in the process of cooperation to avoid undesirable consequences due to unsatisfactory cooperation.

#### ***3.4 Insufficient attention to the employment plight of the disabled***

Disabled persons are often disadvantaged groups when they enter the workplace and are more likely to suffer unequal and unfair treatment than others. This makes it difficult for the disabled to integrate into the employment process and affects the stability of their employment. Many factors affect the employment of the disabled, including the disabled themselves and the external environment. To promote the employment of the disabled, the first need is to face up to the employment difficulties faced by the disabled. In the work process of the disabled, the barrier-free environment is a factor that affects their work. A barrier-free environment refers to an accessible environment where anyone can move in a barrier-free and as independent as possible. The neglect and insufficiency of the construction of a barrier-free environment in enterprises will make the disabled feel uncomfortable. Personality factors of the disabled will also affect their integration into the enterprise, which will affect the employment of the disabled and cause the dismissal of the disabled.

### **4. Suggestions**

#### ***4.1 Improve and implement relevant policies and regulations to mobilize the enthusiasm of enterprises to participate***

To ensure that the disabled can better integrate into the working environment and obtain stable employment, the



employment-related needs of the disabled should be considered from many aspects. The deficiencies in employment policies for the disabled should be analyzed and improved on time. All social organizations and enterprises must play the role of external supervision to ensure that policies can be implemented in all regions.

On the one hand, we must establish complete and effective incentive policies and regulations, enhance corporate social responsibility awareness and provide a good institutional environment for cooperation between social organizations and enterprises. In addition to the preferential tax policies, it can also encourage enterprises through appropriate employment assistance, social security subsidies, or fee reductions for the employment of the disabled. The employment support policies of enterprises to absorb the disabled need to be continuously improved, and the policy funding support for social organizations to assist the disabled in employment should be strengthened.

On the other hand, we must pay attention to the use of legal protection, promptly collect guarantee funds from enterprises that do not arrange employment in proportion, and gradually strengthen the supervision of the collection of guarantee funds. Combining the social security system with the procedures for collecting security funds can effectively prevent enterprises from taking advantage of loopholes and filling in false employment information for the disabled. It is hoped that enterprises can be mobilized to participate in the employment of the disabled through both rewards and punishments.

#### ***4.2 Strengthen the development and construction of social organizations and broaden the ways to participate in cooperation***

We should accelerate the pace of cultivating and developing social organizations, and improve the innovative ability of social organizations to provide public services.

On the one hand, social organizations must adjust their functions, clarify the organization's positioning, value, and advantages. They should give more play to the professional functions, to assist disabled persons in employment in a targeted and efficient manner. Social organizations must establish a good social reputation and improve their credibility so that the cooperation between social organizations and enterprises can obtain better benefits.

On the other hand, social organizations should strengthen their capacity building and improve their competitiveness and professional capabilities. The first is to strengthen the organization of the talent team, cultivate and recruit related professionals. Second, social organizations should broaden the ways of participating in cooperation, transform service methods, develop innovatively, and improve a multi-faceted service support system. In addition to transporting personnel to enterprises, they can also provide training, psychological counseling, and other related employment services, actively communicate with enterprises to help enterprises better understand the disabled, and assist

enterprises in planning team building activities to ensure stable employment and equal integration of the disabled into the work environment. Social organizations should fully mobilize their resources in cooperation, adhere to service-oriented, and take the needs of disabled people as a compass for carrying out their work. When job seekers and employers are placed in equal positions, it will promote a harmonious employment relationship between both parties, and improve work efficiency and productivity.

#### ***4.3 Establish a sound cooperation operation mechanism and formulate effective cooperation selection criteria***

Enterprises and social organizations have great differences in organizational structure, cognition, value, etc. The interlocking and integration of resources also make the cooperation between the two more complicated. The establishment and improvement of cooperative operating mechanisms largely affect the feasibility of cooperation. Establishing a sound cooperation operation mechanism can regulate the behavior of both parties, clarify rights and responsibilities. And is also an effective guarantee for the smooth progress of cooperation.

It is necessary to establish an effective cooperation selection mechanism and formulate effective cooperation selection criteria. Choosing the right partner is very important. Social organizations and enterprises should choose cooperation based on the strategic goals of both parties and assess whether the other party's motivation for cooperation matches and whether the willingness to cooperate is strong. At the same time, it must also consider whether the partner is conducive to the realization of its goals, whether it has the corresponding professional capabilities and the ability to deal with problems. Establishing a communication mechanism is also necessary, thus the differences between social organizations and enterprises may cause certain misunderstandings and friction. In the process of promoting the employment of the disabled, social organizations have a better understanding of the situation of the disabled, so they should actively communicate with enterprises. Due to their economic development needs, enterprises also have concerns about promoting the employment of the disabled. Therefore, the two parties need to communicate and understand each other to achieve further cooperation.

#### ***4.4 Advocate, the society to pay attention to the disabled and increase the publicity of barrier-free environment***

Barrier-free environment construction expects to facilitate the travel of the disabled, create an inclusive and equal social environment and promote the social integration of the disabled. The primary requirement for creating an ideal barrier-free environment is to encourage society to pay attention to the disabled and to strengthen the public's awareness of barrier-free. We should start with both daily popularization and education. People need to be conscious of



this issue so that follow-up measures can receive a positive response. Social organizations can enter the school to invite students to participate in related lectures. Community street workers can increase the public's awareness of barrier-free access by posting posters, distributing publicity brochures, organizing community volunteer activities, and visiting disabled families. When everyone participates in the establishment and maintenance of barrier-free facilities, the transportation and information problems of the employment of the disabled can be better solved.

In the process of cooperating to promote the employment of the disabled, social organizations and enterprises should also pay attention to the practical needs of the disabled for the construction of a barrier-free environment on time. Social organizations should increase the promotion of science on the barrier-free employment environment of enterprises to help the enterprises understand the needs of disabled employees. It is also necessary to enhance the awareness of barrier-free employees and mobilize the initiative of enterprise leaders and employees to jointly build a barrier-free environment.

## 5. Conclusion

Multi-subject coordination and cooperation is an inevitable trend to promote the employment of the disabled. In recent years, more and more methods of collaboration and cooperation between social organizations and enterprises have been used in public affairs. The benefits and effects of cooperation between social organizations and enterprises are significant. At present, there are not many researches on the employment of the disabled from the perspective of the cooperation between social organizations and enterprises, so the research perspective can be regarded as an innovation of this study. However, due to the limited data that can be collected for the operation and cooperation of Y enterprise, the study obtains more information from the perspective of social organization in the research process. The analysis perspective has a certain degree of one-sidedness. Moreover, only one case was selected for analysis this time, which could not fully show all the situations of the cooperation between social organizations and enterprises. There is still a lot of research space for social organizations and enterprises to cooperate to promote the employment of the disabled. In the future, this issue can be further explored from the perspective of enterprises and different cooperation cases.

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