

## Employee Relationship Management in Labor Dispatching Organization, Based on the Theory Z -The Study of Migrant Workers Employment

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**Abstract**—With a large number of farmers and migrant workers employed in urban corporations, i.e. manufacturing, construction, catering and other industries, a great contribution was made to the modernization of China and the economic development of cities. However, due to limitations of existing systems, imperfection of policies and the non-standard factors in the current market, the rights of migrant workers are not guaranteed. Their hard work in the city doesn't bring them much sense of well-being, nor equal treatment to the existing urban residents. The status of migrant workers is still not optimistic. A series of equity issues of rural migrant workers need to be solved and obstacles of their involvement in city life should be overcome. This paper proposes to solve these problems of migrant workers by unified centralized management, in order to enhance the protection of their rights. The main idea is: by inducing the Z theory's management pattern into existing standard service dispatch organizations, they can implement centralized administration to the migrant workers. With the establishment of specific groups based on Z-organization of the labor dispatch business, migrant workers can get long-term stable employment, which would effectively regulate the arrangements, facilitate the training, and enhance rights protection of migrant workers. When such corporations develop into national wide organizations, a network of labor resources is established by integrating labor resources into the system. It facilitates the unified management of migrant workers.

**Keywords**-migrant workers;Z-organization;labor dispatch

### I. INTRODUCTION

As China's industrialization and urbanization deepens, a new labor force of migrant workers is emerging. Many of the workers still reside in rural households, but are mainly engaged in non-agricultural industries. Large numbers of migrant workers in cities or in rural corporations fill a vacuum of jobs in various industries; for example manufacturing, construction, catering services, and many other labor intensive positions that are vacant in China's modernization drive. In 2010 the migrant workers numbered 242,230,000. With such a large labor force, a dismal situation in which the terms of employment manifests many problems faced by each of the migrant workers.

In these twenty years, migrant workers performing in construction and land development have made tremendous contributions to the prosperity of the city, yet still do not enjoy any support. Because of the impact of the urban-rural

ingrained dual structure, resulting in a flow of relevant government departments of levels of farmer's management absence, difficult issues such as non-standard employment of migrant workers, migrant worker's rights consciousness, and loss of rights and interests of migrant workers, have become particularly prominent. To solve the problems of the migrant workers, we propose the establishment of a unified labor dispatch market system to regulate the employment of migrant workers, and to protect the rights and interests of migrant workers through the creation of a harmonious organizational culture, so that migrant workers can better adapt to integration into the cities.

Interviews with migrant workers in manufacturing, construction, catering, and service industries, have shown a summary of the employment of migrant workers' issues that arise: there exists much inequality in employment. In order to improve urban employment, labor policy rules must be set in place. Existing barriers: The way to get information regarding employment is limited. There is a small portion of the migrant workers that find suitable jobs through an intermediary company (but it is also a possible risk that an organization will be deceitful, because it is not standardized. Career fields are narrow, and focus on job skills requirements is low; labor-intensive industries, such as food and beverage industry, construction and so on. The migrant workers face difficult circumstances such as low wages, poor working conditions, long working hours and other aspects of labor conditions. The opportunity for advancement is also dire; lack of skills training, and low knowledge quality prevent advancement. Workers rarely receive skills training opportunities and corporations will choose to pursue profit maximization instead of migrant workers training as a long-term investment. Subsequently, migrant workers lack the chance to further their development. Although migrant workers involvement in the social security system is constantly improving, there is still relatively narrow social security coverage. Additionally, a lack of rights protection consciousness exists because migrant workers are often associated an unequal position to employers, because of their migrant status. The quality of their own knowledge and legal representation is low, which results in the signing of labor contracts which contain many problems, including low labor contract rates. Some employers use the weaknesses of migrant workers rights protection consciousness to avoid responsibility.

Implementation of government policies is not strong, resulting in the national introduction of skills training for migrant workers policy, but many training institutions focus on personal gain by deliberately extended training time, and insufficient training of the migrant workers.

To solve the problem of migrant workers employment continues to in-depth study, this research is based on the induction of predecessors' achievements, at the same time, has been put forward a new solution to find a better way to solve the problem of migrant workers to obtain employment. Based on the integration of previous research, results put forward through the establishment of migrant workers set up specifically for Z organization to solve the plight of migrant workers status, so as to solve the problem of migrant workers employment, safeguard the rights and interests of migrant workers.

## II. THEORY MODEL

Theory Z is by the Japanese scholar William Ouchi in the 1980 s on the basis of theory X and theory Y research gradually developed a new type of management theory. He is trying to find a suitable for corporation development in the United States. Ouchi pointed out: Without trust, intimacy, no society person can succeed; if any institution lacks trust, sensitivity and intimacy, they can not survive.

The basic view of theory Z is that all business success is based on trust, sensitive and intimate, and advocates frank, open communication as a basic principle of the implementation of "democratic management." The theory focuses on a participatory decision-making approach, collective values, managers and employees maintaining overall long-term relationships. It emphasizes the organization and management of cultural factors, more goal-oriented, beliefs, values, and cultural factors in business management role. It attends to human nature, an emphasis on human resources, maximizing the potential of employees by trying to mobilize their enthusiasm, initiative, and creativity.

The core idea of theory Z is that in creating an organizational culture, and an intense feeling of binding influences its members' behavior, so as to solve the problem of self-discipline and cohesion. Learning theory Z, therefore, can make us to have a more profound awareness of the relationship between worker culture and management. It also has given great enlightenment to the current needs of migrant workers. With a new generation of migrant workers becoming more and more attention to the quality of life in the city, through theory Z management pattern, employers can be closer to the needs of migrant workers.

Labor Dispatching is a flexible mechanism, Labor dispatch refers to the form of employment that the labor dispatching company selects and dispatches the employees to the employer, and establishes employment relations with the employees and takes charge of the wage payment, social insurances, etc. The employer will only pay the service fees to the labor dispatching company. For migrant workers' employment problems, many scholars have put forward corresponding solutions, however, many measures cannot

be implemented, and the rights and interests of migrant workers are not safeguarded.

Theory Z, in the long-term employment system, strengthens the relationship between employees and corporations by creating a responsibility to each other. At the same time, it also encourages the corporation increase their responsibility, offering employees a better chance in corporation survival and development. Moreover, the study of professional career path for employees to master a variety of skills can improve comprehensive ability quality. Therefore, theory Z for the employment of rural labor has a lot of enlightenment, embodied as follows:

First, by applying the theory Z, migrant workers are implementing a long-term employment system, avoiding the economic crisis which led to a decline in business benefits or layoffs, so that migrant workers often are not unemployed longer any more, stable employment of migrant workers, reducing the of migrant workers wandering helplessly in the cities, and enhance the confidence and motivation of their lives, no longer worrying about being laid off at any time to face the danger of panic, making it a better survival and development within the corporation. But it also strengthens the relationship between the responsibility of corporations and workers, and enhances the sense of belonging to the organization of migrant workers. Second, it claims decision-making should be democratic, widely listen to the opinion of migrant workers, and to allow the migrant workers' enthusiasm and creativity be fully utilized. These ideas are helpful for migrant workers on collectivist values, not just considering the interest of the individual gain and loss. And, with a relatively broad space for comments, and democratic management mode to make migrant workers have the opportunity to participate in the work of basic things in decision-making, they can fully arouse the enthusiasm of the work construction, and maximize the creation level. Third, it is beneficial to the improvement of the peasant workers' overall quality. Through different skills training, taking "professional" line, can help to expand the knowledge of the corporation, migrant workers are no longer confined to an industry or position which prevents any other development to their own ability and the quality is improved comprehensively, interdisciplinary talents can conform to the requirements of The Times, can enhance the social adaptability of rural migrant workers. Fourth, by applying theory Z, due to the slow long-term promotion system, migrant workers will get lessons of the previous work and constantly improves the self-adaptation ability, team cooperation ability. Appraisal system standardization and democratization can arouse the work enthusiasm of migrant workers, allowing work in continuous efforts and learning, and to improve self-quality. Fifth, applying the theory Z weakens the social hierarchical for migrant workers, and gradually reduces social discrimination for migrant workers. By drawing from Z theory regarding corporation management, corporations can form a cultural atmosphere of equality and respect. Migrant workers can also set up strong overall concepts, positive thinking, and constantly strengthen the communication between other members.

Due to the current rationality of the corporations' pursuit of self-interest, it is impossible for migrant workers to be employed for a long time, it is difficult to guarantee the implementation of these measures, and to get government support to recognize these measures. At the same time, by investigating the employment situation of migrant workers, migrant workers lack of unified management, in a decentralized state, unable to form unified values, making theory Z promotion more difficult.

Therefore, if third-party companies can complete the aforementioned measures in order to construct unified centrally managed distribution of employment of migrant workers, training, promotion, effectively protect the rights of migrant workers, it will largely solve the problem of employment of migrant workers. Labor dispatch is through third-party companies to complete an efficient allocation of labor, but it developed slowly in China.

Z-employment organization is the organization according to the needs of the employer, to be able to send the migrant workers to the company according to different deadlines and tasks of different standards, and is responsible for management of these migrant workers, completed by the dispatch of all matters arising from work. Employers and labor dispatch agencies signed a "dispatch agreement". The relationship between migrant workers and Z- employment organization relationship is employment relationship, they sign a long-term labor contract, and labor dispatched company is responsible for all kinds of migrant workers' rights, such as payment, social security, skills training, housing public accumulation fund. Employment organization and company is a partnership agreement where migrant workers will be sent to the company, and the company pays migrant workers salary to labor dispatch companies. Employment of migrant workers was dispatched to corporations with working relationship with migrant workers to provide labor. Employment organization and migrant workers company relations are shown below:

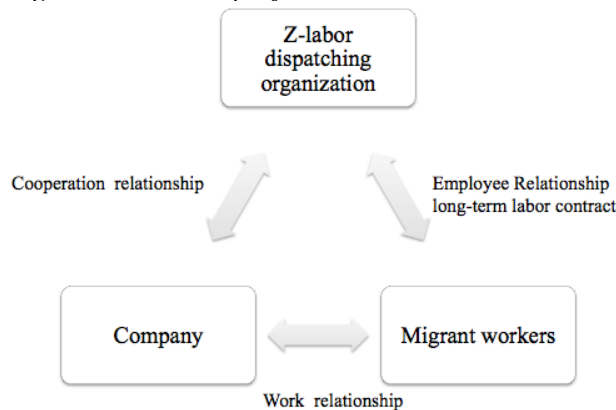


Figure 1. Relations of Z-organization, Company, and Migrant workers

For the employment of migrant workers, Z organization dispatching company has the following responsibilities:

(1) Migrant workers and the Z organization dispatch company sign labor contracts, to establish long-term employment relations, labor dispatch company responsible

for the migrant workers personnel management, payroll, social security contributions, labor disputes and other management work, while responsible for skills training for migrant workers, improve the quality of migrant workers, and the establishment of specialized training institutions, migrant workers in their spare time to supplement skills and knowledge.

(2) According to the migrant worker's own strengths and interests, the Z organization dispatch company provides their training, and according to migrant workers' skill, arranged them into different positions, focus on training of migrant workers in a wide range of learning ability and overall quality. So that migrant workers receive comprehensive training, migrant workers are not confined to a narrow range of skills, both migrant workers are able to cultivate professional knowledge and ability, but also pay attention to different positions so that they get work experience in many aspects of production technology and social skills. Long-term comprehensive tests should be carried out to develop a wide range of career paths.

(3) Establish unified management, harmonious labor management relations with migrant workers. Advocate that the labor and migrant workers interests and enthusiasm can be integrated to achieve corporation development, comprehensive care for migrant workers, and give migrant workers grow a sense of belonging in the corporation, which also increases the well-being of migrant workers in cities.

(4) Labor dispatching company provides strengthened information guidance, grasps the labor supply and demand change information, provides migrant workers with the latest corporation labor demand information, to control the information of supply and demand in different corporations, to deploy migrant workers labor force in time, allow migrant workers to continue working in similar jobs in different corporations, to avoid the phenomenon of large-scale unemployment.

(5) Labor dispatching company supervises employer, including work time, work intensity for migrant workers and working environment investigation and feedback to avoid the working state of the migrant workers in a neglected, labor- intensive environment, to enhance the humanistic care for migrant workers. At the same time, also inhibit some of the mercenaries, meaning employers exploiting the migrant workers' labor force as a means of cost savings.

(6) Through the specialization of labor dispatching company was founded, confirming the policy of government can be applied. Establish and improve the urban and rural social security system, the realization of equitable access to the guarantee of health care, expanding the coverage of affordable housing. Developing these new polices in our county can quickly benefit migrant workers.

In order to solve the migrant worker's problems, we should consider from a different aspect, such as the government, corporations, migrant workers themselves, to keep up with the development of the times, using the theory of Z for migrants to unified management, to effectively solve the migrant workers problem. Through the standard labor dispatching company here, and make it became a Z group. By applying Z theory into the management of labor

dispatching company, for society, corporations, migrant workers, are of great significance and value.

First, from the social level: It will be the promotion of economic development. The Z theory implemented in employment organizations, and the country, will form a chain mechanism conducive to our country's ability to strengthen macro-control, transfer of rural surplus labor, the development of productivity, increase employment of migrant workers, to promote economic growth, breaking the monopoly of regional blockade and sectors, to promote domestic improve the formation of a unified, open and orderly market; It will help regulate social stability and unity, to strengthen the integration of migrant workers in cities. Unified management of migrant workers will be able to alleviate the urban-rural split, and the inconvenience of the household registration system, and further the coordination of urban and rural conflicts and maintain the government's public image. At the same time, it will be easy to manage groups of migrant workers, to stabilize the social order, and to reduce the incidence of crime; it will help to improve the social security system. Through the unified management of migrant workers, protecting the rights and interests of migrant workers can be achieved, such as increased pension insurance, medical insurance coverage of migrant workers in the field. It can further protect migrant workers, as urban workers enjoy the same at retirement pay with the implementation of government policies equalization; it will be conducive to the development of education. Through professional management of migrant workers, it will increase a large investment in education and achieve educational equity, but also focus on the long-term development of migrant workers, to adapt them to the development of modern society. It will conducive to rationalize the distribution of income and achieve common prosperity, prevent polarization and promote social justice, to create a harmonious and stable social environment, to improve efficiency and promote social justice together.

Second, from the employment corporation level: Employment corporations with labor dispatch companies to establish long-term cooperative relationship, to avoid the emergence of labor shortage. Because when the employment organization matures, the formation of the system dispatch agencies throughout the country as a whole can be adjusted from the allocation of labor resources, to allocate labor across the region; through the unified dispatch of migrant workers for recruitment, training, can effectively reduce the cost of corporation management. Reduced costs can be reasonably allocated to companies other required needs. The use of Z theory in dispatch management company, is a good way to provide corporations with a variety of skills for migrant workers, companies are no longer worried about migrant workers' labor skills or production common sense is not enough.

Third, from the migrant workers own level: Enhancement of migrant workers to the city's sense of belonging. With labor dispatch company offering a long-term labor contract migrant workers in the cities have a steady job, which is conducive to the realization of the rights and interests of the protection of migrant workers also

enhanced sense of happiness. Through the establishment of long-term employment relationship, Z employment organizations have the responsibility and obligation to conduct skills training for migrant workers. Migrant workers are no longer confined to a single field, they can have a broader and more comprehensive development, which means that they can have a wider choice. The labor dispatch company which apply theory Z Management, care more about the development of migrant workers, which is not only a good way to create a good corporate culture, but also so that migrant workers enjoy the modern corporation management and brings efficient. Through Z-employment labor dispatching company, migrant workers can access a wider range of market supply and demand information, enabling timely adjustments to their development skills or professional orientation, but also from a higher aspect looking for their own career paths.

To promote the labor dispatch company became Z-Organization and operate effectively, it require the government's strong support, through policy, law and insist management. Through the continuous development of labor dispatch agencies, government support, to promote China's labor dispatch industry forward, really form a huge labor dispatching system across the country, guarantee employer can satisfy the demand for labor, also can really let the migrant workers feel safe, stable form of urban sense of belonging and happiness. Therefore, it is particularly important to strengthen the policy support of labor dispatching, need a specification from the following aspects:

Government should play a guiding role, through various channels to promote dispatch. Dispatch as a new employment model for socially acknowledged acceptance takes a long time. It will change society, employers, and traditional ideas of talent. Through long-term commitment, Government departments should actively encourage, support and promote the dispatch of this new way of employment, increased promotional efforts and breadth of dispatch.

Development standardized and unified dispatch law: Dispatch of migrant workers for the expansion of employment opportunities and norms of positive significance, therefore, to establish a comprehensive, authoritative legal protection is very important. Since each dispatch economic relations between economic entities are quite complex, involving wages, training, welfare, pension, work injury, medical care, and other aspects of file hosting, if there is a lack of relevant laws and regulations, the employer may circumvent their legal obligations and damage the interests of workers. Hence, while promoting the development of the labor dispatch, it should be legislative at the same time, regulating the developments of labor dispatch. Legislation can learn from dispatch personnel deployed abroad with legislative experience, and combined with the reality of the situation, explicitly dispatch the legal relationship between the three parties, the respective rights and obligations of the employment of workers from dispatch shall enjoy working conditions, benefits, aimed at protecting its interests.

The dispatch operation of corporations need government support, especially with financial support and policy, migrant workers Z-employment organization established business operations, training of migrant workers, protection of the interests require high costs. In order to make the country's labor dispatch company formed a unified network system, to dispatch in various regions to establish branches, but also need the support of national policy and local government regulation.

As China's unemployment insurance system for urban and rural, pension insurance system, medical insurance system continue to improve, to establish a unified social security system is a time-sensitive manner, in the field of labor dispatch applied more broadly to the development and employment organization social security system combined.

### III. DISCUSSION

The focus of this study is to find the value of labor dispatch agency and Z-organization by studying the labor dispatch agency application in the field of rural migrant workers in employment, combined with the related research theory Z, this paper puts forward the ideas of theory Z concerning dispatching institutions may contribute to the alleviation of the current crisis of migrant workers in employment.

This paper for migrant workers employment problem of the existing research literature and migrant workers presents situational investigation, summarizes the main problems facing migrant workers in employment, such as: inequality of employment, the problem of a blocked informational channel and narrow, lack of social security, employment field skills training does not sufficiently apply to the designated position, rights protection consciousness, etc. All these problems restrict the right of migrant workers employment and normal survival and development in the city life, therefore, to solve this problem, it is especially important to the development of China's social harmony and stability. Through the analysis of the factors of restricting rural migrant workers in employment, solutions to the problem of employment of migrant workers can be found. Based on the research of existing literature and interviews of migrant workers, the factors hindering employment of migrant workers are summed in several aspects: urban and rural dual structure, the functions of the government does not reach the designated position, attitude changes, the new generation of migrant workers' goal is not clear, and so on. These factors lead to the emergence of the migrant workers employment problems, to solve the problems of rural migrant workers but at the same time also must alter many perceptions from the very beginning. In combination with the idea of Z theory, in order to solve the problems, migrant workers need to focus on their sense of belonging in cities, improve their skills in the city can have a long-term development of skills. Therefore, we need to set up an organizational system to integrate the information protection of the rights of migrant workers, so migrant workers can really integrate into city life while joining a responsible corporate culture. Labor dispatch agencies in China have certain development, but these sending agencies are

completely for-profit, unable to realize the fundamental guarantee of the migrant workers employment problem. Combining with theory Z's core idea, based on the existing Z organized labor dispatching mechanisms, the focus is to build organizational culture, allow migrant workers to have a fixed long-term employment relationship, and to implement modern advanced management of migrant workers.

The core idea in this research is the establishment of a Z organization of labor dispatching company for migrant workers. For migrant workers, the ability to establish long-term business with fixed employment relationships, interests will be protected at the same time and also increases the sense of belonging to the city. Additionally it can achieve the diversification of skills training to increase the competitiveness of the individual to achieve real integration in the city. For corporations, when the dispatch industry has developed to a certain extent, the employment organization form an integrated system, through the balance of supply and demand so that migrant workers labor resources can be fully mobile, and therefore reduce the "labor shortage" crisis brought about huge economic losses. Companies may also considerably reduce recruitment costs with more capital into other areas. For society, the integration of unified employment of migrant workers will not only effectively protect social stability and harmony of the situation and achieve steady economic growth, but also promote the development of education in our country and the improvement of the social security system.

However, there are some limitations of this study, caused by the urban and rural dual structure problems, this study of migrant workers employment application is somewhat restricted. This article mainly analyzes the aspect of economics, management, and rarely involves the knowledge of the law, which makes the promotion of research have certain limitations. In the implementation process, established norms in Z labor dispatched company require further discussion and continuous improvement.

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