

# Thinking on Innovating the Service Mechanism of Grass-Roots Trade Union Organizations — Taking Zhongshan City as an Example

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## ABSTRACT

Changes in China's industrial structure, enterprise form, profit distribution pattern and labor relations have led to higher demands for trade union services by workers, which brought new challenge for grass-roots trade unions. Trade unions organized by national groups are supposed to respond, given the era dedicated to advancing the modernization of national governance capabilities, stimulating the vitality of social organizations, and innovating social governance systems. Taking trade union purchasing the service of social organization in Zhongshan as the object, this paper employs data analysis and participatory observation to study the "Linkage of Trade Union, Social Workers and Volunteers" worker service mechanism, and discusses the remodeling of the function of trade union and its effect. The mechanism, an attempt to participate in social management innovation, introduces social organizations into labor relations, which is an exploration and innovation of traditional trade union. However, it has such flaws as inaccurate demand for worker and few volunteer activities.

*Keywords: union reform, staff service, social organization, innovative social governance*

## I. INTRODUCTION

As an important issue in trade union research, "union reform" has always been the focus of academic attention. Trade union reform should focus on influencing the country's institutional arrangements, establish cooperation-oriented interactive relationships with management, and emphasize that trade union should provide various worker services and build service-oriented trade union. From this perspective, the trade union is no longer the carrier of class struggle and labor-management confrontation in traditional Marxist discourses, but a role of coordinator seeking to establish a cooperative relationship between the employers and employees. [2] As one of the CPC's (Communist Party of China) mass organizations, the trade union carries the important function of connecting the party and the masses. It is a pivotal social organization, and the grass-roots trade union is at the bottom of the trade union organization system. Undertake the direct undertaker of the trade union task.

With the deepening of reform and opening up and the development of the market economy, changes have taken place in the industrial structure, enterprise form, labor relations and distribution of benefits. These changes have affected the structure of the workforce, and grassroots trade union are facing many new

situations. First, the political and economic life of individuals in the planned economy era depends on the state and the unit. Under the integration of the unit system, workers have the same interests as the unit and the state. After the reform and opening up, the disintegration of the unit system and the rapid expansion of the private economy have made a large number of farmers enter the city as a worker, which has enriched the structure of the workforce. The work object of the trade union has changed from "unit person" to "social person". Some administrative service models are difficult to adapt to the new social environment and situation, and the dependence of workers' personal political life and economic life on the state and units has weakened. As a strategic organizational resource for the country to connect workers, trade union should use the advantages of hub-type social organizations to protect the interests of workers and innovate the working mode of grass-roots trade union to improve workers' recognition of trade union. Second, with the improvement of the concept of national governance and the development of social organizations, the cooperation between trade union and social organizations becomes possible. The ethical values and service tenets of social work provide new ideas for the innovation of trade union work models. The "Opinions of the Central Committee of the Communist Party of China on Strengthening and

Improving the Work of the Party's Masses and Communities" requires that mass organizations play a role under the leadership of the party organizations, strengthen the political leadership, demonstration, and contact services of relevant social organizations, and attract the society by paying social organizations in serving the masses. Trade union have set their sights on deepening reforms to social organizations, and began to try to purchase services from social organizations. Social workers use relevant knowledge of social work to provide workers with more humane services, accurately meet the diverse needs of workers, and better play the role of unions in serving workers.

## II. RESEARCH QUESTIONS

The "Opinions on Reforming the Management System of Social Organizations to Promote the Healthy and Orderly Development of Social Organizations" has become an important policy basis for trade union to purchase services. The document proposes to support group organizations to fully play their roles and gradually expand the scope and scale of government purchases of services from social organizations to promote the healthy and orderly development of social organizations. The "Decision of the Central Committee of the Communist Party of China on Several Major Issues of Comprehensively Deepening Reform" emphasizes the need to stimulate the vitality of social organizations and give full play to the role of trade union and other people's organizations when it proposes to promote the modernization of national governance and set up a chapter for "Innovative Social Governance System". This shows that the concept of social governance has been pushed to a new height, which marks a positive change in our country's governance thinking and model. In the context of the era of advancing innovative social governance, trade union need to respond. In the previous research on trade union and social work, scholars have discussed from different angles and provided ideas for future generations of research: scholar Lu Qing proposed the "union model" of corporate social work from the perspective of embedding and construction. The main body of the ternary construction is the government, trade union and universities. The government creates the institutional environment, the trade union provide an intervention platform, and the universities deliver professional resources. They believe that China's local social work system has been deeply entrenched, showing the characteristics of "path dependence".[1] Scholar Li Xiaofeng sorted out the development history of the cooperation between Chinese trade union and social organizations, and then summed up four operation modes of cooperation between trade union and social organizations, namely, enterprise purchase operation mode, outsourcing operation mode, in-plant operation mode, and project embedded operation mode. In the

analysis of the pros and cons of the above four models, combined with the development dilemma of the cooperation between trade union and social organizations, a new model of "comprehensive community development of cooperation between trade union and social organizations" suitable for my country's national conditions is proposed.[2] Scholars Hong Lumin and Cheng Jiqing sorted out the current dilemma faced by social work entering enterprises. They believed that the current social organization's participation in trade union work is facing service dilemmas, cooperation dilemmas, and social advocacy dilemmas. Management, profit-oriented restriction of enterprises, obstacles to the welfare system are its constraints, and it is proposed that the government should change its philosophy, encourage employees to voice and social work development, enterprises should balance profit and social responsibility, and social work shows "social".[3] The research in academia mostly focuses on discussing the form and mechanism, reflection and prospect of trade union purchasing social organization services from an overall level, lacking the evidence of fresh cases. The creation of a "Linkage of Trade Union, Social Workers and Volunteers" worker service mechanism by the Zhongshan city's trade union is a useful exploration and innovation that breaks through traditional trade union work and participates in social governance innovation. This mechanism introduces social organizations into the field of labor relations, further improves the worker service mechanism, and improves labor dispute management. Mechanism, actively maintain the harmony and stability of the workforce and the overall situation of society, has a high research value, this article uses this case for analysis and thinking.

## III. THE CURRENT STATUS OF GRASSROOTS TRADE UNION ORGANIZATION SERVICE CAPABILITIES

### A. *Gradually promoting the reform and innovation of grass-roots trade union organizations*

The current industrial transformation and the new normal of economic development provide a good space for reform for trade union. All localities actively promote the reform and innovation of grass-roots trade union to activate the vitality of grass-roots trade union organizations, so that grass-roots trade union organizations can better play their substantial role. For example, the Shenzhen Federation of Trade Unions in Guangdong Province established a network of grass-roots trade unions with the Federation of Trade Unions as the center. Through the establishment of worker service centers to connect with workers, a mechanism for the source management of labor disputes was established, so that the grass-roots trade unions could be substantively implemented, and attract activists

among the workers to work for the union, realize the massization of the union. [4] The Shanghai Federation of Trade Unions builds a "trade union employee service center" and requires them to conduct social organization operations, further seek for available resources through market-oriented methods, independently build an open employee service information platform, and form interactive connections with secondary labor unions and social organizations. While effectively integrating social resources, guide workers to participate in social governance.[5]

*B. The content of trade union services cannot be accurately matched with the needs of workers*

The trade union pays attention to help for the workers in difficulty and condolences to the holiday welfare, carries out cultural and sports activities to enrich the workers' spiritual and cultural life, and provides some regular workers' assistance, skills (cultural) training, psychological counseling and other services, but these can only meet the needs of workers. The second-tier demand lacks a deep-rooted demand for workers. Grass-roots trade union are "suspended", and workers lack relevant channels to provide opinions on trade union services and convey their needs for service types and contents. Grassroots trade union often carry out activities and provide services, and workers are in a passive state of acceptance. To a certain extent, this affects the willingness of workers to participate and the service effect.

*C. The level of specialization of trade union services needs to be improved, and workers are not very satisfied*

The working methods of trade unions have not kept pace with the times. The ability of trade unions to negotiate and defend rights has been extremely weakened, and their ability to provide psychological comfort is insufficient, leading to "absence" of trade unions and affecting workers' satisfaction with trade union services. [6]With the improvement of living standards, while meeting the basic needs of survival, workers began to care about the spiritual needs such as the sense of belonging and job achievement of the enterprise and the high-level needs such as the demand for democratic rights. These needs have exposed the urgent need for social work intervention by trade union services, exploring the use of professional social work methods by trade union to meet the high-level needs of workers under the ethical value norms and service objectives of social work, providing humanized services and increasing the influence of trade union and cohesion, fulfill the mission of the trade union organization as a link to maintain the relationship between the party and the masses, and take advantage of the pivotal social organization to fundamentally ease the tension between labor and capital.

#### IV. EXPLORATION OF ZHONGSHAN CITY

*A. The status of service mechanism of "Linkage of Trade Union, Social Workers and Volunteers"*

"Linkage of Trade Union, Social Workers and Volunteers" is a "trade union + social worker + volunteer" linkage service mechanism. The "trade union" in the "Linkage of Trade Union, Social Workers and Volunteers" refers to both trade union organizations and trade union cadres; "social worker" generally refers to workers' service social organizations, Organizations such as social workers in a narrow sense, as well as psychological counseling and legal services, also refer to their employees. "Volunteer" refers to volunteers who are enthusiastic about serving workers. As a project sponsor, planner, mentor and supervisor, the trade union proposes specific implementation plans and implements the implementation measures by professional social work organizations by purchasing services from social organizations; at the same time, the social work organization is responsible for recruiting volunteers, forming a team of volunteers with corresponding functions, training and guiding volunteers, and supporting the service content of the project for public welfare. The innovative "trade union + social worker + volunteer" linkage service model in Zhongshan City was fully affirmed by the Provincial Federation of Trade Union. A promotion meeting was held in April this year as a model to promote to the whole province.

At present, the Zhongshan City Federation of Trade Union is working hard to promote and form a "1 + 2 + N" hub organization structure. "1" refers to a hub-type organization system with the characteristics of both group organizations and social organizations. The organization system serves both workers and related social organizations. "2" refers to two worker service platforms, namely "worker service center" and "Zhongshan City Workers Service Social Organization Federation". "Worker Service Center" is a hub and platform for grassroots trade union to serve workers; "Zhongshan City Workers Service Social Organization Federation" is a hub and social organization development platform that connects various social organizations. "N" refers to workers' service projects and contacted social organizations that are carried out in cooperation between trade union and platforms and social organizations. With the intervention of social organizations, the activity project mainly revolves around the service functions of the four major functions of the trade union, combining social work professional methods such as case work, group work and community work in the social work profession, to establish "Three Service Platforms" — Worker Care platform, Volunteer Development platform and Union Connection platform integrate social work concepts and methods into the union's service to workers, so that the "Linkage of

Trade Union, Social Workers and Volunteers" service model has both resource integration and professional characteristics. As a result, the services of workers continue to expand and expand, benefiting more workers in need, and injecting care for the professional life. Supporting and guiding social organizations to participate in the purchase of services through the purchase of social organization professional service management methods, the "Linkage of Trade Union, Social Workers and Volunteers" service mechanism is involved through the professional organization of social organizations to expand service content, improve service quality, and enhance service effectiveness.

The "Linkage of Trade Union, Social Workers and Volunteers" service mechanism, as a practical innovation of social work organizations and trade union participating in public service provision, has achieved good results and was promoted to the province as a model this year. Under the social science research trend of social organizations participating in social governance, the cooperation between trade union and social organizations conforms to the characteristics of the development of governance mode, responds to the call of the 19th National Congress of the Communist Party of China for "co-construction, co-governance and sharing", and provides a good research model with great research value.

#### *B. Reconstruction of trade union functions in the "Linkage of Trade Union, Social Workers and Volunteers" service mechanism*

Among the four major functions of union maintenance, construction, participation, and education, the maintenance function is the core function. As a vulnerable group of workers, the union has the responsibility and obligation to safeguard the legitimate rights and interests of workers. One is the establishment of platforms and sites: since the "Linkage of Trade Union, Social Workers and Volunteers" was launched, a "center + site + legal adviser" service platform has been established, with the "Zhongshan City Trade Union Legal Service Center" as a platform for workers in the city, as well as the Torch Development Zone, etc. The trade union legal service stations in 7 townships and the trade union legal service contact points in 18 other townships are service platforms for workers in townships, and legal counsel for enterprise trade union are oriented to service platforms for workers in specific enterprises, establishing the "Trinity" trade union law Service structure, to achieve "three full coverage" of legal services (i.e. full coverage of service platform, full coverage of service means, full coverage of service content). The second is to establish a "union +" model: with "union +" as the connection point, through "union + court", build a working mechanism between the people's court and the labor union, do a good job in the mediation of labor dispute cases and provide

consultation for workers and appease the emotions of workers. Through "Trade Union + Lawyer", build mechanism of divisional contact responsibility for trade union lawyers, an emergency response system for trade union lawyers, and a service subsidy system for trade union lawyers, allowing professional lawyers to intervene in major labor disputes and provide professional lawyers to provide services for workers around the functions of trade union. Through "Trade Union + Social Worker + Volunteer", social forces are introduced into workers' rights protection cases. With the help of social workers and volunteers, psychological intervention and legal interpretation are used to intervene to help workers reasonably protect their rights and get out of psychological difficulties.

It is necessary to conscientiously perform the function of labor union construction, unite and encourage workers to build our country, and improve union cohesion, which not only includes the maintenance of workers' economic rights and interests, but also includes providing an important platform for workers to realize their own value. [1] The Social Work Comprehensive Service Center has established worker service stations throughout the city to build three platforms. The "warm heart" worker care platform provides multiple health services for the body, mind, social work, and intelligence to help workers develop their professional qualities: through workshops, training lectures, etc. Training activities related to career development planning and quality improvement, including skills training, spare-time further education, career development planning, employment counseling, etc. not only promote the personal growth of workers and enhance self-competitiveness, but also help enterprises enhance their competitiveness and thus benefit, encourage and organize the masses to actively participate in the country's economic construction and reform, and strive to complete the tasks of economic and social development. The participation function of the trade union refers to the participation of union representatives and organized workers in the management of state and social affairs, and the democratic management of enterprises, reflecting the democratic rights of the majority of workers as masters of their own affairs. Since the launch of the "Linkage of Trade Union, Social Workers and Volunteers" service mechanism, it has strengthened the source governance capabilities of the Federation of Trade Union.

While adhering to the monthly regular meeting system of the Federation of Trade Union, and actively playing the role of the chairman of the union of key enterprises among the Federation of Trade Union, the grass-roots trade union can participate in the decision-making discussions, work plans, and activities of the Federation of Trade Union. Management. In particular, it has established a team of 700 workers, including cadres of community (village) federations of trade

union, union cadres of non-public enterprises, union activists, and trade union volunteers, to deepen the understanding of workers' demands and grasp the dynamics of workers' thoughts, regularly analyze and judge the labor relations in the jurisdiction, and prevent major labor disputes in a timely manner. Establish and improve the system of trade union cadres connecting with enterprise workers in demonstration sites, insist on visiting the company no less than twice a week, organize workers' activities once a month, carry out a survey and analysis of labor relations and workers' ideological dynamics once a quarter, and conduct workers once a year Service needs and trade union work research promote the implementation of key tasks such as trade union formation and collective wage consultation. The "Zhongshan Workers Online" public account was established to promote the pilot work of the real-name service platform for union members of the Torch Development Zone and the three townships, allowing workers to find union organizations online, indicate membership, participate in union activities, and express interests. Promote the industrial and regional collective wage negotiation, and cultivated a batch of exemplary collective wage negotiations in the industrial federations of Guzhen Town, such as the lighting appliance industry and the Nanlang catering industry.

The educational function requires the union to help workers continuously improve their ideological and political consciousness and improve the quality of science, culture, and technology. In a sense, the union has become a large school for improving the quality of workers. Since the establishment of the "Linkage of Trade Union, Social Workers and Volunteers" service mechanism, a "psychological harbor" worker psychological consultation service center has been established, and classrooms have been set up to popularize mental health knowledge among the workers and strengthen mental health construction; a union legal service lawyer team and a union legal service workstation have been established on a regular basis Set up a small class of rights protection knowledge to provide workers with legal knowledge of popular science. To raise workers' awareness of legal rights and help them protect their legal rights and interests; Establish worker education and training base in cooperation with colleges and universities to improve workers' scientific quality; The "May Day Workers' Art Troupe" and the "Workers' amateur art and creation Studio" were set up to meet the workers' amateur cultural needs, and at the same time to cultivate their hobbies and enrich their leisure life. In order to cultivate the service projects close to the workers' needs, the "Worker benefit Bamboo shoots" workers' service venture competition was held, and seed fund was provided for the selected projects.

### *C. Achievements made by the "Linkage of Trade Union, Social Workers and Volunteers" service mechanism*

First, it promoted the reform of trade union, and raised the work of trade union from the departmental level to the level of social cooperation. Before the "Linkage of Trade Union, Social Workers and Volunteers", trade union were unable to meet the growing service demands of workers due to insufficient manpower and unprofessional service methods. The "Linkage of Trade Union, Social Workers and Volunteers" service mechanism cooperates with social organizations to establish a linkage mechanism that "takes trade union as the leading role, takes social workers as the undertaking, and takes volunteers as the cooperation", and adds the professional approach of social work to the union's At work, through the use of professional methods of group social work, design diversified activities to promote the overall development of workers. With the service coverage method of "demonstration-driven + key guidance", the union social work comprehensive service center will connect the worker service station to deliver a wide range of services. Introducing the volunteer team to various types of activities carried out effectively solves the trade union's shortage of manpower and organizes the old-fashioned dilemma of the activities to better meet the needs of workers.

The second is to set up a team of volunteers to drive workers to consciously participate in social welfare activities. Under the leading role of the trade union organization, it mobilized social forces to participate in worker services, and established a joint service team composed of more than 8,000 trade union volunteers to drive workers to use the free time of the weekend to participate in social welfare activities. Recruit volunteers by means of outreach promotion, on-site promotion of activities, volunteer Zhongshan platform, etc., strengthen the team of trade union volunteers, and encourage more workers to participate in public welfare services; Excavate and cultivate volunteer leaders to enhance the vitality of the union volunteer team; Establish service teams in different service areas and optimize the structure of volunteer teams. Workers are not only the object of receiving services, but also the volunteers serving others, which is helpful to extend the service tentacles to workers to timely understand the needs of workers. The project advocates the concept of "influencing life with life". During the process of becoming a service beneficiary, workers continue to feel the edification of volunteer ideas, enhance goodwill, and participate in the joint construction and sharing of urban civilization.

The third is to enhance the influence and cohesion of the trade union and create a brand of trade union services. With the implementation of the "Linkage of

Trade Union, Social Workers and Volunteers" worker service project, the concept and method of social work are embedded in the work of the trade union, which broadens the service field of the trade union, improves the service quality and efficiency, effectively expands the benefit coverage of workers, and is widely praised by workers. With the establishment of the service station of the worker service station, the union's sense of existence and the workers' identification with the union are enhanced, which further expands the influence of the union.

## V. CONCLUSION

As a channel that connect the workers with the CPC, under the background of the era dedicated to promoting the modernization of national governance capabilities, strengthening and innovating social governance, the "Linkage of Trade Union, Social Workers and Volunteers" worker service mechanism is a useful attempt for the innovation reform of trade union. One is to promote the reform of the trade union, and to raise the work of the trade union from the departmental level to the level of social cooperation. As an important force for innovative social governance, trade union have an unshirkable responsibility in leading workers to participate in social governance, while social workers provide union with In order to improve the professional strength, the launch of the "Linkage of Trade Union, Social Workers and Volunteers" worker service mechanism has introduced social work professional concepts, work methods and skills into trade union work. While serving the needs of workers, it has also promoted the process of social organizations participating in the provision of public services. The second is to set up a volunteer team to drive workers to consciously participate in social welfare activities, from workers to volunteers, and to promote workers to participate in the construction of enterprises and industrial parks as masters, and workers are not only the recipients of services, but also serve others. Volunteers help union extend their tentacles to workers to understand the needs of workers in a timely manner. The project advocates the concept of "influencing life with life". During the process of becoming a service beneficiary, workers continue to feel the edification of volunteer ideas, enhance goodwill, and participate in the joint construction and sharing of urban civilization. The third is to enhance the influence and cohesion of the trade union and create a brand of trade union services. The "Linkage of Trade Union, Social Workers and Volunteers" worker service model has effectively expanded the benefits of workers, and has been widely praised by workers. With the establishment of service points at worker service stations, the presence of union organizations and workers' recognition of union organizations have been further expanded the influence of trade union.

However, the "Linkage of Trade Union, Social Workers and Volunteers" mechanism still faces difficulties in its operation. For example, the research and judgment on the needs of workers are not accurate enough, and the research and judgment on the needs of middle and high-level workers are lacking. Workers' feedback channels are not smooth, there is no benign interaction between trade union and workers, the professionalism of social workers is not high, workers have a greater willingness to participate in activities but a smaller willingness to become volunteers; the "Linkage of Trade Union, Social Workers and Volunteers" mechanism drives workers to voluntarily participate in public welfare activities, but its sustainability is low and it is difficult to adhere to. Whether the "Linkage of Trade Union, Social Workers and Volunteers" mechanism can continue to function still needs a long time to test. The trade union is essentially a worker's organization. The key to the reform and innovation of the trade union is how to better connect, unite the workers, and enhance the workers. The trust of trade union expands the influence and cohesion of trade union brands. Only by properly maintaining the ties between the party and the masses of the workers can the functions of trade union organizations be better played in the new period and the political mission of leading the workers to follow the party can be completed.

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