

## On the Construction of Harmonious Labor Relations in Private Enterprises from the Perspective of Conflict Management

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**Abstract:** the Contradictions in Labor Relations of Chinese Private Enterprises Are Mainly Manifested in the Following Objective Existence. Labor Disputes Continue to Grow. Trust in Enterprises is Mainly Based on Kinship. According to the Expectation of Workers, Labor Contract Affects the Survival and Development Needs of Workers in a Short Period of Time, Which is in Contradiction with the Conditions and Opportunities Provided by Enterprises. Operators, Adjustment and Development, It is Necessary to Focus on the Destructive Contradictions, in Order to Solve the Effective Measures, Implementation Methods and System Development and Possible Competition, Private Enterprises to Build a Harmonious Labor Relations, and Promote the Healthy Development of Enterprises.

### 1. Introduction

The So-Called Enterprise Labor Relations, That is, the Labor Relations of Enterprises, Are the General Terms of Social and Economic Relations Formed in the Process of Enterprise Labor. in a Narrow Sense, the Labor Relationship of an Enterprise is the Socio-Economic Relationship between the Laborer and the Owner of the Means of Production and the User of the Labor Force. in a Broad Sense, the Labor Relationship of an Enterprise Includes Not Only the Social and Economic Benefits between the Workers and the Owners of the Means of Production or the Users of the Workers, But Also the Social and Economic Benefits Formed between the Workers of the Labor Relationship of the Enterprise[1]. This Report Adopts a Broad Definition of Industrial Relations in Enterprises. the Study of Industrial Relations in Enterprises Began from Adam Smith's Early Days, and Formed the Theory of Labor Movement. in Addition, Neoclassicism and New Institutionalism Are Also Studying Labor Relations.

Up to the 1970s, with the Development of Organizational Action, from the Perspective of Psychology, Sociology, Economics and Other Interdisciplinary, the Characteristics of Operators, Trade Unions and Employees Were Evaluated Directly, Trying to Form Representative Labor Relations[2]. Including Some of These Variables, This Paper Studies the Overall Application Process of Labor Relations Management, and Further Puts Forward the Strategic Choice Theory of Labor Relations Management. However, in the Final Analysis, Labor Relations Are Based on the Country's Specific Cultural and Historical Background, Social and Political System and Environment[3] Western Research Provides Us with Some Ideas and Methods. Now, with the Deepening of China's Economic System Reform, the Status of Private Enterprises in China's Economic Development is Improving Day by Day. Private Enterprises, Especially in Rural Areas, Have Become One of the Main Channels of Urban and Local Employment. the Establishment of Harmonious Labor Relations in Private Enterprises Has Become an Important Part and Key of China's Harmonious Labor Relations[4]. in Addition, the Experience of Operators, Operators and Employees of Private Enterprises is Different. Some People Come from Enterprises and Government Departments under the Existing System. of Course, under the Traditional Planned Economy System, the Labor Relationship Model Has a Profound Impact. People Enter into Enterprises under the New System. the Traditional Chinese Interpersonal Relationship Mode and Cultural Tradition Are More or Less Engraved in Their Hearts, Which Makes the Labor Relations of Our Private Enterprises More Complex and Form Enterprises. the Background of the Dispute This Paper Analyzes the Construction of Harmonious Labor Relations in Chinese Private

## 2. Conflict and Conflict Management

If they are understood literally, opposition is like contempt. It is interpreted as opposition, controversy, opposition, violence and so on, which contradicts the low performance of enterprises and the failure of enterprise activities. However, in the theory of conflict management, the so-called conflict means two or more interactive themes[5]. In addition, the contradiction may also be caused by two or more different motives, desires, demands, goals and response subjects. The former is called the opposition of interpersonal relationship, and the latter is called psychological contradiction. The so-called conflict management mainly refers to the process of eliminating, controlling, strengthening and utilizing organizational conflicts in order to achieve the organized goals, that is, the conflict management of human relations. According to the form of opposite interests, opposition can be divided into real conflict, superficial opposition and potential opposition. According to the causes of opposition, it can be divided into three categories[6]: interest struggle, ideological conflict and goal. These realms are related to a deeper understanding of the nature of opposites. As for the role of the development of enterprises, people's understanding process is harmful, harmful, and the maintenance of the disputes of appropriate benign rewards. In order to maintain the proper elements and reasonable elements of the vitality of enterprises, and have good management considerations, this is the future investment. Because of the role of contradiction in the development of enterprises, there are two kinds of opposites in the internal labor relations of enterprises[7]. One is a constructive contradiction, the other is a contradiction of conscience. This kind of contradiction has a positive stimulus to the development of enterprises and can promote them to maintain a healthy development track. In the article published by Leonard and Strauss in Harvard Business Review, biology, psychology, and epistemology point out that the contradiction of enterprise construction should build enterprise culture.

Table 1 Acceptance Number Of Labor Dispute Cases

Particular year	2010	2011	2012	2013	2014	2015	2016
State-owned enterprise	198445	21516	26757	32478	42896	45621	48777
Group enterprise	11102	13546	27824	23054	27566	27895	29534
Private enterprise	7565	10690	13298	20346	23046	30164	31066
Individual worker household	861	1584	2449	4098	6420	6528	9642

If a company has reasonable, perceptual, logical, unique, social and opposite managers, it will form a variety of corporate culture. When the market environment changes greatly, this corporate culture will undoubtedly release infinite wisdom and vitality. Such disputes should be supported and rewarded in business management. The other is destructive opposition. The reason why this kind of opposition is destructive is that the opposite parties are not consistent or their goals are different, so it is particularly wrong. The existence of this opposition leads to the deterioration of the internal labor relations, and ultimately affects the improvement of enterprise performance[8]. Under severe circumstances, it will also affect the survival and development of enterprises. Such disputes should be included in the management of enterprises and must be avoided. From the perspective of conflict management theory, business activities are the process of avoiding and restraining all kinds of contradictions in the business process, that is, the process of destructive contradictions, and the process of maintaining stable and constructive contradictions. In the competition management activities, due to the improper competition management, many enterprises reduce the product quality, leading to the loss of excellent employees and the decline of the core competitiveness of enterprises[9]. In order to manage contradiction scientifically, we must face the objective existence of contradiction, take effective measures, advocate constructive contradiction, avoid destructive contradiction and reduce the negative impact of contradiction.

### 3. The Conflict and Its Main Manifestation in the Labor Relations of Private Enterprises in China

In the context of reform and opening up, private enterprises in China are developing rapidly. According to the detailed definition, the expansion of private enterprises is limited to private enterprises or individual industries, business families. With the development of China's private enterprises and the improvement of China's economic and social development, more and more attention has been paid to the internal labor relations of private enterprises. A sound labor relationship is not only a necessary condition for the healthy development of our harmonious society, but also an inherent need for the growth and development of our private enterprises. Many private enterprises begin to realize that the destructive competition of labor relations within enterprises will inevitably affect the development and growth of enterprises and the formation of core competitiveness.

Table 2 Power Structure of Private Enterprises in Previous Surveys

Decision maker	Major business decisions				
	2012	2013	2014	2015	2016
Key investor decisions	63.3	54.4	58.7	43.7	39.7
Board decision	15.2	19.7	11.0	26.1	30.1

#### 3.1 Labor Dispute Cases Will Continue to Grow

As shown in Table 1, from 1997 to 2003, the number of labor dispute cases adopted by state-owned enterprises and collective enterprises was different from the steady decline of the total number of labor disputes. The proportion of cases accepted in all labor disputes increased from 12.65% to 18.17% and 5.52% in six years. In addition, through further research on relevant statistics, 33% to 50% of labor disputes in private enterprises are related to workers' compensation, insurance payment and labor protection.

#### 3.2 The Trust within the Enterprise is Mainly Based on Kinship

Trust is the lubrication of harmonious labor relations. However, China's private enterprises, especially family run small and medium-sized private enterprises, generally only focus on intimacy and intimacy, according to the trust structure "specific trust" to build trust. For the selection of important positions in the company, whether the selected person has the ability to work or not, it is necessary to consider whether he is his own person. Ranking is basically based on distance, distance and distance. Considering the distance and the reputation. Order goods. First of all, judging from the method of creating senior managers (general managers), it is basically to select talents according to the principle of trust under the "special trust". The author participated in the investigation and Research on the development of private enterprises in Guangdong Province (the choice of the plural number of the achievers is based on the calculation of the ratio).

The results show that how the enterprise's senior management generates the enterprise's answer to this question is more than 70% of the investors, meanwhile, 16% of the enterprise's answer and internal board of directors call the choice from the professional manager of the market according to the recommendation of only 27%. Due to the lack of trust, on the one hand, it is quite difficult for professional operators to enter private enterprises. Even if they enter into private enterprises, their functions will be damaged. On the other hand, it is very difficult for the operators of private enterprises to entrust their undertakings to the professional operators employed from the market. Second, from the perspective of enterprise power structure, major business decisions and general business decisions of the company's national (non-governmental) enterprises are mainly decided by major investors. Enterprise investors rely on their own power, do not want to spread the power to the enterprise. According to the relevant survey, about 90% of the employed managers are managed by their family members, and about 40% of the middle and long-term managers are friends and family members. As mentioned in Table 2, the survey results of the research group of "China's private enterprises research" show that from 1993 to 2002, major investors and other operators

jointly formed major business decisions and general business decisions of our enterprises according to the whole country (private). Although the proportion of decisions has increased, it cannot change the situation that the decisions of enterprises are mainly decided by investors. The reason why investors directly participate in their own business is that the “Research on Chinese private enterprises” (including the following proportion) is 61.5% and 67.1% respectively in 1997 and 2002. Because no reliable manager was found, 37.6% of the respondents and 38.1% of the respondents thought “for stability”.

#### **4. Conclusion**

In China's private enterprises, the relationship between ordinary investors and ordinary workers, in order to solve the relationship between investors and ordinary workers, to cope with the “spirit of the boss”, the harmonious development of the general use of enterprise labor relations, the unity within the enterprise, has been damaged, and ultimately affects the healthy development of the enterprise.

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