

# Research on Innovative Models of Enterprise Human Resource Management from the Perspective of the Sharing Economy

Hongyuan Zhu

*School of International Cruise and Yacht, Guangzhou Maritime University, Guangzhou, Guangdong, China*

*584449655@qq.com*

**Abstract:** *The rise of the sharing economy presents both opportunities and challenges for enterprise human resource management, where contradictions coexist with benefits. This paper adopts a practical theoretical approach and problem-oriented research method to analyze various aspects of enterprise human resource management from the perspective of the sharing economy. It summarizes the changes and impacts brought by the sharing economy to enterprises, investigates existing challenges and issues, and proposes innovative management models and strategies.*

**Keywords:** *human resource management; sharing economy perspective; impact; challenges; innovation strategies*

## 1. Introduction

In recent years, with the vigorous development of the Internet and information technology, the sharing economy has been rapidly growing globally. While continuously spawning new industries, it has also integrated with more and more traditional industries. Companies like OFO, Mobike, Gaotu, and Delivery Hero have become some of the fastest-growing enterprises in various countries. The emergence of the sharing economy has disrupted traditional industries, changed consumer habits, and also created a large number of workers in the sharing economy sector, thereby impacting traditional human resource management practices.

In 2015, the five development philosophies of innovation, coordination, openness, greenness, and sharing were first proposed. Since then, China's sharing economy has entered a fast lane of development. The sudden outbreak of the COVID-19 pandemic in 2020 became another catalyst for the development of the sharing economy. At the end of 2022, the "Outline of the Strategic Plan for Expanding Domestic Demand (2022-2035)" was issued, emphasizing the creation of new driving forces for shared production and encouraging enterprises to open up platform resources and fully tap into the potential of idle stock resources. By the end of 2023, the transaction scale of China's sharing economy market was approximately 3.3773 trillion yuan, ranking first globally. The sharing economy has profoundly and widely influenced traditional enterprise management methods, placing new and higher demands on human resource management in the new era. Under the backdrop of the sharing economy, although traditional employment relationships remain mainstream, loose partnerships established through third-party human resources platforms are becoming increasingly popular. New forms of human resources will inevitably give rise to new human resource management models, posing new challenges to traditional enterprise human resource management. Therefore, researching enterprise human resources work under the backdrop of the sharing economy has become a key focus in the current industry.[1]

## 2. The Sharing Economy and Human Resource Management under the Sharing Economy Perspective

The sharing economy originated in the last century and can be traced back to the collaborative consumption concept proposed by American social scientists Filson and Spinster. Since entering the new century, with the development of the Internet, information technology, and the transformation of consumer ideologies, the Internet-based sharing economy has rapidly developed, further enhancing the

efficiency of social resource allocation and fostering the development of new industries. The sharing economy emphasizes maximizing the use of idle social resources, aiming ideally to achieve zero marginal cost and minimize waste. The essence and characteristics of the sharing economy can be summarized as "one concept, two main threads, three parties, four major technologies, and five types of demands." The concept revolves around activating idle resources to achieve economic benefits. The two main threads involve owners gaining returns through sharing usage rights and demanders gaining returns through cost payment, achieving precise matching between both parties. The three parties include owners, demanders, and third-party platforms.[2] The four major technologies encompass the Internet, big data, the Internet of Things, and cloud computing. The five types of demands cover individual needs, differential needs, professional needs, exclusive needs, and customized needs.

Against the backdrop of the sharing economy, traditional human resources planning, recruitment, training management, compensation and benefits, performance evaluation, and personnel relations have all been significantly influenced, giving rise to new forms of human resource management. Particularly, the widespread emergence of part-time and shared employees has optimized human resource allocation, improved labor efficiency, and reduced labor costs for enterprises. However, this new employment model also poses new challenges for enterprise human resource management, especially concerning issues such as employment contracts, personnel relations, trade secrets, employee turnover, work-related injury determinations, and labor protection, which are particularly worthy of enterprise attention.

### **3. Analysis of the Impact of the Sharing Economy on Enterprise Human Resource Management**

#### ***3.1. New Changes Brought by the Sharing Economy to Enterprise Human Resource Management***

##### ***3.1.1. Shift towards Non-full-time Positions***

In traditional economic models, full-time employment is a fundamental characteristic of human resource management. Under the backdrop of the sharing economy, there have been new changes in employee status, especially in sharing economy enterprises. Apart from a small number of formal employees on platforms, most employees participate in platform-provided services on a shared or part-time basis, indicating a clear trend towards non-full-time positions. This employment method is more flexible but also introduces certain instability factors.

##### ***3.1.2. Weakening of Job Functions***

From the perspective of the sharing economy, compared to traditional economic models, enterprise human resource management has been somewhat weakened. This includes aspects such as recruitment, training, personnel management, performance evaluation, and corporate culture. Enterprises tend to have broad recruitment conditions and are less likely to invest more funds and efforts in personnel training.[3] Management is also relatively loose, with employees only needing to provide certain skill certifications and being able to start work simply by using a smartphone or computer. Employees sign electronic contracts with platforms. This shift from the traditional "recruit, employ, and retain" model has weakened many functions.

##### ***3.1.3. Changes in Work Orientation***

In human resource management from the perspective of the sharing economy, there has been a certain change in work philosophy and focus. The focus of human resources has shifted from employee recruitment, use, and management to emphasizing the mobilization of employee enthusiasm, enhancing employee capabilities, and stimulating more value from employees. Especially with the continual emergence of Generation Z shared employees, who possess distinct individual characteristics, enterprises need to adjust their human resource management methods promptly. This adjustment involves creating more open and inclusive management styles, fully respecting their individual traits, guiding them correctly, and leveraging their advantages such as flexible thinking, strong creativity, and vitality to facilitate high-quality development for the enterprise.

#### ***3.2. Positive Impacts of the Sharing Economy on Enterprise Human Resource Management***

##### ***3.2.1. Optimization of Human Resource Allocation***

From the perspective of the sharing economy, the greatest benefit for enterprise human resource management is the further optimization of human resource allocation. Through numerous third-party

platforms, enterprises can conveniently and quickly publish job postings, helping to promptly alleviate labor shortages and stabilize their workforce. The emergence of shared employees also helps in optimizing the structure of enterprise employees, better meeting short-term labor demands while effectively controlling costs.[4]

### ***3.2.2. Reduction of Human Resource Costs***

The presence of shared employees provides enterprises with more flexible and diverse employment channels. The relationship between enterprises and employees is not as tightly bound as in traditional employment relationships. On one hand, enterprises do not require extensive training for employees, and work processes are simplified with fewer constraints, which helps in controlling human resource costs. On the other hand, by employing shared employees, enterprises can reduce the number of permanent staff, thereby lowering costs associated with idle labor and mitigating many employment risks.

### ***3.2.3. Enhancement of Enterprise Development Vitality***

In the era of the sharing economy, there have been significant changes in the concepts and approaches of enterprise human resource management, fostering more open, free, and relaxed work and management styles. This environment helps in motivating employee enthusiasm, unleashing their potential capabilities and diverse values. The supplementation of shared employees also brings fresh elements to enterprises, injecting more vitality into their development.

## ***3.3. Challenges and Issues Faced by Enterprise Human Resource Management under the Perspective of the Sharing Economy***

### ***3.3.1. Complex and Difficult-to-Define Labor Relations***

Under the sharing economy model, the relationship between enterprises and employees becomes more complex. Especially for relatively loose shared and part-time employees, work hours and tasks are flexible. Their status lies between employment and cooperative relationships, often leaning more towards a cooperative relationship rather than a labor relationship. Many enterprises are reluctant to define their relationship with shared workers as employment, thereby evading responsibilities they should shoulder.

### ***3.3.2. Varied Employee Quality Levels***

From the perspective of the sharing economy, platform enterprises do not strictly vet employees or collaborators. Owners of idle resources or service providers only need to provide relevant documents to complete registration. Generally, they do not require additional training or offline inspections to start providing services and earning profits. This situation results in varying overall quality among shared employees. Although many platforms have intensified their review processes, the sheer number of collaborators and the incomplete social credit system increase the difficulty of enterprise audits.

### ***3.3.3. Difficulties in Supervision, Management, and Assessment of Employees***

Under the perspective of the sharing economy, particularly for platform-based enterprises, managers rarely meet employees face-to-face. Supervision and management heavily rely on third-party platforms and predominantly occur online. This lack of effective on-site supervision reduces reliability and stability. The emergence of a massive number of shared employees under the sharing economy also presents numerous challenges for enterprise supervision and management. Additionally, for platform-based enterprises and shared employees, besides simple performance metrics, there is a lack of more scientifically effective KPI assessment methods, leading to subjective and incomplete employee evaluations.[5]

### ***3.3.4. High Employee Mobility***

In the sharing economy model, due to the loose relationships between enterprises and employees, enterprises have less binding power over employees. Employee loyalty to enterprises is also relatively low. Once higher income or more stable positions become available, employees tend to switch jobs. Consequently, employee turnover is a prominent issue for platform-based enterprises and other enterprises that extensively use shared employees.

### ***3.3.5. Poor Sense of Belonging for Employees***

From the perspective of the sharing economy, the relationship between employees and enterprises is

not tightly bound; it is a loose semi-contractual relationship primarily based on economic interests. Poor corporate culture and atmosphere lead to a lack of psychological identification among employees towards the enterprise, resulting in a low sense of belonging. There is generally insufficient attention paid to the long-term planning and development of the enterprise.

### ***3.3.6. Difficulty in Safeguarding Employees' Legal Rights and Interests***

In the sharing economy model, shared employees often find themselves in a more vulnerable position compared to regular employees. They receive inferior wages, insurance coverage, and welfare benefits. The employment mode of shared employees differs significantly from traditional employment in terms of wage payment, social security, and employment responsibilities. Often, both parties need to sign additional agreements to stipulate these aspects, but in practice, such agreements may contain unfair terms or may not exist at all, making it challenging to effectively safeguard the legal rights and interests of workers.

## **4. Exploration of Innovative Models in Enterprise Human Resource Management from the Perspective of the Sharing Economy**

### ***4.1. Innovating Platform Carriers to Better Activate Enterprise Human Resources Value***

For enterprises or industries with substantial human resource demands, leveraging the Internet and big data to establish an enterprise-shared labor information platform is crucial. This platform facilitates the timely upload and release of personnel needs or surplus information by various subsidiaries, thereby constructing an internal market for shared labor information within the enterprise or industry. For instance, during the COVID-19 pandemic in 2020, the manufacturing sector faced labor shortages while hotel employees were largely idle. To systematically promote enterprise resumption and production, the Pongjiang District Human Resources Bureau coordinated an agreement between Guangdong Yihao Hotel and Guangdong Hisense Electronics, enabling 46 employees to transfer and work at Hisense Electronics. This approach not only ensured the production needs of the employing enterprise and reduced the labor costs of the exporting enterprise but also guaranteed the basic income of employees, achieving a win-win situation for all parties involved.[6]

### ***4.2. Strengthening Pre-screening and Moderately Tightening Employee Admission Gateways***

Under the sharing economy model, where producers and consumers are deeply involved, attracting more participants often entails relatively low entry barriers. However, providers of resources or services generally accept orders through online platforms and deliver corresponding services. Because services are provided under the platform's name, there are certain requirements for the quality and skills of employees or service providers to ensure standardized service quality and levels. Nevertheless, many platform enterprises fail to fulfill their obligations correctly, neglecting pre-screening, which ultimately leads to some malignant incidents. Therefore, government departments should intervene through legal or administrative means to urge platform entities to enhance employee screening efforts and moderately raise entry barriers, especially in reviewing the authenticity and completeness of provider information. Simultaneously, integrating various credit systems should restrict specific jobs for those with bad faith backgrounds.

### ***4.3. Strengthening Education and Training, Enhancing Performance Appraisal and Comprehensive Evaluation***

Under the perspective of the sharing economy, the abilities and levels of employees in knowledge, skills, service levels, professional ethics, emergency response, risk avoidance, and customer satisfaction are positively correlated. This impact is crucial for the profitability of platform enterprises. Enterprises should adapt primarily to online training and, as an adjunct, offline approaches to reinforce business training for practitioners. Organizing related assessments for acceptance of orders is essential. Strengthening corporate culture construction is important in integrating shared employees into the corporate family. Feeling the warmth of the enterprise, enhancing professional recognition, and achieving corporate recognition can stabilize the employee team and enrich job content. Enhancing shared employee performance appraisal and comprehensive evaluation depends on Internet, big data, blockchain, and other technologies, creating a more objective and scientific KPI index evaluation system to ensure data authenticity, reliability, and link assessment results directly with employee

income. User evaluations should not rely solely on praise or criticism. Rather, through intelligent systems, filtering of ineffective evaluation, brushing, malicious evaluation, etc., ensures objectivity and fairness.

#### **4.4. Strengthening Comprehensive Protection and Establishing Harmonious and Stable Labor Relations**

In the mode of shared employment, shared employees are also integral parts of the enterprise. Protecting their legitimate rights and interests is not only a crucial measure to effectively mitigate enterprise risks but also a fundamental obligation of platform enterprise human resource management. Enterprises should treat shared employees equally, adhere to equal pay for equal work, provide equivalent welfare benefits, and ensure labor protection to make employees feel the warmth of the enterprise and enhance their work enthusiasm. For non-typical workers like shared employees, enterprises should uniformly contribute to pensions and medical insurance, with flexible payment proportions to balance costs and benefits. Combining flexible work methods for shared employees, enterprises should enhance and perfect their management systems to be more humane and practical, promoting flexible management of shared employees. For instance, Guangzhou Automobile Group New Energy (NIO) implements an internal employee sharing program where labor relations do not transfer when employees are shared between different subsidiaries. Instead, a contracting and subcontracting relationship is adopted, with the originating unit bearing insurance costs and the receiving unit covering wages, ensuring that employees' income does not decrease. Additionally, subsidies and rewards are provided to guarantee various labor security benefits for employees.

## **5. Conclusion**

Looking to the future, the sharing economy still has great potential. Only by actively adapting to the new normal and embracing the new normal can companies develop healthily. This study thoroughly combs the new normal and new changes in corporate human resources management from the perspective of the sharing economy, affirms the positive impact of the sharing economy on corporate human resources management, and analyzes existing risks and hidden dangers, including difficulty in defining labor relations and supervision. Difficulty in management, poor employee mobility, and weak sense of belonging, etc., and puts forward pragmatic suggestions from aspects such as innovating platform carriers, strengthening pre-review, strengthening education and training, and comprehensive guarantees.

## **References**

- [1] Chen Jun. *Opportunities and Challenges in the Development of Enterprise Human Resource Management under the Background of the Sharing Economy*. *Huanbohai Economic Outlook*, 2023, (04): 22-24. DOI: 10.16457/j.cnki.hbhjllw.2023.04.010.
- [2] Liu Zhongming. *Research on Innovative Paths of Enterprise Human Resource Management in the Era of the Sharing Economy*. *Modern Market*, 2024, (04): 77-79. DOI: 10.14013/j.cnki.scxdh.2024.04.013.
- [3] Feng Shuyan, Xiang Xue. *Research on the Construction of Enterprise Human Resource Management Models in the New Format Sharing Economy*. *National Circulation Economy*, 2023, (21): 116-119. DOI: 10.16834/j.cnki.issn1009-5292.2023.21.043.
- [4] Huang Yuehua, Wu Tao. *Exploring the Potential of Enterprise Flexible Human Resources Based on the New Model of "Shared Employees"*. *Agriculture and Power Management*, 2023, (10): 51-52.
- [5] Xiang Zuochun, Zhu Lanfang, Li Zuofang. *The Past, Present, and Future Normalization Path of "Shared Employees"—Starting from "Wang Xifeng Managing Ningguo Mansion"*. *Management and Administration*, 2023, (08): 147-154. DOI: 10.16517/j.cnki.cn12-1034/f.2023.08.007.
- [6] Li Haijian, Li Lingxiao. *Research on the Labor Employment Mode of "Shared Employees" in China's Industrial Economy*. *China Industrial Economy*, 2022, (11): 116-134. DOI: 10.19581/j.cnki.ciejournal.2022.11.006.