

# A summary of researches on corporate social work in Mainland China

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**Abstract.** Corporate social work has been rapidly developed and cognized and recognized by more and more people in China. This paper summarizes and analyses the research literature of corporate social work, in order to understand the intervention content, intervention methods and development prospects of corporate social work, and on the basis of this, puts forward the following research suggestions: strengthen theoretical innovation, expand the scope of service objects, and pay attention to exploration of ethical dilemmas.

#### 1. Introduction

"Corporate social work" originated from the welfare movement of American industry in the late nineteenth century. In the 1960s and 1970s, it began to spread in Hong Kong and Taiwan, while mainland China was systematically proposed by Zhou Pei in 2005, "A Urgent and Valuable Social Work Intervention--On Corporate Social Work". Although the research on corporate social work started late in the mainland China, since 2005, the research results on corporate social work have shown a significant growth trend. There are more than 160 journal articles and 54 master's dissertations and doctoral thesis were searched in the Chinese academic journal website when author uses titled "social work" contains "Corporate" as the search condition. Among the searched articles, author finally got 41 documents related to corporate social work. This paper analyses the 41 documents and makes recommendations for future research.

#### 2. Definition of corporate social work

Industrial social work originating from the western has various names, such as, "industrial social work", "professional social work", "workplace social work", "labor social work", "factory social work", "industrial social service", "industrial guidance", "employee assistance", "factory counseling", which is difference between in China named as "corporate social work" but it is consistent in actual contents.

At present, the concept of corporate social work generally recognized by the academic world is roughly as follows. Wang and Zhang proposed that corporate social work means "using professional knowledge and methods in the workplace, paying attention to the human and social needs of employees in the work environment, by designing and implementing appropriate interventions to ensure a realization of healthy personal and work environment. Zhou believes that corporate social work is the professional intervention technique and work process, which is using professional methods of social work, takes enterprise with industrial, agricultural, commercial, construction, transportation and other industry as client and also its employees; with the aim of preventing and solving the problems of enterprises and their employees, with the purpose of comprehensive development of employees and scientific management of enterprise organization, to cultivate and carry forward the spirit of mutual assistance and self-help ability of employees for the pursuit; mobilize and utilize various resources to enhance employee welfare, improve corporate efficiency and promote the harmonious development of employees and enterprises. Mainland scholar Gao notes that corporate social work is a corporate social work, which is in the enterprise, the use of



professional concepts of social work, skills, methods, engaged in the enterprise management of the relevant aspects of human and social development management. Wang believes that corporate social work refers to the "professional concepts and methods of social work is introduced to the management and operation of enterprise. The social workers or the employees who undertake this part of the functions in the society uphold the social work concept of "people-oriented, self-help self-help", and use the professional knowledge, technology and methods of social work to help employees solve personal difficulties and improve the network of interpersonal relationships. Relieve the pressure from life and work and stimulate the enthusiasm of work; Help enterprises to improve labor relations and develop a harmonious and efficient production atmosphere, thereby reducing the difficulty of enterprise management and improving the efficiency of enterprise production". Meng showed that corporate social work specifically refers to "the application of social work professional knowledge and methods to the corporate world through the cooperation of social workers and other relevant experts. Mobilize the resources of the company and the society, help employees solve personal, family and work problems, improve their ability to solve problems, promote their good job adaptation and career development, to better achieve corporate organization aims".

Although the above concepts are descriptions and interpretations of corporate social work from different angles, researchers regard corporate social work as a means of working with the knowledge, skills and methods of social work. Taking the enterprise as the work space and the employees in the business community as the work object, to solve the staff problems, promote the career of the employees, and improve the efficiency of the enterprise for the purpose of work. Since the research on corporate social work is still in the exploratory stage, there is still no authoritative normative interpretation of corporate social work in China. The understanding of corporate social work is still in a relatively vague understanding and application stage. The concept of accurate, systematic and comprehensive needs further discussion.

## 3. Research status of corporate social work

#### 3.1 The intervention content of corporate social work

The basic concepts of social work are "helping people to help themselves" and "people-oriented". The social work of enterprises is based on enterprises. Thus, to take "employee-oriented" and employees as the main service objects to solve their work and life, material and spiritual issues and so on. At present, the aspects of corporate social work intervention can be divided into two aspects, namely, the enterprise as a whole and its employees. From the perspective of employees, there are mainly three intervention directions: first, the maintenance and struggle for the basic rights and interests of employees, and mediation of labor disputes. Sometimes, many of the employees' rights and interests are not effectively protected, which is likely to cause labor disputes, which is not conducive to the production efficiency of enterprises, and is not conducive to social stability. The intervention of corporate social workers can resolve disputes in a constructive way and help the systems in conflict to reach consensus on controversial issues. Corporate social workers can organize their employees, build their team spirit, exert their collective strength, strive for the various rights they deserve, and provide various positive supporting for employees. Therefore, corporate social workers usually assume the role of regulators, advocates and supporters at this time; second, staff psychological counseling. Mental health problems caused by work stress are becoming the focus of enterprises and society. Social work can play a very important role and value in relieving psychological pressure on employees and inducing tension. Sun proposed combining the theory of stressors to analyze the ways of social work and the intervention targets from the subjective point of view. It is determined that the new employees, foreign workers and female employees are the three key focus of attention, to build communication and support system for them by using methods of case work supplemented group work; Yang proposed to participate in group work on the pressure of enterprise employees, help employees re-establish correct self-awareness, and correctly understand the pressure; Establish a mutual support network between employees, between employees and



leaders, and between employees and their families through the development of different theme group activities; Through the establishment and activities of the group, help employees share ways and means to learn how to cope with stress, enhance understanding, and learn from each other. In addition, through the intervention of the group social work on the pressure of employees, it has indirectly promoted the improvement of the economic benefits of enterprises, and ultimately achieved a win-win situation for employees and enterprises. Third, enterprise employees relationship management. The relationship between employees and workers is proposed from the perspective of human resources management. It emphasizes the internal relations of employees with the main body and starting point, mainly represented by cooperation, conflict, power and authority relations. Narrow sense of employee relations refers to the interaction and influence between enterprises and employees, employees and employees. Sun proposed an intervention strategy from three aspects: employee individual, employee group and the relationship between employees and enterprises and government agencies: Individual employees are mainly targeted at new employees. Social workers can help them establish a network of interpersonal relationships as soon as possible, and be familiar with the environment and resources within the enterprise; For the employee group, an interest group can be established to enrich the staff's spare time; Social workers can also help employees learn how to build relationships with the entire organizational environment, so that employees can get more resources that are beneficial to personal development, so that employees have long-term development plans. From the perspective of the whole enterprise, enterprises have certain social responsibilities to employees and the environment, and social work can also play its role and role in the construction of corporate social responsibility. Employees are an important aspect of corporate social responsibility. The emergence of corporate social work provides an effective way for employees in relatively disadvantaged positions to seek benefits, and provides individual counseling for employees in need, to ease emotions and reduce employees. The psychological and life pressures enable employees to devote themselves to their daily work with a better mental state. At the same time, corporate social workers can help employees establish good relationships with enterprises, enhance the cohesiveness of enterprises, and enhance the sense of belonging of employees, thus promoting enterprises to better fulfill their social responsibilities in terms of employees. The focus of corporate social responsibility construction on environmental protection is focused on sewage treatment, and some energy-mining industries will also involve the protection of ecological environment. The involvement of corporate social work enables resource integration, better based on the current development of the enterprise, and helps enterprises to better assume responsibility for the social environment, thus creating conditions for the long-term development of the enterprise. While the company is committed to social responsibility construction, the public is also an important target. At present, there are two main services provided by enterprises for consumers: one is to ensure product quality; the other is to provide complaint channels. The involvement of corporate social work can provide consumers with consulting services to help consumers find the most effective solutions, which is very beneficial to improve consumer acceptance of the company. The involvement of corporate social work can help enterprises better fulfill their responsibilities to consumers, encourage enterprises to obtain broad support from the public, and promote positive interaction between enterprises and consumers.

### 3.2 The intervention method of corporate social work

According to the methods of social work intervention, there are mainly case work, group work and community work.

Case social work is provided by professional social workers through direct, face-to-face communication, using the professional knowledge and skills of people and society to provide support and services for individuals and families in psychological adjustment and environmental transformation. Its purpose is to help individuals and families fully understand their own resources and potentials, improve their personality and self, and enhance their ability to adapt to society and solve difficulties, so as to achieve a good state of well-being for individuals or families. In enterprises, social workers can use case-based social work methods to address individual employees' psychological problems, work and life difficulties, labor disputes, etc., to provide individualized



services for employees, providing material, emotional, and consulting aspects. Service, strive for support from relevant resources, help the client to explore potential, improve the ability to solve problems together, and promote the solution of the problem of the case and the adaptability to the environment. The main sources of cases in enterprises are: Cases actively seek help; referrals (including department heads, factory doctors referrals, management department workers, employee workers' families or relatives, and workers referred by workers); workers who are actively discovered by social workers. Its service targets include enterprise employees, family members of enterprise employees, and enterprise management departments. Its purpose is to mobilize and utilize various resources to solve the problems faced by employees and enterprises, improve employee welfare, enhance enterprise efficiency, and promote the harmonious development of employees and enterprises. Case work is one of the most important intervention methods for social work. It also plays an active role in enterprises, especially in the psychological counseling and labor disputes of employees, helping the client to explore potential and improving the ability to solve problems together. The promotion of the solution to the problems of the case and the adaptability to the environment have played a more important role.

Group work is a goal-oriented approach to work that, through the support of group members, improves their attitudes, relationships, and their ability to cope with real-life environments. This working method emphasizes the active cooperation and sharing among the members of the group, and requires the social worker to have the ability to have strong leadership and grasp the overall situation. In the enterprise, the group is mostly a system of relationships between employees and workers. In this system, there is interaction between group members and workers, and more is the interaction between group members, so other work Compared with the technique, the group work can better create a platform for employees to communicate with each other. The use of group work in the enterprise is diverse and effective. Social workers can apply group work in the team building and employee activities of the company, from the game to the purpose of treatment, at the end of the game or activity. When employees share their feelings, exchange experiences, and have mutual exchanges, they will ultimately improve team cohesion and enhance team skills. There are many types of groups that can be established in an enterprise. The nature of the group can be divided into growth groups, interest entertainment groups, social support groups, education groups, and treatment groups. The use of group work in the enterprise can ease the pressure on employees and cultivate the ability of employees to establish a reasonable channel for pressure and venting, so that their emotions can enter an active and healthy state; Learn expression and communication skills, master the situation of other employees, and achieve adjustments to employee relations; actively contribute to group activities, mobilize employees' participation in activities, and enthusiasm for discussion, and help to stimulate work enthusiasm. Through interaction with social workers and team members, employees can also build cooperation and team spirit, enhance the cohesiveness between employees, and help to enhance employees' sense of belonging to the company, so that employees can better understand the company and develop a conformity. Own career planning. In short, the effect of group work in the enterprise is significant.

Community work is one of the three traditional methods of social work. It is a professional social worker who helps a community's action system through various methods of work, participates in various group activities, and solves various social problems. As an integral part of social organisms, enterprises exist in communities and society. In corporate social work, enterprises as the whole community are identified as the working objects of corporate social work methods, solve problems by using community organization and community development as a platform. In today's society, enterprises basically realize that it is difficult to obtain broad support from the public only by virtue of good products and services. The shaping of a good corporate image cannot be ignored. Only in this way can the community and society be universally recognized, and only then can it be May make the company grow a lot. This requires enterprises to establish a kind relationship with the public through active external expansion, support for the development of culture, education, health and public welfare, organize and participate in environmental protection activities, etc. Appearing in the public eye in an image that meets the requirements of the times. Social work organizes and conducts various



public welfare activities to establish a good image of the company in the community and the society. In this process, the successful completion of professional methods of community work can play an important role in promoting the smooth development of this work. For employees within the company, the way the community works is also a way to help employees solve problems quickly and effectively. When assisting them to solve problems, corporate social workers look for positive or informal organizations that can provide emotional support and help from their living communities, so that they can effectively establish a social support system and promote the resolution of employee problems. Social workers can also promote enterprises to improve various activities and facilities, and promote associations at all levels, such as the development and investment of badminton, basketball, football, corps, dance, painting, photography, love association, etc. Promote the construction of employee welfare system, such as employee commercial insurance and welfare guarantee, and promote the development of corporate social work.

Community work helps the company to reflect on the social and enterprise employees while carrying out its own construction, and can more effectively improve the "soft power" of the enterprise, lay a foundation for the long-term survival and development of the enterprise, and cultivate potential market space.

#### 3.3 The development prospect of corporate social work

Corporate social work has become an important area for the development of social work in China. As the trend of economic globalization continues to heat up and the social rhythm is gradually accelerating, the pressure and self-expectation of employees in China's enterprises are gradually rising along with the social tide. Employees often have troubles or nowhere to confide. Therefore, the demand for social work services is huge. Although it has great potential for development in corporate social work in China, it still faces many difficulties. It is mainly reflected in the lack of concept preparation, the difficulty in selecting target and target, the clarification of the role of social workers, the lack of talents and funds, the mode and service to enter the enterprise. Although domestic corporate social work has just started, many models have been developed in the process of localization and practical exploration of corporate social work, and many specific solutions have been explored for various dilemmas. n view of the choice of corporate social work mode, Gu believes that in China's practice, the corporate social work model is mainly divided into a "factory-based" work model and a "community-based" work model. The "factory-based" work model is mainly to promote the democratic participation management of workers within the factory, establish trade unions, workers' congresses or workers' health committees and other organizational forms, coordinate labor relations, and combine national policies to promote construction of system about occupational security systems or factory welfare. The "work-based community-based" work model mainly uses community education models such as environmental protection, reproductive health, and public health education; There are also educations such as discrimination and prejudice caused by gender or other reasons, and promotion of community integration. Su and Huang believe that the corporate social work model can be divided into intra-enterprise mode, out-of-enterprise mode, internal and external mode of enterprise, trade union mode, public policy mode and corporate social responsibility mode. Zhou believes that the corporate social work model should be divided into the "community orientation" model and the "personal development orientation" model. However, it should be noted that the corporate social work model does not exist in the enterprise in the domestic corporate social work. The various methods and techniques should be integrated. Even the same enterprise can adopt different modes to facilitate the realization of specific goals. In response to the lack of ideas, Wang and Sun believe that corporate managers should establish a people-oriented entrepreneurial spirit, adopt humanistic care and psychological counseling, and consider the actual difficulties of employees. Meng and Xu also support the transformation of corporate management concepts toward a more humanistic direction. They believe that this can provide an ideological basis for the development of corporate social work. Liu made a more specific analysis and pointed out a series of targeted measures, such as promoting corporate social responsibility and corporate social work concepts through the mass media, and creating a good social acceptance atmosphere; Conduct



social surveys and studies to report on the difficulties and needs of employees in their work; Introduce the basic concepts, concepts and international experience of corporate social work to enhance the corporate social work philosophy of all walks of life. Regarding the choice of objectives and methods, Wang pointed out that the selection of working methods should follow the principle of contingency, according to the ability and influence of the subject, according to the objective situation of the work object, according to the different tasks and service objectives, the flexible selection method. Wang emphasized the need to do a good job of harmony between the enterprise system and the sub-system and social system of the employees, and to do a good job of harmony between the enterprise system and the macro system of social systems, policies, and culture. In response to the shortage of talents, Liu proposed that professional training should be used to train corporate social workers. Wang believes that trade unions or other college resources can be used to train trade union workers in social work, which can enable professional teachers with theoretical foundations and practical experience to establish cooperation mechanisms with enterprise trade unions, promote social workers, and train social workers.

With the gradual advancement of social work education and practice in China, with the continuous deepening of the market economy, with the continuous "socialization" of enterprise workers' problems, corporate social work is very necessary and important. It can not only improve the welfare level of employees, improve the management level and operational efficiency of enterprises, and even promote the construction of a harmonious society. Its significance will continue to attract the attention and recognition of society with the function of its functions. However, there are still some difficulties in the promotion and development of corporate social work in China. The existence of these dilemmas will undoubtedly affect the in-depth development and function of corporate social work.

#### 4. Limitations and recommendations of the research

In summary, China's researches on corporate social work have received extensive attention and achieved some results. However, it is still in the process of continuous exploration. There are still many deficiencies, mainly reflected in less innovation and theoretical deficiencies. Too narrow, many groups that need services are not served; Insufficient discussion of ethical dilemmas makes it difficult for workers to find a balance between employees and business managers. In the future research, we can also conduct in-depth exploration in the following directions: First, construct a theoretical system. On the one hand, the number of corporate social work research is small, and domestic research is a preliminary exploration stage; On the other hand, although corporate social work comes from social work, the two focus on different subjects, corporate social work takes enterprises as the focus of attention, and should combine economics, politics, psychology and other discipline theories with social work theory. Develop a theory of corporate social work that is more suitable for guiding practice; second, expand the practical methods. As mentioned above, most of the literature on corporate social work research is carried out around several traditional methods of social work. There are few explorations of other working methods, and there is still much room for supplementation and expansion of research in this field; third, improve research methods. In general, the research methods of social work in domestic enterprises are relatively simple, or they are purely qualitative research, or quantitative research, and there are few researches on corporate social work combined with quantitative and qualitative research. Quantitative research provides scientific and objective data support for qualitative research, and qualitative research compensates for the mechanical nature of the conclusions obtained from simple quantitative research. Therefore, the effective combination of qualitative research and quantitative research and the organic application of various research methods can better describe the state of social work in China's enterprises, provide a sufficient basis for relevant research and policy formulation, and ensure the effectiveness and comprehensive of research.



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