

# The Growth and Development of Youth League Members in Social Practice

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**Abstract:** This paper explores the growth and development of Youth League members through their engagement in social practice, focusing on the modern context of state-owned enterprises (SOEs). The study examines the human resource management (HRM) challenges faced by SOEs, particularly in terms of compensation structures and career development frameworks. Through a comprehensive review of existing literature and empirical findings, the paper identifies the need for innovative HRM strategies within SOEs to enhance organizational flexibility and employee motivation. It also discusses the construction of administrative work systems tailored to modern enterprises, emphasizing the importance of administrative reform and policy research. In addition, the study examines the characteristics of the youth league members and their social practice, highlighting the role of social enterprises in promoting social and economic value. It addresses challenges such as formalism and suggests strategies for promoting sustainable development in Youth League social practice. In summary, the paper contributes to our understanding of HRM challenges in social enterprises and provides ideas for the further advances of Youth League members in the contemporary scenario.

**Keywords:** Growth and Development, Youth League Members, Social Practice, Social Development.

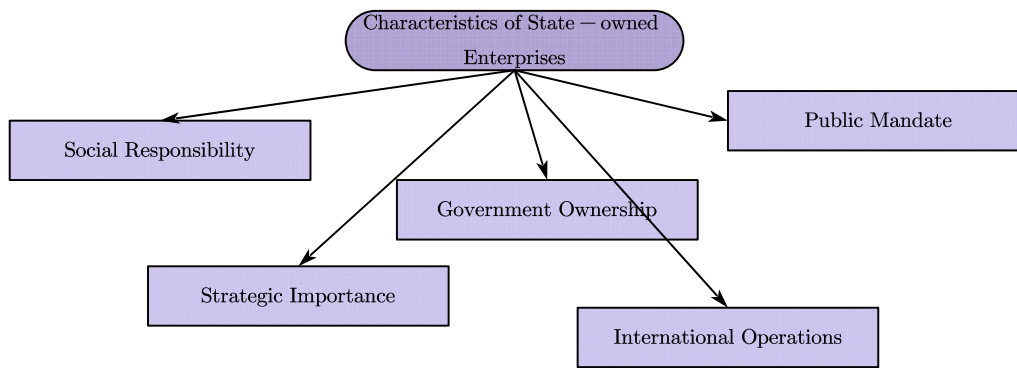
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## 1. Introduction

Amidst the ongoing globalization of economies and the gradual opening up of markets, the social and economic landscape undergoes constant change, leading to increased competition among various sectors. In this context, the importance of human resources [11]-[13] (HR) in determining the fundamental competitive advantage of enterprises becomes more apparent. Particularly within state-owned enterprises (SOEs), there is a growing need for innovation in HR management (HRM). In recent years, scholars and practitioners have conducted thorough analyses of the challenges faced in HRM within SOEs from various angles, and have put forward a range of strategies to address these issues. One prominent problem is the unequal distribution between fixed and variable components of employee compensation, with the fixed portion often surpassing the performance-based segment. This imbalance not only undermines employee motivation but also hinders organizational flexibility. Therefore, adjusting the compensation structure by reducing the importance of basic salaries has become necessary. However, such adjustments face significant obstacles, including the complexity of reform and entrenched resistance. Additionally, the sharp increase in overtime pay has limited the scope for performance-based pay. While it is commendable that SOEs strictly adhere to statutory regulations governing overtime pay, this adherence inadvertently leads to increased expenditure on compensation. Various factors contribute to this situation, including suboptimal productivity, disparities in production organization, and fluctuations in product quality. Moreover, existing career paths within SOEs tend to be linear, characterized by long promotion cycles and unclear incentive effects, which fail to effectively motivate the workforce. Therefore, there is an urgent need to establish a more comprehensive career advancement framework that can provide the long-term motivation and encourage workforce dynamism. The development process of an enterprise needs

to be examined from different time spans: the short-term focus is on sales orders, the mid-term focus is on technical level, and the long-term focus is on management capabilities. In the daily operations of a company, administrative work is everywhere. Efficient administrative management is not only a prerequisite for the normal operation of an enterprise, but also a solid pillar of organizational execution. It is also a key focus to improve the level of enterprise management. As the core management organization of an enterprise, the administrative department plays a vital role in coordinating communications, internal and external liaisons, and linking all aspects. The work efficiency of the administrative department is not only related to the operation of the entire enterprise, but also directly affects the work quality and efficiency of leaders at all levels. The state-owned economy plays a leading role in the national economy. As state-owned enterprises, administrative departments shoulder more glorious and important political, economic and social responsibilities. In modern state-owned enterprises, the administrative department is not only the core and window of the enterprise, but also the information center, staff center and service center of the enterprise, not just the transmitter of information. Therefore, the administrative management work of modern state-owned enterprises should be positioned in the "wisdom" part of the enterprise. It is the actual operation department that directly creates value, and the "wisdom" is the command and control center of the enterprise.

A group that lacks a commander will only be a disorderly group, and an enterprise that lacks "wisdom" will only be a mess. Therefore, the reform of administrative management is an important part and the primary task of deepening the reform of state-owned enterprises and establishing a modern enterprise system. Hence, for the modern state-owned companies, innovative growth and development of youth league members is essential. To begin with, the Figure 1 shows the features of the modern state-owned companies as the basis.



**Figure 1.** The Features of the Modern State-owned Companies

The subsequent sections of this paper will provide a comprehensive examination of the growth and development experienced by members of the Youth League through their engagement in social practice activities.

## 2. Literature Review

This literature review delves into various aspects of youth political groups and societal customs across diverse contexts. It explores their functions, motivations, and repercussions, shedding light on their strategies and interactions with young people, while also examining broader themes of communal influence and institutional dynamics.

[1] The Chinese Communist Youth League: Juniority and Responsiveness in a Party Youth Organization

Tsimonis (2021) undertakes a thorough investigation of the Chinese Communist Youth League (CYL), unraveling its evolution under the guidance of former President Hu Jintao. Through interviews, surveys, and ethnography, Tsimonis unravels the complexities within the CYL's enactment of Hu's directives, highlighting both its accomplishments and contradictions. The study introduces the concept of "juniority" to dissect generational power dynamics within the organization, offering valuable insights into China's political landscape.

[2] Chinese Communist Youth League, political capital and the legitimising of volunteering in China

Xu (2018) offers a nuanced analysis of the CYL's role in legitimizing voluntary work in China over the past two decades. By scrutinizing historical and institutional factors, Xu reveals the CYL's adeptness in promoting voluntary engagement and adapting to broader institutional changes. The article underscores the CYL's significance in fostering youth involvement through adaptable approaches to legitimization, contributing to our understanding of communal development in China.

[3] "Keep the Party Assured and the Youth [Not] Satisfied": The Communist Youth League and Chinese University Students

Tsimonis (2018) delves into the CYL's efforts to engage Chinese university students, assessing its initiatives through qualitative and quantitative research in key academic institutions. The study unveils the disconnect between the CYL's inclusive measures and students' perceptions, highlighting structural barriers within academic and political hierarchies. Tsimonis' work enriches discussions on youth political participation and authoritarian resilience in China.

[4] (Dis) Engaging Youth in Contemporary Belarus Through a Pro-Presidential Youth League

Silvan (2019) explores youth engagement with the Belarusian Republican Youth Union (BRYU), providing insights into the motivations and behaviors of young Belarusians within the political landscape. Through participant observation and interviews, Silvan elucidates the complexities of youth participation in a pro-presidential organization, shedding light on broader societal attitudes towards political engagement in Belarus.

[5] Low-cost Corporatism?. The Chinese Communist Youth League and its Sub-organisations in post-Mao China

Doyon (2019) investigates the CYL's sub-organizations in post-Mao China, examining their roles within the broader political framework. While details of the study remain undisclosed, Doyon likely offers valuable insights into the CYL's organizational structure and its implications for political mobilization, contributing to our understanding of Chinese governance.

[6] The mobilization of Cyber-Nationalism by the communist youth league: Pressure, opportunity and strategy

Pan's (2018) doctoral dissertation explores the CYL's utilization of cyber-nationalism in contemporary China, shedding light on its online strategies to propagate nationalist narratives. Through a meticulous analysis of online platforms and mobilization tactics, Pan underscores the CYL's adaptation to evolving political imperatives and youth sentiments, offering valuable insights into contemporary Chinese politics.

[7] Activism After DACA: Lessons from Chicago's Immigrant Youth Justice League

Mena Robles and Gomberg-Muñoz (2016) examine the impact of immigration policy on youth activism in Chicago, focusing on the Deferred Action for Childhood Arrivals (DACA) program. Through a nuanced analysis of youth responses to DACA implementation, the authors elucidate the complexities of immigrant youth activism, contributing to discussions on immigration policy and social mobilization in the United States.

[8] Serving organization goals by organizational information dissemination: An empirical study from the Communist Youth League of China

Zhou et al. (2023) offer empirical insights into the CYL's organizational communication strategies and their alignment with organizational goals. Through news topic modeling and

analysis, the study reveals patterns in information dissemination across different levels of the CYL, enriching our understanding of political communication within mass organizations.

[9] What is a social practice?

Haslanger (2018) provides a theoretical framework for understanding communal practices, emphasizing their constitutive role in shaping communal agency and coordination. By offering conceptual clarity on social practices, Haslanger contributes to ongoing discussions on the dynamics of communal change and stability.

[10] Social practice theory and the historical production of persons

Holland and Lave (2019) develop a historical materialist perspective on communal practices, integrating the study of individuals, local practices, and institutional dynamics. Through their theoretical framework, Holland and Lave offer insights into the historical production of individuals within communal practices, enriching our understanding of the cultural-historical processes and communal agency.

In sum, these studies offer a comprehensive exploration of the youth political organizations, communal practices, and institutional dynamics, providing valuable insights for scholars and practitioners engaged in the study of youth politics, communal society, and communal change.

### **3. The Proposed Model**

#### **3.1. The Construction of Administrative Work System for Modern State-owned Enterprises as Study Basis**

In order to ensure that the management of modern state-owned enterprises can adapt to the development needs of the times, a new management mechanism must be established. This requires breaking the traditional work categories and methods of the past and building a more in-depth and extensive management guarantee system and operation network to adapt to the requirements of modern enterprise systems. In this process, the introduction of the "three majors and one major" decision-making mechanism is a key link. This mechanism involves the decision-making of major matters, the appointment and dismissal of important personnel, the arrangement of important projects, and the use of large amounts of funds. Decisions must be made through scientific and democratic collective discussions. Its improvement requires determining its scope, clarifying its content, establishing decision-making principles, standardizing decision-making procedures, strengthening decision-making implementation, supervision and inspection, etc. At the same time, it is also crucial to reform the administrative approval system and simplify administrative management powers. Simplifying administrative power includes promoting the popularization of the concept of equality and democracy in corporate culture and work standards, optimizing the approval process, and establishing an approval and authorization mechanism. In addition, state-owned enterprises should also strengthen policy research work and pay attention to national macroeconomic policies,

market competition conditions, corporate development goals and strategic key tasks, in order to provide better and more efficient policy reference and decision-making support. As the core organization of the enterprise, the office should assume the role of a think tank, pay attention to policy research work, organize various management departments to collaborate, improve management work levels, and achieve the long-term development goals of the enterprise.

In order to achieve the great rejuvenation of the Chinese nation and accomplish the two centenary goals, it is particularly important to emphasize the cultivation and utilization of entrepreneurial spirit. Firstly, it is necessary to strengthen institutional construction and establish a sound system framework suitable for nurturing entrepreneurial spirit in the present era. A sound legal environment can effectively stimulate entrepreneurial spirit, protect their legitimate rights and interests, provide development space, and promote innovation and international market expansion. Secondly, it is essential to build good government-business relations. The government should provide fair systems and infrastructure services for enterprises, reduce administrative intervention, and incentivize innovation. Enterprises should maintain good communication with the government, abide by laws and regulations, and uphold good government-business relations, refraining from bribery for private interests and conducting lawful operations. Finally, efforts should be accelerated to establish a modern corporate governance system, establish internal systems with clear rights and responsibilities, and clear incentives to facilitate the manifestation of entrepreneurial spirit. Through scientific procedures, leaders with entrepreneurial spirit should be selected, avoiding the occurrence of moral risks and problems such as adverse selection.

#### **3.2. The Study on the Characteristics of Youth League Members**

Amidst the evolution of the socialist market economy and the shifting cultural landscape, there arises a need to adapt perceptions of the Party and youth organizations to the changing milieu, necessitating timely guidance and direction. Specifically, the embodiment of progressive traits among Party members and young league members in today's society faces various challenges and uncertainties, prompting grassroots Party and youth league officials to boldly innovate and explore new strategies. During a collective discussion with the newly appointed leadership team of the Communist Youth League Central Committee, Xi Jinping underscored the importance of the Communist Youth League in assisting young individuals to embrace noble aspirations, strengthen their commitment to the socialist path with Chinese characteristics, equip them with scientific theories, enlighten them with historical insights, inspire them with ambitious goals, and motivate them with a promising future. This approach aims to continually enhance their confidence in the path, theory, and system, while deepening their trust, conviction, and confidence in the Party. In the Table 1, the advanced nature of the league members shows the trend of "four combinations" is demonstrated.

**Table 1.** The Advanced Nature of the League Members Shows the Trend of "Four Combinations"

<b>Combinations</b>	<b>Discussions</b>
<b>Adaptation to Current Trends</b>	Young members of the Communist Youth League (CYL), especially those born in the 1980s and 1990s, are quick to embrace the latest societal shifts, thanks to technological advancements. Evaluating their advanced characteristics entails aligning with contemporary trends to resonate with them effectively.
<b>Harmony with Personal Preferences</b>	CYL youths aspire to amalgamate their advanced attributes with their individual preferences and passions, rejecting any perception of rigidity associated with such attributes. Instead, they seek encouragement and recognition, fostering innovation and uniqueness.
<b>Incorporation into Personal Growth</b>	The pinnacle of demonstrating advanced traits lies in CYL members' capacity to thrive in their professional pursuits and personal lives, serving as role models for their peers. Initiatives such as seminars on career planning empower them to navigate through societal transformations successfully.
<b>Integration with Community Service</b>	CYL members regard involvement in community welfare as a vital aspect of showcasing advanced traits. While unwavering dedication was paramount in earlier times, contemporary advanced traits emphasize the willingness to assist others and contribute to collective progress.

As leaders embodying the awareness of youth group members, the behavior of youth officials is closely observed and influential. Therefore, enhancing their education and development is of utmost importance. Firstly, it's crucial to strengthen their ideological beliefs. Firm beliefs serve as guiding principles; thus, organizing various activities to educate youth officials on political theories, Party principles, and contemporary socialist ideologies is essential. This ensures their confidence in guiding youth members with conviction and understanding. Secondly, enhancing their fundamental skills is crucial. Tailoring training programs to the school's curriculum and the practical needs of students, youth officials should be equipped with the necessary skills and methods relevant to their roles, thereby enhancing their effectiveness in leading and inspiring fellow youth members.

### **3.3. The League Members Social Practice Discussion**

Social enterprises, positioned between for-profit businesses and non-profit organizations, pursue the dual goal of creating societal and economic value. They excel in innovating public services and actively participating in social governance, setting them apart from conventional businesses and social entities. Unlike profit-driven ventures, they prioritize addressing community needs and tackling social issues, fulfilling their societal missions, which are crucial for overall societal progress. However, the challenge of attracting talent hampers their growth. Social enterprises require employees with strong professional ethics, a service-oriented mindset, and effective organizational skills. However, attracting highly skilled individuals committed to societal missions remains challenging due to lower pay and insufficient social recognition, leading to staffing shortages and high turnover rates. Ensuring employee alignment with the values upheld by social enterprises and maintaining talent stability are prerequisites for sustainable growth. The sense of job significance, encompassing positive importance, innovative work significance, and heightened motivation, plays a vital role. Employees' perception of the social mission and their sense of job significance are closely intertwined. Recognizing their affiliation with a particular social group fosters emotional and value importance. Through active involvement in activities that generate social value within the organization, employees enhance their personal reputation and perceive their individual value realization. This enriches

internal psychological resources and facilitates access to support and resources from various societal sectors.

The social practice of the Communist Youth League members is an important supplement to the educational curriculum and a key way to cultivate the practical ability, innovative thinking and entrepreneurial ability of the Communist Youth League members. In the traditional Chinese education paradigm, the concept of focusing on practice is deeply rooted. Ideas such as "what you learn on paper will only be shallow, but what you know must be practiced" and "reading thousands of books is not as good as traveling thousands of miles" are widely circulated. Nowadays, in modern educational concepts, practice is regarded as an important way to obtain true knowledge. At the end of the last century, many domestic universities began to introduce social practice courses. With the continuous deepening of quality education, the value and significance of the social practice of Communist Youth League members are gradually recognized by universities and even the entire society. Many colleges and universities offer special practical courses or organize various forms of practical activities during winter and summer vacations. Through social practice, members of the Communist Youth League have an in-depth understanding of society, expanded their horizons, improved their practical abilities and innovative thinking, and laid a solid foundation for future employment and entrepreneurship. However, there are also some problems in the social practice of Communist Youth League members. In some places, formalism is serious, focusing on the process of activities but ignoring the results. There are also some colleges and universities that lack systematicness and scientificity when carrying out practical activities, and even link social practice with credits, leading to adverse effects. Therefore, how to promote the sustainable development of the social practice of Communist Youth League members requires the joint efforts of all parties in society. In the context of the current era, colleges and universities are the main frontiers for promoting quality education, as well as pioneers and navigators. Quality education emphasizes the all-round development of individuals and focuses on cultivating students' comprehensive quality and innovative ability. As an important way for college students to improve their comprehensive quality, social practice lays a solid foundation for them to combine theoretical learning with practice and better adapt to future social life and career development.

## 4. Conclusion

This paper underscores the importance of addressing HRM challenges within state-owned enterprises (SOEs) and promoting the growth and development of youth league members through social practice. By examining compensation structures, career development frameworks, and administrative work systems, the study highlights the need for innovative strategies to improve organizational efficiency and employee motivation. It also highlights the role of social enterprises in creating social and economic value, despite challenges such as formalism. Moving forward, the promotion of sustainable development in the social practice of youth leagues requires the collaborative efforts of various stakeholders. This research contributes to the existing literature by providing insights into HRM dynamics in social enterprises and offering strategies for fostering the growth and development of Youth League members in the contemporary socio-economic context.

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