

Research on Characteristics of China Labor Disputes in the Social Transition

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Abstract: Under the situation of the continuous increase of enterprise labor disputes, this paper is on the basis of the investigation and analysis of over a thousand cases of labor disputes that have accepted by the labor committee in a district of Beijing. Research has revealed the following five points: first, individual labor dispute is the main form in Chinese enterprises at the present stage; second, young and middle-aged cadres with experience are more likely to have labor disputes with their enterprises; third, labor disputes are more frequently caused in small and medium-sized enterprises and private enterprise; four, employments without labor contracts are easier to create labor disputes; five, the main subject of labor disputes is about compensation, especially on overtime pay. Meanwhile, it has a discussion on the formation and the precaution mechanism of conflict labor disputes in Chinese enterprises at the present stage. It points out that labor relation can be regard as a dynamic cycle of “corporation-opposition-corporation”, however, on the micro-level of enterprise, individual conflict labor dispute take shape in a progress from small to big, simple to complex in space, time, content and method. Simultaneously, this paper also puts forward suggestions for preventing and reducing conflict labor disputes in enterprises though effective meditation and precaution mechanism.

Key Words: conflict labor dispute, formation mechanism, precaution mechanism

I. Question-posed

With the further improvement of social environment of market economy in China, many great changes have happened in labor relation. Managers and workers in enterprise began to form their own subjects of interests and rights. If the enterprise does not have a harmonious labor relationship, improving the efficiency is ineffective, at the same time, the rights of workers are difficult to be guaranteed. How to build a harmonious labor relation is an important part of the further reform and development of Chinese enterprises. As the impletementation of China's Labor Contract Law and Labor Dispute Mediation and Arbitration law, workers' awareness of rights is increasing which brings the increase of labor disputes in the enterprises' micro-level. Based on the investigation, statistics and analysis of 631 cases of labor disputes proceeded by the Labor Arbitration Branch of one district in Beijing in the year of

2007 and 2008, this paper will analyze and discuss the developments and changes in the characteristics of enterprise labor disputes and the influencing factors of harmonious labor relations since the implementation of China's Labor Contract Law.

II. Formation mechanism of conflict labor disputes

(I) The dynamic cycle of cooperation - opposition – cooperation

Labor relations are the legal, economic and social relations between employers and employees in order to achieve the labor process. According to the Modern Management and Sociology, in the interest community of each enterprise, the interests between employers and employees are both unified and conflicting. But the unification and cooperation are absolute as well as the opposition and conflict is relative. Cooperation is the most important factor for the formation of labor relations, because of cooperation, the labor and the capital form enterprise, and good cooperation improves efficiency. With less cooperation and more conflict, the production efficiency will decline, even worse, maybe lead to the disintegration of the enterprise or the end of the labor relations. The degree of the labor cooperation depends on the strength of the ethical consciousness between the employers and the employees as well as the degree of the management system in each enterprise. As we talked, both the employers and employees strive for least conflict and opposition. So, labor relations can be seen as a dynamic cycle of cooperation-opposition-cooperation.

In the labor relations, there always has been various degree of labor conflict between employers and employees. But labor dispute can be divided into none conflict labor disputes and conflict labor disputes according to the degree of antagonism between employers and employees. For convenience, labor dispute 'with the conditions that because of invalid mediation, the employers and employees have to enter the process of arbitration or litigation, which directly impeding the maintaining of labor relations' known as conflict labor dispute.

(II) The occurrence and development of the labor dispute

According to the characteristics of the labor dispute, labor dispute can be divided into collective labor disputes and individual labor dispute. The formation of the micro level of individual conflicts of labor disputes is an evolution of space, time, content, small to large, simple to complex, which has been confirmed in the research of enterprise labor dispute.

Labor relations which is generated by the cooperation will continuously produce different and kinds of subjective feelings and understanding as the social environment and economic conditions as well as the change of demand of the labor and the capital during the process of maintaining. This then results in the formation of labor dispute and makes the labor and the capital form contrasting situation in different degrees.

According to the survey, if effective mediation and settlement could be adopted timely when labor dispute appeared between the labor and the capital, it will help to resolve labor dispute at the beginning of occurrence and avoid a conflict of labor dispute and reduce a direct impact on the continuous existence of normal labor relations.

On the other hand, if labor dispute was not resolved timely, the dispute would change in space, time, content, and contrasting ways and gradually formed a conflict of labor dispute which directly impacted the continuous existence of normal labor relations. Firstly, if labor dispute occurred inside the enterprise was not resolved timely, both of controversial sides will be beyond the enterprise into the community, the labor administrative department and even the judiciary to arbitration and litigation, which would make labor dispute change from small to large in the space of game; secondly, the time of handling controversy would increase when controversial sides entered into the labor administrative department and the judiciary to arbitration and litigation. Generally, it ranged from a few months to several years, which greatly increased the time cost and effort of both sides to resolve the labor dispute and affected the normal life of the workers as well as the productive activities of the businesses; thirdly, on the controversial content, the survey found that when the labor dispute which was resulted from individual reason developed to the arbitration and litigation, the controversial content will be doubled and complicated, which would greatly increase the difficulty to resolve the controversy; fourthly, when labor dispute developed to arbitration and litigation, antagonism between the two sides would continue to upgrade and contrasting ways would be changed naturally. The previous cooperation changed into totally opposition. The consultation changed to decision or judgment. The possibilities of continuing to keep the labor relation of both sides become smaller. Most of the labor and the capital who went through arbitration or litigation ended in the termination of labor relations.

According to the formation and development of the above-mentioned conflict of labor disputes, it is an important way to prevent and reduce the conflicting labor dispute of enterprise to take full advantage of the characteristics of the labor dispute and resolve dispute timely and effectively.

III. The variation characteristics of enterprise labor disputes

In June 2008, the task group conducted a survey and statistics from the enterprise condition, laborer, dispute processing process and result on the 631 labor dispute cases in 2007 and 2008 that were labor arbitration cases in Beijing district. The task group compared and analyzed labor cases between 2007 and 2008. The results are as follows.

A. The general trend of the labor dispute

From the analysis results of the table 1, we can see that since the implementation of the labor contract law in January 2008 and the arbitration law in 08 May, labor dispute

cases increased substantially. In January to June in 2008, the labor dispute cases increased by an the labor arbitration division of placing a labor dispute case is the same period in grew by an average of 193% compared with that in 2007, which is as three times as that in the same period of 2007. The implementation of “the two laws” makes the dominant labor dispute case increase substantially and the May is the first month of the implementation of the labor arbitration law and because of the modification of the extent of the lawsuit validity, the shorten of processing time limit and free for the litigation, the labor arbitration law has also promoted the increase of the arbitration number of enterprise labor dispute.

Table 1 Changes of labor dispute arbitration file

Time Year	January	February	March	April	May	June	Month average
2007	37	17	43	37	17	92	40.5
2008	96	66	101	121	120	210	119
Year-on-year rate of increase	159%	288%	134%	227%	605%	128%	193%

It can be seen from the analysis results of the table 2 that in the investigated labor dispute cases, individual labor dispute and collective labor dispute account for respectively 91.4% and 8.6% of the total. There were mainly individual labor dispute in those labor disputes. Therefore, how to effectively improve individual labor labor relations is one of the important topics for the enterprise to construct the harmonious labor relations.

Table 2 The occurrence of individual labor dispute and collective labor dispute

	Investigation number	Individual labor dispute		Collective labor dispute	
		Amount	Proportion	Amount	Proportion
Total	631	577	91.4%	54	8.6%
2007	309	286	92.6%	23	7.4%
2008	322	291	90.4%	31	9.6%

B. Frequency-the possibility of labor disputes

a. The enterprise condition and the occurrences of labor dispute

The enterprise ownership, scale and the nature of industry are the main factors that determined the enterprise management mode and management level and they have direct impact on the origin and development of the labor dispute.

From the analysis results of the table 3 we can see, of all the state organs, state-owned

enterprises, institutions, private enterprises, foreign capital enterprises, joint venture enterprises, and non-profit organizations, the private enterprises produce the largest number of labor dispute which is up to 75.5% and followed by the state-owned enterprise of 16.6%. In addition, the proportion of the private enterprise labor dispute increased by 10.1% in 2008 compared with that in 2007, and the state-owned enterprise labor dispute percentage cut by 11.7%. This shows that private enterprises whose modern management mechanism is relatively weak have a higher chance of labor dispute and the implementation of labor contract law affects it more. Of course, this result has something to do with enterprise composing such as there are more private enterprises in the investigated area, and it needs a further research.

Table 3 The labor dispute of enterprises of different ownership

	Total number		2007		2008	
	Amount	%	Amount	%	Amount	%
State organs	5	0.7	1	0.3	4	1.2
State-owned Enterprises	108	16.6	72	23.3	36	10.6
Institutions	18	2.9	8	2.6	10	2.9
Private enterprises	490	75.5	217	70.2	273	80.3
Foreign capital enterprises	3	0.5	1	0.3	2	0.6
Joint venture enterprises	12	1.9	5	1.6	7	2.1
Non-profit organizations	6	1.0	5	1.6	1	0.3
Others	7	1.1	0	0	7	2.1

From the nature of industry (see chart 4), we can know that the labor dispute which happens in non-service enterprise accounted for 26.7% of the total, and more than 70% of the total in service enterprise. In service enterprise, compared with catering and accommodation, cultural consulting, medicine and health, finance and insurance, real estate, logistics and transportation, communication computer, property management, business trade enterprise produces the largest proportion of labor dispute and that is 26.7% of the total, followed by cultural advice, catering accommodation and property management which accounted for 10.9% of the total number and 10.2% and 8.2% respectively. In addition, the labor dispute in catering accommodation that has a bigger personnel fluidity and whose management is relatively weak increases much more in 2008 compared with that in 2007, increasing from 6.1% to 13.7%. The survey results also have direct relation with industry composing like the surveyed area has more service enterprise and it needs to be further textual researched.

Table 4 The labor dispute of enterprises of different industries

	Total number		2007		2008	
	Amount	%	Amount	%	Amount	%
Non-service enterprise	176	26.7	82	26.5	94	26.8
Catering and accommodation	67	10.2	19	6.1	48	13.7
Cultural consulting	72	10.9	37	12.0	35	10.0
Medicine and health	14	2.1	4	1.3	10	2.8
Finance and insurance	12	1.8	10	3.2	2	0.6
Real estate	20	3.0	18	5.8	2	0.6
Business trade enterprise	176	26.7	88	28.5	88	25.1
Logistics and transportation	20	3.0	12	3.9	8	2.3
Communication	24	3.6	5	1.6	19	5.4
Property management	54	8.2	26	8.4	28	8.0
Others	25	3.8	8	2.6	17	4.8

Enterprise's registered capital can indirectly reflect the size of the enterprise. From the analysis results of the table 5, it can be seen that the largest number of labor dispute happens in those small and medium-sized enterprise whose registered capital are from 30 thousand to 1 million (small enterprise) and from 1 million to 5 million (medium-sized enterprise). They respectively account for 20.8% and 14.8% of the total. The main reasons why there are so many labor dispute is that small and medium enterprise exist many shortages in the industry characteristics, management mode and management level and the quality of workers.

Table 5 The relationship between enterprise scale (registered capital) and the labor dispute

	Total number		2007		2008	
	Amount	%	Amount	%	Amount	%
Less than 30 thousand	41	6.3	19	6.1	22	6.4
From 30 thousand to 1 million	136	20.8	58	18.8	78	22.5
From 1 million to 5 million	97	14.8	54	17.5	43	12.4
From 5 million to 10 million	36	5.5	22	7.1	14	4.0
From 10 million to 100 million	93	14.2	55	17.8	38	11.0
More than 100 million	33	5.0	20	6.5	13	3.8
Unclear	219	33.4	81	26.2	138	39.9

The employing way between enterprise and workers influences the origin and development of the labor dispute to a large extent. The table 6 analysis results show that in the employing ways of the non-fixed term contract, the fixed term contract, labor dispatching, probation, part-time labor, without labor contract and so on, the employing way of without labor contract produces the highest ratio of labor dispute, accounting for 43.0% of the total, followed by 42.2% of the fixed term contract. In addition, no labor contract has a bigger increased rates labor dispute in the year 2008 than that of 2007 and the rate increased from 37.5% in 2007 to 48.1% in 2008. Therefore, it will make a big difference to prevent the occurrence of labor dispute and construct harmonious labor relations that both sides sign a clear and effective labor contract in the process of labor.

Table 6 The relationship between employing way and the labor dispute

	Total number		2007		2008	
	Amount	%	Amount	%	Amount	%
Non-fixed term contract	24	3.8	18	5.9	6	1.9
Fixed term contract	264	42.2	136	44.7	128	39.8
Labor dispatching	6	1.0	4	1.3	2	0.6
Probation	5	0.8	3	1.0	2	0.6
Part-time labor	9	1.4	8	2.6	1	0.3
Without labor contract	269	43.0	114	37.5	155	48.1
Unclear	49	7.8	21	6.9	28	8.7

b. Laborer status and the occurrence of labor disputes

On the micro-level of enterprise, labor disputes are usually between the laborers and managements. The age and sex of the laborers have a direct bearing on not only their professional ability, awareness of rights protection and combat capability in the labor disputes, but also on the occurrence and development of labor disputes.

The analysis of table 7 shows that the amount of labor disputes among laborers aged between 31 and 40 rank first among people of different ages, accounting for 34.3 percent of the whole, followed by the laborers aged between 18 and 30 accounting for 28.4 percent. Therefore, it is obvious that the probability of the occurrence of labor disputes is higher among the experienced middle-aged laborers, so it should be taken into consideration in the management of labor relations.

Table 7 the occurrence of labor disputes among labors of different ages

	Total number		2007		2008	
	Amount	%	Amount	%	Amount	%
Under18	6	1.0	3	1.0	3	1.0
18—30	179	28.4	88	28.5	91	28.3
31—40	214	34.3	98	31.7	116	36.0
41—50	138	22.2	71	23.0	67	20.8
51—60	78	12.5	41	13.3	37	11.5
Above 60	8	1.3	7	2.3	1	0.3

The sex of labors also has some influence on the occurrence of labor disputes. The analysis of table 8 demonstrates that the amount of labor disputes among males is larger, accounting for 63.5 percent whereas females only 36.5 percent. It is closely

related to the male laborers' higher awareness of rights protection and stronger combat capability.

Table 8 the occurrence of labor disputes among labors of different sexes

	Total number		2007		2008	
	Amount	%	Amount	%	Amount	%
Male	397	63.5	202	65.4	195	61.7
Female	228	36.5	107	34.6	121	38.3

C. Width – the content of labor disputes

The width of labor disputes mainly includes the content of it and the space in which it occurs. It directly influences the occurrence and development of the disputes, but also is an important indicator of measuring the harmonious labor relations.

The analysis of table 9 reveals that as far as the contents causing disputes are concerned, remuneration ranks first among the cases (70.9% in 2007 and 75.5% in 2008). The second is economic compensation (51.5% in 2007 and 55% in 2008), and the third is termination of labor contract (29.4% in 2007 and 42.9% in 2008). In addition, compared with 2007, the number of labor disputes cases caused by termination of labor contract increased by 13.5% in 2008, which indirectly shows the effect the implement of Labor Contract Law has on labor disputes.

Table 9 the main content of labor disputes (according to many content statistics)

	2007 (%)	2008 (%)
Remuneration	70.9	76.4
Economic compensation	51.5	55.0
Benefit package	4.5	5.3
Termination of labor contract	29.4	42.9
Term of the labor contract	3.6	3.0
Social insurance	16.2	19.3
Labor protection and condition	1.0	1.3
Others	19.4	12.8

Remuneration accounts for the largest proportion of the contents causing labor disputes. It is sub-categorized in the study as wage, overtime pay, alimony, pay raise, etc. The analysis of table 10 demonstrates that wage is still the major content (50.1% in 2007 and 45.7% in 2008). The sequent one is overtime pay (15.2% in 2007 and 32% in 2008), furthermore, compared with 2007, the number doubled in 2008. In addition, labor disputes caused by pay raise are farther less, which reveals that activities for rights protection mainly focus on relatively clear aspects. The table also shows that the laborers have little concept of positive participation in the enterprise management

like remuneration management, etc, so it should be further improved.

Table 10 disputed contents about remuneration (10%)

	Wage	Overtime pay	Alimony	Pay raise	Others
2007	50.1	15.2	4.0	—	30.6
2008	45.7	32.0	3.1	0.3	18.9

D. Depth – antagonistic degree of labor disputes The depth of labor disputes mainly includes the degree and way of antagonism between labor and management, and the nature of labor relations, etc, which can be judged and analyzed through the conditions of cases closed and winning suits. It directly influences the development of the follow-up labor relations.

The analysis of table 11 indicates that in the cases closed of 2007, cases closed through verdicts take the largest proportion – 37.5%, followed by mediation and Nolle Prosequi, accounting for 27.5% and 17.8% respectively. In comparison, the number of cases closed by verdicts decreased by 12% to 25.5%, while the number of those closed by mediation and Nolle Prosequi greatly increased to 32% and 31.1%.

In the early stages of the implement of Labor Contract Law, the amount of blind application for verdicts increased due to one-sided understanding of the law and insufficient communication between the labor and management. However, with the instruction and mediation of the specialized agency, both have improved their understanding of law and disputes, which promotes the increase of mediation and Nolle Prosequi. Moreover, the fact that the labor management departments pay long-term attention to prior mediation and the legal awareness of the enterprise constantly increases, also leads to the result.

Table 11 cases closed about labor disputes

	2007		2008	
	Amount	%	Amount	%
Mediation	85	27.5	103	32.0
Dropped by mediation	51	16.5	28	8.7
Verdicts	116	37.5	82	25.5
Nolle Prosequi	55	17.8	100	31.1
Others	2	0.6	9	2.8

IV. Main approach to prevent conflict labor disputes:

A. To improve the consciousness and ability for enterprise to resolve labor conflicts actively

From the different perspective of enterprise, laborer and government, lots of measures of preventing conflict labor dispute can be found, during its development process, the conflict labor disputes from small to big, and positive dispute mediation is one of the

most important way to prevent conflict labor disputes. The survey found that, before arbitration, many labor disputes are lack of professional and meticulous mediation process, which leads to the increase of the degree of conflict with time goes by and bring the two sides more big loss. Therefore, how to give full play to the basic level administrative organization advantages and functions, and to make full use of the relevant experts, scholars and other social resources, to construct efficient diversification of labor dispute mediation mechanism, are key measures to reduce labor disputes and effective ways to promote to corporate social responsibility and improve the workers' rights consciousness and rights protection ability.

Labor dispute can be conciliated in different levels. First is conciliated by the mediation committee of labor dispute in the enterprise; Second is by the basic people's mediation organization for labor dispute established in the streets of the town; The third is the court mediation before the labor arbitration committee. Based on the current implementation, although each level of mediation is playing a certain role, but there still are a lot of improvement space, especially mediation inside the business enterprise and community mediation organizations at the grass-roots need to further strengthen.

B. Further to establish and improve internal communication mechanism inside enterprise

After the implementation of the China's Labor Contract Law and Labor Dispute Mediation and Arbitration law, in the questionnaires of "cause of labor disputes" can be found that, nearly fifty percent (47.8%) of respondents believed that the cause of dispute is the lack of communication in both sides, and more than fifty percent (51.3%) of respondents believed that misunderstanding on the labor contract or management system between both sides cause disputes, because they effective communication deficiency.

In labor relation, the main reason of causing labor disputes is the employer and the worker see the same labor matters with different understanding. In China, the labor laws and regulations still needs improve, managers and workers' rights legal consciousness and ability are still weak, so it is more important to strengthen communication and promote mutual understanding, to form the two-way effective communication mechanism. The implementation of the system of Laborer democratic participation, the construction of three parties consultation mechanism, and the training of laws and regulations etc. are the important measures to establish and improve the internal communication mechanism in enterprises.

C. To improve mediation mechanism of labor disputes in enterprise

As Figure 1 showing, laborers' urgent needs provide the solid foundation for the implementation of labor dispute mediation in enterprise. In questionnaire, for the question "when labor disputes happened, which kind of solution you'll first choose?", 65.5% people gives their answers as "negotiation with the staff in enterprise", namely

when labor disputes happened, the first thought for them to solve is coordinate to the relevant personnel in enterprises, and then it is to apply for arbitration. The survey results show that the importance of establishing and improving the mediation mechanism of labor dispute in enterprise, if we have departments or personnel to be responsible for labor relations, and they can communicate and negotiate with two sides timely, it is possible to dissolve conflict in time, and control and and reduce its occurrence and development.

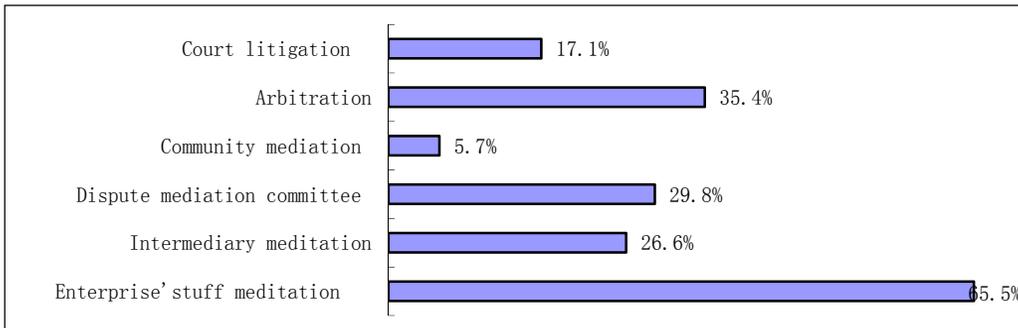


Figure1 The way of laborer's first choose to solve labor disputes(from the survey data)

a. To strengthen the building of mediation organization for labor disputes in enterprise

Labor dispute mediation committee in enterprise is generally composed of representatives from the management, unions and workers ,which is the main body of the labor dispute mediation in enterprise. The perfect organization is the basic conditions and the necessary guarantees for the implement of mediation, and most of the labor disputes can be resolved within the enterprises through mediation and appropriate management measures. However, the survey shows that nowadays most enterprises yet to establish institutions and mechanisms, only less than 30% (approximately 27.2%) enterprises have established the internal labor dispute mediation committee, which is not optimistic. Large and medium-sized enterprises can create a full-time staff responsible for the mediation committee, and small companies can arrange the relevant departments such as human resources management department of part-time responsibility, or entrusted to the regional organizations to undertake mediation functions. In short, strengthening the construction of internal mediation agencies actively and improving related professionals are the key link to ensure the effect of mediation in enterprises.

In the process of resolving the labor dispute, the government which is not only the law-makers and implementers, but also enterprises and workers of labor relations coordinator, plays an important role in the "tripartite" relationship. Government should encourage enterprises to set up a labor dispute mediation committee and give its supervision and guidance to ensure the quality of operation, improve the capacity and efficiency of the internal coordination of labor relations.

b. To perfect rules and regulations to improve the level of human resource management

From the characteristics of labor disputes above-mentioned, we can see that one of the most important reasons that lead to labor disputes is the imperfectness of company's rules and regulations and the absence of management measures. For example, small and medium-sized private enterprises make a huge contribution to national economic growth, at the same time, due to their short time development, the imperfection in managerial experience and managerial system, prone to cause labor disputes. In reality, lacking of knowledge of relevant laws, leaking in the rules and regulations and management methods and lacking of care for workers and other issues exist in majority of enterprises lead to a multiple of labor disputes. As for the interactive relationship between harmonious labor relations and human resource management, LuFuCai¹ points out that, putting harmonious labor relations as the foundation of China's human resource management is decided by special process of social transformation, the development of human resource management discipline and the targets of enterprise management. At present, as China's labor market is unhealthy, related legal system is imperfect and the lack of external effective labor relations system, a large number of labor relationship issues occurred in the internal enterprise—such as labor disputes, labor protection issues, employee discipline issues, employee discrimination, the brain drain problems and so on—need enterprises to solve it by themselves. In apart from laws and policies, labor relations is not only a legal question, and harmonious labor relations should be integrated into the process of human resource management. In modern society, in the people-oriented concept, effective human resources management can resolve labor disputes, which is also an important way to build a harmonious labor relations of internal enterprises.

D. To improve workers' legal awareness and rights protection ability

First, the enterprise should help workers continuously improve their legal consciousness and rights protection ability actively. The workers' rights consciousness and rights protection ability directly affect the origin and development of the labor dispute, and also are the key factors to the success of labor dispute mediation. Continuously improving the rights protection ability is an important link to improve the employee labor dispute mediation mechanism. The enterprise can improve their legal consciousness and rights protection ability through many kinds of ways, like the human resources management, to avoid the labor dispute which is caused by the laborer lack of legal knowledge.

Second, the government should help workers continuously improve their legal consciousness and rights protection ability. In the current enterprise labor relation, the manual workers who have low technical skills, are in a relatively low status in the process of their work, and that makes their own rights and interests are infringed easily.

¹LuFuCai. *Constructing a harmonious labor relations based on our country's human resource management of the new system*. Human Resources, 20 period, October of 2006

So, government should improve the legal consciousness and rights protection ability especially on this kind of workers. On one hand, much advance publicity should be given, and hold consulting and lecture activities to let workers not feel isolated. On the other hand, it should encourage experts and scholars to make their effort to improve the workers' rights protection ability through a variety of organizations and ways.

Third, workers should actively improve their legal consciousness and rights protection ability through various channels. Workers should not only pay attention to the related law publicity, but also be active to the related department consultations and participate in lectures. In addition, when worker's rights and interests are infringed, who's rights protection ability is limited, he need to have the concept to actively seek the professional or related institutions' help.

V. Conclusion

Labor dispute of micro level is a development process from small to big, simple to complex, in which each link labor disputes are possible to be resolved through appropriate management and mediation measures, and can be adjusted dynamically and managed effectively. To enhance internal communication mechanisms, implement workers democracy participation and establish or improve the enterprise labor dispute mediation mechanisms etc. can help enterprises to prevent and resolve the occurrence and development of conflict labor disputes.

(Note: some research data and analysis results have been published in the relevant Chinese research reports)

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