



The Shaping and Price Change of Shared Employee Model: New Insights from China

Liu Ting¹, Xiong Xiong², Zheng Qizhong^{3,*}

¹School of Public Administration, Hohai University, Nanjing, China

²School of Arts, Nanjing University, Nanjing, China

³School of Administration, Jiangsu University, Zhenjiang, China

Email address:

13615289929@126.com (Zheng Qizhong)

*Corresponding author

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Abstract: The past outbreak of the COVID-19 global epidemic has spawned an emerging model of "shared employees" in the Chinese labor market, and this paper conceptualizes this new model, demonstrating that shared employees have produced unique changes in China. This paper presents a descriptive analysis of 604 research samples that conducted employee sharing to examine labor relations formation and price changes in shared employee model during the COVID-19 pandemic. As a unique human resource management in China under the changes of the pandemic, the results show that the group of shared employees has not emerged for a long time, the average age of the group is younger, and the labor risks and social security problems are not yet acute. Thus, this paper believe it is necessary to expand the coverage of social insurance as soon as possible and safeguard the social insurance rights and interests of the employees in the new business. Based on these findings, this paper takes a Marxian labor price theory approach to analysis the positive changes of labor price during the pandemic, the results show that shared employee model can effectively restore and promote the value of labor, and successfully restrain the distortion of labor price. In view of the unique circumstances investigated, this paper includes our conclusions, a discussion of the study's limitations and management implications, and recommendations for future research.

Keywords: Shared Employee, Labor Relations, Labor Prices, Price Changes, China

1. Introduction

It is found that supply chain collaboration practices such as self-governance and human resources can enhance corporate sustainability under the interdependence of mutually beneficial enterprises [1]. However, there are few relevant operations in actual enterprise management. While the COVID-19 pandemic has hit industries, it has also increased professional capacity and resilience [2], making enterprises easier to control the impact in some way and strengthening the possibility for enterprises to expand human resource management. In order to ensure employees' ability to develop and adapt to the new environment in such dynamic and uncertain times [3], entrepreneurs have found inspiration to solve the problem of employee adjustment and welfare—shared employee model, which creates perfect

work capacity building for employees [4] by promoting autonomy [5, 6]. In this paper, the formation of labor relations and price changes of shared employee are discussed against the background of shared employee model produced by China's unique policy. Although there are many articles on the sharing economy, the research on shared employee as the main body of human resource management is still relatively insufficient. From this perspective, shared employee constitute a unique research dimension. Existing research shows that shared employee model is crucial to alleviate the crisis of human resource surplus and vacancy.

In the development of sharing economy, enterprises exchange tangible resources for a limited period of time in exchange for monetary compensation and gain income from it. Similar enterprises rent their surplus resources to each other, so the borrowing units can avoid economic burden of

ownership by paying one-time consumption expenses, thus forming a potential allocation of a complete value acquisition, value delivery and value creation mechanism [7]. In the sharing model, owners rent products to non-owners for income, while non-owners collaborate on consumption by renting products as needed [8]. Labor can benefit many parties involved in cooperative consumption and achieve the balance of profit and welfare maximization as a commodity in the human resource management model of employee sharing [9]. The key to successful competitive advantage in a more disturbed market is the resource base and dynamic capabilities [10]. Shared employee model guarantees the sustainable competitive advantage of the sharing and shared enterprises in terms of retaining the employees with competitive advantages and exporting the employees with unique cross-industry ability. At the same time, "When the market appears, collides, splits, evolves and dies, enterprises realize organization and strategic practice of new resource allocation" [11], during this process, enterprises adapt to market changes by sharing their own human resources. This is particularly true for enterprises operating in China.

In early 2020, the COVID-19 pandemic caused a temporary shutdown of many traditional enterprises in China, offline industries such as catering and retail lay idle a large number of human resources, while industries such as takeaway food and online education experienced a labor shortage. In response, Freshippo in China launched "employee sharing" measure, and reached a human resource sharing agreement with China's Beijing Xinzheng Sincere Catering Management Co., Ltd. Employees of Xinzheng Sincere Catering can directly go to work in Freshippo stores that are in urgent need of a large number of employees, and then return after the original company resumes work. This measure effectively solves the cost pressure of low income staff and stagnant enterprises due to idling, and provides a large number of labor force for industries that need a large number of temporary employees. On February 7, 2020, the Chinese government issued policies to encourage enterprises that have resumed work to implement flexible employment measures, and enterprises that have not resumed work actively explore ways to stabilize labor relations [12]. 28 Chinese cities, including Shenzhen, Qingdao and Hefei, successively issued employment notices on "employee sharing" to support the sharing of employees among enterprises, greatly promoted the development of "shared employee" labor relations. "Shared employee" are being adopted by more and more industries. In 2020, the trading volume of China's sharing economy market reached 3,377.3 billion yuan, up nearly 3% year on year, and there were over 800 million sharing economy participants, among which about 84 million provided services [13]. Valuing and developing shared employee model was submitted as a motion to China's top decision-making body in 2023.

Shared employee model provided work to employees who would otherwise have suffered income loss during the pandemic, the behavior that attach importance to the individual well-being of employees will greatly enhance

employees' affective organizational commitment thus enhance their mobilization behavior [14]. Chinese culture is characterized by collectivism [15, 16]. During the COVID-19 pandemic, a company's cohesiveness from top to bottom has increased dramatically, making it easier to implement the sharing model.

Shared employee model is an innovation of human resource management under the background of sharing economy. On one hand, shared employee model is the expansion of enterprise human resource management, which is an important value means for enterprise human resource emergency management and job rotation management. During major social and public crises such as the COVID-19 pandemic, enterprises rely on the existing framework of sharing economy to share employees and optimize the allocation by sharing human resource, so as to effectively improve the resilience of the human resource market in defending against, buffering and adapting to the impact of uncertainties, and effectively reduce the negative distorting effect of the labor factor market on the industry [17]. In addition to emergency measures in uncertain periods, in regular periods, shared employee model can be fully applied to the staff rotation management under the group system, and the staff sharing can be fully carried out among the subsidiaries of the group, which can give play to the staff mobility and post ability training. On the other hand, the experience of the successful development of shared employee model in China can optimize the human resource management of the "mobile society" [18] worldwide. Shared employee model can get rid of the fixed place restrictions of time and space by relying on digital service, and transform their work skills and time into quasi-regional productivity [19]. At present, shared employee model can enable the growing number of digital nomads, employees in labor-intensive industries and other groups to realize flexible office work, improve income and welfare, and provide the possibility for the changing trend of enterprise employment model. In the process of discussing the labor relations and price of shared employees in China, shared employee model provides a new channel for the management and optimization of human resources in enterprises worldwide.

The central objective of our research is to link the emerging corporate HRM approaches of shared employee model in China to labor relations and price changes. Although existing literature [20] indicates the role of human resource management strategies in the sharing economy, however, in this paper, we deeply study the development of labor relations in the human resource management model of shared employee.

This study also seeks to deepen our understanding of employee price changes and capital restore in shared employee model. Finally, we aim to explore the development potential of shared employee model through descriptive analysis and theory, then discuss the potential risks of this model.

In the rest of this paper, we first provide a review of the existing literature on shared employee concepts, model roles,

and evolution. Next, we introduce the situation of 604 shared employee-related samples in our survey, and make a descriptive analysis to describe the formation of labor relations. Then, we discuss the theory and present our analysis of price changes. Finally, we discuss the practical implications of our research.

2. Review of Theoretical and Contextual Background

Shared employee is a new human resource employment model formed in China in the face of COVID-19 pandemic shutdown, and a human resource management means made by Chinese enterprises to cope with market changes.

In the new interaction of impermanence and adaptation, shared employee model based on shared governance breaks the traditional boundaries of the company and extends to the cross-industry ecosystem [21]. The cross-industry temporary employment ecology constructed by shared employees under the pandemic can alleviate the employment pressure and ensure the orderly supply of human resources through the B2B model [22].

In this study, we adopt the concept proposed by Chen CP and Marica [23, 24]. "Shared employee" refers to the non-profit-making and voluntary cooperative labor transfer in which employees of some small and medium-sized enterprises who are unable to resume work temporarily due to special reasons (such as the continued impact of the COVID-19 pandemic) go to third-party enterprises for short-term emergency, under the premise of maintaining their original labor relations. Shared employee model is an innovative employment model for domestic enterprises to actively help themselves in response to the pandemic and for employees results by utilizing the idle time of employees to connect the temporary gap of human resources in the market, optimize the freedom of temporary flow of human resources between enterprises, balance the short-term talent gap of

emergencies in the market, and improve the efficiency of human resources stock.

"Shared employee" refers to the temporary, short-time and limited sharing of human resources by the lending enterprise in the face of downtime to solve the burden of human capital in a special period. The "sharing fee" obtained by the lending unit from the borrowing unit is basically equal to or even lower than the salary fee paid to shared employees. Shared employee is a flexible emergency mean designed to solve the problem of both parties in case of major emergencies when they face human resources market imbalance between supply and demand with both human cost loss and "labor shortage" [25].

There are many models when discussing the types of shared employee model in China. From the perspective of enterprises, we adopt the most extensive models—B2B and B2C models for discussion. We focused on employee sharing measures implemented by enterprises in 23 regions with the most emergency management characteristics in the early stage of the pandemic in China. According to the strength of employees' initiative in the sharing process, "shared employee" can be divided into two models: B2B sharing model passively accepted by employees and B2C self-sharing model actively sought by employees. Figure 1 shows the employment relations in the B2B model of shared employee, with more emphasis on cooperation between borrowing and lending units, and employees passively accepting sharing activities. The lending unit and the borrowing unit sign an agreement on sharing employees. The lending unit sends its suspended employees to work in the borrowing unit. When the borrowing unit pays shared employee's salary, it will be transferred to the employee through the lending unit. In the sharing process, shared employee still maintains the labor relationship with the lender, the labor contract is still effective, but the working place is changed to the job provided by the borrowing unit.

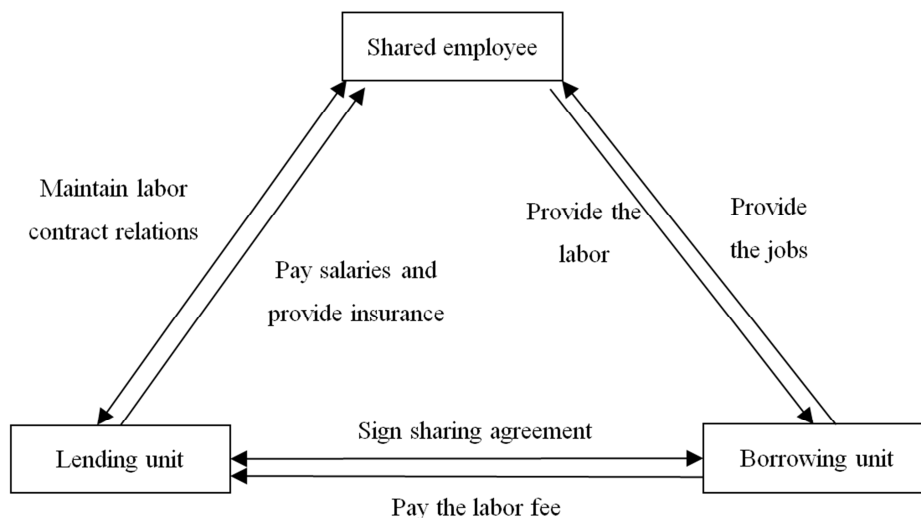


Figure 1. Shared employee B2B model tripartite relationship diagram.

Figure 2 shows the employment relationship in B2C model of shared employee. In this model, idle employees actively seek job opportunities to offset their extra leisure time, and actively seek work in third-party employers. Under the premise of non-interference and non-conflict between the borrowing unit and the lending unit, while maintaining the labor relationship of the lending unit, the employee initially

signs a temporary employment agreement with the borrowing unit. The borrowing unit provides the position and directly pays the salary to shared employees on the premise of confirming that their first occupation does not cause legal conflict or time obstruction with the company's main business.

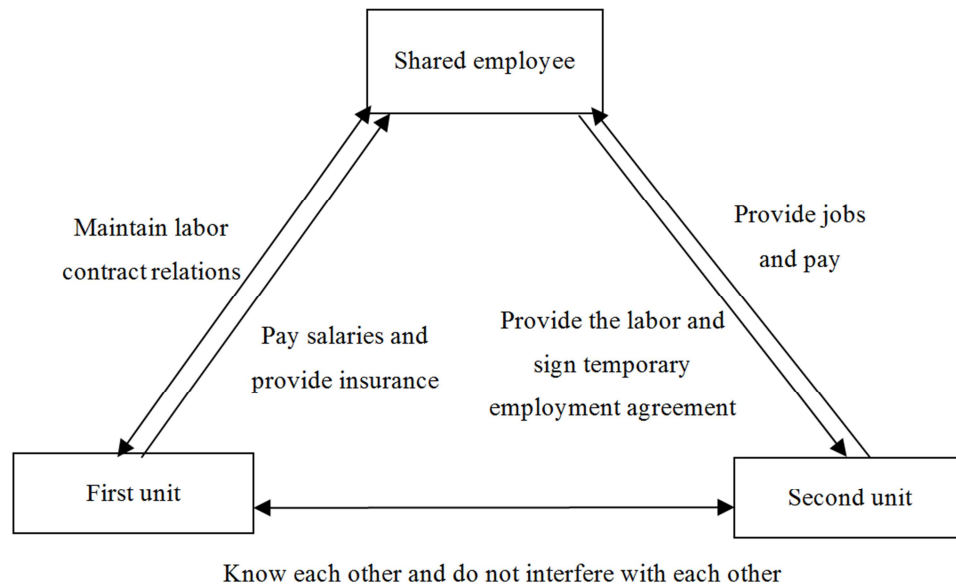


Figure 2. Shared employee B2C model tripartite relationship diagram.

B2C model has been rarely used, it is only applied when the e-commerce enterprise is the second unit and the employee is flexible [26]. Employees with more leisure time will sign temporary employment agreements with e-commerce enterprises in order to seek more salary and remuneration, while e-commerce enterprises will provide positions and remuneration for employees while ensuring that their first job does not conflict with them. Due to the restrictions on employees' labor contracts, B2B model of "shared employee" was more commonly adopted during the pandemic period. The lending unit shared employees with the borrowing unit, and the employees passively entered the borrowing unit to engage in positions similar to their own professional skills, such as chefs who stopped work in catering enterprises entered the supermarket for fresh sorting. Through the "shared employee" model, the borrowing unit, the lending unit and the unemployed employees have achieved win-win cooperation, which reduced the cost consumption caused by the idle human resources of the lending unit, reduced the growing cost of borrowing units caused by idle manpower, provided new jobs for unemployed employees and improved their economic income.

In addition, the factors influencing the implementation effect of shared employee model also need to be studied. At present, relative researchers in China generally believe that shared employee model is an effective way for enterprises to solve the supply and demand of human resources, reduce structural unemployment, and realize the accurate matching between the demand of employment enterprises and job

seekers. It needs to be standardized management by means of "contract entry", but there is a lack of research on the fundamental labor relations shaping logic and price changes of this model. The discussion on the influencing factors of working enthusiasm, working willingness, working rights and interests of sharing employees is also insufficient. The object of shared employee model is mostly low-wage employees, because low-wage employees have high emotional commitment [27]. In the process of employee sharing, employees will show good attitude and behavior results if they are guaranteed to be paid in full.

During the COVID-19 pandemic, the Chinese government suspended production of enterprises to prevent the clustered outbreak of the virus under the goal of pandemic prevention and control. In this context, the maintenance cost of enterprises with shutdown has risen sharply, the maintenance cost of enterprises with downtime rises sharply. As an important human resource, employees of enterprises cannot be dismissed, but also need to be paid a large amount of wages during downtime. At the same time, the order volume of the online platform enterprises of the sharing economy has risen sharply, so the employment has appeared tidal explosion. These enterprises are faced with the difficulty of recruiting short-term employees and obtaining a large number of human resources from the market. In short, Chinese enterprises are faced with the huge problem of both excess and shortage of human resources during the government's regulation of COVID-19, which poses a challenge to China's human resources management.

As an emergency means of human resources, shared employee model solves the above problems well. During the COVID-19 pandemic, changes in the external space environment of the market have given rise to shared employee model. From the perspective of enterprise human resource management, the labor relationship of shared employee has been formed. The positive effect of shared employee model on labor price has great ecological potential of human resource value in the development of sharing economy, and makes an important contribution to the management of Chinese enterprises.

3. Methods and Conclusion

In order to investigate current working conditions of shared employees, stratified random sampling was adopted in this paper to select samples from 23 provinces and cities in China, including Jiangsu, Shandong and Hunan, and conduct a questionnaire survey. A total of 650 questionnaires were sent out, and 604 valid questionnaires were collected, with a recovery rate of 92.9%. After removing missing values, the specific composition of 602 respondents is as follows: 514 males, 88 females; 414 agricultural registered people, 188 non-agricultural registered people; 266 unmarried, 282 married, 52 divorced and 2 widows or widowers; 302 shared

employees, 190 dispatched employees and 110 others.

The questionnaire collected information on pension insurance participation, age, household registration, gender, education, health, income and other indicators. Among them, for the index of whether to participate in endowment insurance, the value of non-participation is 0, and the value of participation is 1. Age is actual age of respondents. In the index of household registration, the value of agricultural household is 1, the value of non-agricultural household is 2. In the gender index, the value of male is 1 and the value of female is 2. Education index refers to the educational level of the respondents, with a value of 1 for primary school and below, 2 for junior middle school, 3 for high school/technical secondary school, 4 for undergraduate/junior college, and 5 for postgraduate and above. The higher the value, the higher the educational level. Health index is the self-rated health status of respondents, with a value of 1 for very healthy, 2 for relatively healthy, 3 for general, 4 for unhealthy and 5 for very unhealthy. The lower the score, the better the health status. Income index refers to respondents' average monthly earnings (after tax) in the most recent year. According to the research direction of this paper, the author selected respondents whose work nature included shared employees and labor dispatch employees for statistical analysis, and the analysis results are shown in Table 1 below.

Table 1. Index Table of Shared Employees and Labor Dispatch Employees.

Index	Define and values	Mean	Standard deviation	Minimum	Maximum
Whether to participate in endowment insurance	Whether to participate in the basic endowment insurance non-participation=0, participation=1	0.68	0.50	0	1
Age	The actual age of the respondents	33.58	7.32	18	53
Household registration	Agricultural household=1, non-agricultural household=2	1.39	0.46	1	2
Gender	Male=1, female=2	1.33	0.35	1	2
Education	The education level of the respondents primary school and below=1, junior middle school=2, high school / technical secondary school=3, undergraduate/junior college=4, postgraduate and above=5	2.88	0.85	1	5
Health	Self-rated health status of the respondents very healthy=1, relatively healthy=2, general=3, unhealthy=4, very unhealthy=5	2.21	0.81	1	5
Income	Respondents' average monthly earnings (after tax) at work in the last year	5730.35	13075.91	1000	80000

Table 1 shows that respondents whose job nature includes shared employees and labor dispatch employees are younger, and the number of males and the number of people with agricultural household registration are more among them. Respondents are more active in participating in the endowment insurance, generally have a low education level, and are optimistic about their health status. Their average

income is 5,730.35 yuan, which is far higher than the average income of current Chinese residents.

In order to further compare shared employees and labor dispatch employees, relevant indicators of the two types of interviewees are processed in this paper, and the results are shown in Table 2.

Table 2. Comparative Statistical Table of Indicators of Shared Employees and Labor Dispatch Employees.

Index	Shared employees	Labor dispatch employees
Whether to participate in endowment insurance	0.56	0.79
Age	29.73	37.42
Household registration	1.37	1.41
Gender	1.42	1.23
Education	2.94	2.82
Health	1.71	2.71
Income	7227.13	4233.56

Table 2 shows that shared employees have several advantages compared with dispatching employees: being younger, better educated and have higher income. These make shared employees more confident about their own physical condition in self-rated health status. But in terms of participation in pension insurance, shared employees' participation rate is much lower than that of labor dispatched employees, which may be related to the relatively flexible work nature of shared employees. Shared employees belong to the new flexible employment group. With change and adjustment of the age structure in China in recent years, the decrease of the working-age population and the aging of the population are prominent, and the cost of labor is rising year by year. Social security is an important tool to protect the sustainable development of labor force and social productivity, but the existing social security system often excludes the benefits of flexible employment. The new type of flexible employment has three characteristics: one is the fuzzy ownership of labor relations, two is prominent labor risk problems, three is the lack of social security support. Since the group of shared employee has not emerged for a long time, the average age of this group is young, the labor risk and social security problems are not acute, it is necessary to expand the coverage of social insurance as soon as possible in order to safeguard the social insurance rights and interests of employees in new business types.

4. Discussion

4.1. Discussion of Labor Relations to Capital Restore

Shared employee relationship is a capital restore behavior of enterprise human resource management in response to COVID-19 pandemic in China. According to the spatial restore theory proposed by David Harvey in the UK, in order to cope with excessive accumulation of capital and periodic capital crisis, capital can actively adapt to the space environment and restore itself [28]. Capital restore can temporarily bridge or transfer the current increasingly acute labor-capital conflict through the change of labor relations. The emergence and development of a new type of labor relationship called "shared employee" is the product of capital's efforts to resolve acute conflicts in employment under the influence of the COVID-19 pandemic [29]. Influenced by factors of external space environment such as economic environment, technological environment, legal system environment and cultural environment, capital actively adapts to the changes of space environment, so that inefficient and unstable labor relations in the old space can be restored to stability in the new market and labor opportunity space, so as to complete the restoration of capital [30].

Due to the impact of the COVID-19 pandemic worldwide, the phenomenon of "short-term supply" of employees in closed enterprises and "urgent demand" of employees in expanded recruitment enterprises exist simultaneously. China's foreign trade enterprises have experienced

production stagnation in a short period of time, their overseas competitiveness of their products is reduced, the profitability of enterprises is weakened, so they have to "cut back" and reduce production costs. The constant depletion of labor costs has become an urgent problem for enterprises to solve. The products and services of the Internet, distribution and other industries saw a sharp rise in demand during the pandemic as substitutes. Their market competitiveness was enhanced, and the operation of products and services needed to rely on a large number of human resources, resulting in a huge talent gap. Therefore, enterprises on both sides of the "supply" and "demand" of employees hit it off immediately, break the flow restrictions of human resources in regions, industries and boundaries, blur the boundary of employment, realize the change of the old and new space of labor relations, make idle human resources be allocated and utilized in the new space, and promote the transfer of labor opportunities. The "guest" mode of shared employee is thus established.

In the special economic environment, most of shared employees, enterprises and employees show a single individual labor relationship. Labor unions and other organizations do not play an effective role in the balance of power between two subjects of labor relations, collective labor relationship is lacking. In the comparison of the main force of labor relations between enterprises and employees, employees are in a weaker position and are mostly passive receivers, so the initial "shared employee" is more like B2B model rather than B2C model.

According to the production function of neoclassical economy:

$$Y = F(K, L, R, t)$$

when resource R remains unchanged, with the increase of capital K and labor L and the advancement of time t, that is, under the trend of continuous improvement of technology, output can be increased:

$$VY = vVK + WV L + VY'$$

In special periods such as the pandemic, the resources in market do not change. As time goes by, the output of enterprises who shut down like catering and foreign trade enterprises declined because there is no new technology and capital to adjust. Enterprises urgently need to adjust the labor cost and reduce the impact of the increase of redundant costs while maintaining the same technology and capital. Industries such as express delivery and logistics rely on Internet, distribution and other technologies to realize the transfer of capital and labor to technology-intensive industries, so the output increases. Within a certain period of time, enterprises applying new technologies are in urgent need of experienced and high-quality labor force to promote growth, while most of the idle employees have experienced pre-job training and rich working experience, so they can quickly put into production activities with low threshold in a short time. Therefore, the change of technological

environment consciously builds a platform for labor transfer and per capita efficiency improvement.

China's law clearly protect the rights and interests of employees, determine that the labor relationship between the lending unit and the shared employee remains unchanged, the borrowing unit and the shared employee have legal rights and obligations [31]. The legal provisions of labor dispatch cannot directly be used to solve labor disputes in shared employee model, otherwise the application of law will bring many risks in practice. In the process of employee sharing, it can, to a certain extent, learn from the experience of labor dispatch dispute resolution with the same triangular structure form. For example, the labor dispute of shared employee in the aspect of production safety can refer to the experience of labor dispatch in dividing the responsibility proportion of each party according to the time and place. Therefore, this partly effectively guarantees the stability of labor relations in the process of sharing.

The concept of "sharing" consumption gradually expand, shared bikes and shared economy have promoted and spread the concept of sharing on a larger scale. During the pandemic, China's policy clearly requires that enterprises with production and operation difficulties affected by the pandemic can consult with their employees, and can take various ways to stabilize their jobs [12]. The concept of sharing carries on the person-post coupling for both sides of supply and demand and provides a bridge of action concept for the cross-enterprise flow of employees. This concept breaks the traditional human resource management model, softens the organizational post structure, provides conceptual support for the flexible transfer of labor relations and the cross-border development of shared employee, thus truly realizes the transformation from "talents belong to me" to "talents used by me".

4.2. Discussion of Changes in Labor Prices

We move up to a macro perspective and discuss the price of labor in shared employee model. Marx's wage theory [32] holds that the essence of wage in the production process is the transformation of labor value or price. In the process of employee sharing, there is a strong network externality, which will have a skew effect on the pricing behavior of enterprise's labor price, as shown by the wage, which indicates the value of labor, has positive changes in both labor price and industry price. The labor value of laborers consists of three parts: the value of living materials necessary for the survival of laborers, the value of living materials necessary for the survival of laborers' families, and the development cost of laborers' education and training [32]. Under shared employee model, these three parts will change with time and space, and the labor price of laborers may be restored or even increased, so the distortion of labor prices in industries affected by emergencies has been alleviated and suppressed.

Under the impact of the pandemic and other emergencies, the production of traditional offline labor enterprises is blocked, and the orders decline in a short term. The enterprises have to temporarily shut down to reduce

operating costs and give their employees time off. Some enterprises pay 80% of the working wage or basic wage according to the law, while some labor-intensive enterprises illegally do not pay wages. In addition, in the case of industry-wide shutdown and suspension of production, employees will be in a disadvantageous position when they try to seek jobs in other industries during the shutdown, which hinders their career development. The reduction of working hours and the increase of leisure time will increase the cost of living for employees in their leisure time. The decrease of income and the increase of expenses will inevitably affect the means of living necessary for their own survival. In order to maintain the means of living necessary for their own survival, employees are forced to reduce their negotiating advantages in the labor market.

Through the media platform of shared employee model, employees can eliminate the legal contradiction between their own labor relationship and employment relationship, unemployed employees at home can devote themselves to new jobs. Employees with different professional knowledge and skills can promote the recovery and improvement of labor prices in the process of producing labor in similar industries.

The unemployment rate increases and the employment probability decreases during the special downtime of the pandemic and other emergencies, leading to the decrease of the expected wages of the employees, the fierce competition in the labor market, the decline of labor prices in the industry and the general decline of wages [33]. When the market wage is relatively low and the labor price is lower than expected labor value, employees will drop out of the labor market, stay at home and spend more time in household production than in the labor market.

Under shared employee model, the employment probability and wage level of employees are restored and improved. As wages rise, the relative price of time rises. Higher wages will reduce the amount of time used in family production, increase working hours, and improve the output of labor value. More market capital will be added to the value of family means of living through the realization of labor value. In addition, shared employee model reduces the burden of individual contributions to social insurance and the marginal cost of labor, more surplus value benefits labor price, avoiding the burden on the value of family survival materials when employees quit the labor market.

On one hand, shared employee model opens up a new channel for the development of human capital investment. In the sharing process, employees enter the new working environment similar to their original position. However, in the new working environment, the borrowing unit still needs to conduct necessary pre-job training for the employees in terms of production technology requirements, safe production conditions, job responsibilities and other aspects. On the other hand, employees are exposed to different occupations through shared channels, which encourages them to aspire to improve their own abilities and qualities, consciously increase their investment in human capital, and

further improve the value of their labor force.

In addition, the accelerated flow of employees in the sharing process effectively alleviates the negative impact of labor price distortion within the industry [34]. Shared employee can promote the deviation of labor price to match human capital input, greatly alleviate the development of human capital level and labor price asymmetry, and restrain the labor price distortion between industries. Shared employee model can promote the circulation of production factors such as human capital among industries, alleviate the excessive marginal cost of labor caused by excessive human resources and less production in the industry, reduce the cost of labor flow, promote the endogenous accumulation of human resources and capital investment in the industry, restrain the distortion of labor price.

5. Results

The main purpose of this paper is to study the development of the human resource sharing model, namely shared employee model, in the special market of China. Although the existing literature indicates that human resource management in sharing economy can adapt to market changes cooperatively, current research shows that the group of shared employee has not emerged for a long time, the average age of the group is young, and the labor risks and social security problems are not acute. Therefore, it is necessary to expand the coverage of social insurance as soon as possible and safeguard the social insurance rights of employees in new business types. In addition, the results show that shared employee model can effectively restore and promote the value of labor, successfully restrain the distortion of labor price, form a value ecology of human resource management that adapts to market changes.

As a new model of labor relations emerged during the pandemic, employees' cross-industry "temporary guest" and employment sharing method with efficiency and flexibility can break the boundaries of labor relations and employment units, promote the development of borderless labor flow. It solves the problem of uneven distribution of short-term labor force in different industries under the background of special events such as cycle, policy, environment and epidemic, and provide an effective way to solve the time-space contradiction of human resources for Chinese enterprises with unstable orders affected by external factors such as international relations and pandemic. It also provides an endogenous driving force for digital employment forms such as "working at home" and crowdsourcing services during the normalization of epidemic situation, and provides a value update for the new development of enterprise employment model in the era of digital economy.

Whether it is an emergency or a normal production, it is urgent to solve the incongruity and inadaptability of the employment relationship between the unitization of labor relations and the "de-laborization" of fuzzy labor relations [35]. It is necessary to pay attention to the problems existing in shared employee model, for example, the responsibility

division between the borrowing unit and the lending unit for employee is not clear, the lending unit in sharing process facing the risk of business confidentiality and employee turnover, the absence of employees' right to rest and vacation, shared employee's performance evaluation, etc. All of these problems require the government, businesses, organizations and employees to take effective measures.

6. Limitations and Future Directions

There are also some limitations in this study, which points out the direction for future research. First of all, research on the formation of labor relations among shared employees has certain limitations. The quantitative research of descriptive analysis makes it difficult to explore the influence of factors such as salary, participation in social insurance and age of employees on shared employee model. Secondly, this article only explores the Chinese experience of shared employees, lacking a horizontal comparison from an international perspective, and does not explore labor market regulation and stability measures and price changes in developed and other developing countries when facing significant risks internationally. Furthermore, we do not discuss the industry conditions that affect the development of shared employee model and the mental health status of workers in the shared employee model. Finally, this paper only investigated B2B and B2C models of shared employee model, which does not focus on C2C. Therefore, we call on scholars to pay attention to emergency measures and labor price changes in the labor market in the event of sudden major risks. We will conduct corresponding international research on the industry environment, capital spatiotemporal restoration, labor price changes, and employee psychological behavior changes of the shared employee model, and conduct social protection research for the healthy development of new employment models in the labor market.

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