

# **Research on Employee Psychological Contract Management under the Sharing Economy Model**

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**ABSTRACT:** *In recent years, the sharing economy has set off an upsurge in the world. New phenomena have appeared in the human resource management of companies, and the traditional psychological contract management mode is facing challenges. In this paper, service-oriented employees from the fast-growing and large-scale car-hailing platforms are selected as the research objects. By using the method of questionnaire survey, SPSS22.0 is used to analyze the data of the effective questionnaire to study the performance status and influencing factors of service-oriented employees' psychological contract. Finally, from the four dimensions of recruitment, training, communication and incentive, this paper discusses how to effectively manage the psychological contract of employees under the sharing economy model, so as to improve the efficiency of human resource management, and then enhance the overall efficiency of the organization.*

**KEY WORD:** *Sharing Economy, Employee Psychological Contract, Service-oriented Employees*

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## **I. INTRODUCTION**

In recent years, represented by Uber, Abby to meet sharing economy platform began to appear and gradually form the trend, profoundly affects all areas of society, various industries need disruptive innovation. Great changes have taken place in the organization's business structure and model, employees concept breaks through the original boundaries, there is a new form of employee: service-oriented employees(Zhang Chi and Wang Dan, 2014).The work form and values of service-oriented employees are significantly different from those of traditional employees, and the psychological contract between the organization is weakened, which is prone to breach of the psychological contract and lead to bad behavior of employees. Therefore, the traditional management model is facing challenges. How to effectively manage the psychological contract of service-oriented employees, connect service-oriented employees with the organization from a deep level, and improve their job satisfaction and organizational loyalty is an urgent problem to be solved by sharing economy companies.

This paper investigates the implementation of the status quo of psychological contract performance of service-oriented employees, reconstructs a new round of psychological contract relationship according to the different performance behaviors of companies and employees, and explores what strategies can be adopted to improve psychological contract violation according to the results of performance. The research results provide new ideas for employee relationship management, especially the specific management practice of personnel recruitment, training, communication and incentive.

## **II. RESEARCH DESIGN**

### **2.1 Research Methods**

Scholars at home and abroad generally believe that in recent years, because of the influence of the global competition, the re-combination of companies structure, the reduction of personnel and other global trends, the satisfaction and loyalty of company employees are reduced, the work pressure is increased, and a large number of hostile behaviors appear. How to coordinate the relationship between employees and employers and adjust the management mode of employees' psychological contract has become the focus of current companies.

Although the existing literature at home and abroad has carried out in-depth research on the relationship between human resource management mode, psychological contract and traditional human resource management mode under the background of sharing economy, there are few theoretical studies on employee psychological contract under the background of sharing economy. Therefore, this paper deepens and expands the traditional psychological contract theory, explores the management mode of service-oriented employees' psychological contract under the sharing economy mode, and provides reference for human resource management of sharing economy companies.

In this paper, SPSS22.0 is used for data entry and analysis of valid questionnaires to provide data support for subsequent studies. Firstly, the basic situation of the research object was statistically analyzed. Secondly, the reliability and validity of “organizational responsibility” and “employee responsibility” were tested respectively, and the factors of each scale were classified by factor analysis. Then descriptive statistical analysis was conducted on each scale and dimension to explore the performance of psychological contract of employees. Finally, analysis of regression was used to study the influence of “organizational responsibility” on “employee responsibility”.

**2.2 Questionnaire Design**

In order to understand the psychological contract structure and the implementation of the status quo of service-oriented employees in sharing economy companies, this study selects the most representative car-hailing platform service-oriented employees in sharing economy companies as the research object, carries out an empirical survey, and adopts questionnaire survey as the main method and interview method as the auxiliary survey method for one month. The questionnaire is based on the questionnaire on psychological contract of employees in China compiled by Chen Jiazhou (2001) and adapted according to the actual situation of car-hailing drivers.

The questionnaire is divided into three parts. The first part investigates the basic information of the driver, including 6 questions. The second part investigates “organizational responsibility”, with 15 questions. The third part investigates “employee responsibility”. There are altogether 11 questions. There are 32 questions in total.

This questionnaire uses Likert 5 subscale, the scale uses 1-5 to indicate “completely inconsistent”, “relatively inconsistent”, “general”, “relatively consistent”, “completely consistent”.

**III. RESEARCH**

**3.1 Data Collection and Sample Analysis**

This study takes drivers from various car-hailing platform companies in Ningbo, Hefei and Shihezi as the main research objects. The research objects come from eight companies, including Didi Taxi, UCAR Inc, Shouqi Taxi, Yidao Taxi, Caocao Taxi, AA Taxi, Dazhongchuxing, and Sunshine Taxi. Due to the flexible working time and location, it is difficult to distribute and questionnaires on site, so the form of network questionnaire is used for investigation.

The questionnaire was issued from November 21, 2019 to December 20, 2019, lasting for one month. A total of 210 questionnaires were collected, of which 210 were valid, and the effective recovery rate was 100%.

The basic situation of sample description statistics is shown in Table 1. Among the 210 valid samples, male drivers accounted for the majority, accounting for 84.8%. The age of drivers was mainly 36-45 years old, accounting for 41.9%. In terms of job types, there were more full-time drivers, accounting for 51.9%. In terms of driving age, drivers with more than 8 years accounted for 53.8%. In terms of working hours, 29.0% of drivers have been engaged in this occupation for 1-2 years, only 13.3% of drivers have been engaged in this occupation for more than 3 years. It shows that the total time engaged in this occupation is not long. From the sample situation, the sample has a high representativeness.

**Table 1 Sample Situation Description Statistics**

Category	Number	Proportion
<b>Gender</b>	male	178 84.8%
	female	32 15.2%
<b>Age</b>	under the age of 25	6 2.9%
	25 to 35 years old	61 29.0%
	36 to 45 years old	88 41.9%
	46 to 55 years old	51 24.3%
	over the age of 55	4 1.9%
<b>Job Category</b>	full-time	109 51.9%
	part-time	101 48.1%
<b>Driving Years</b>	less than 5 years	34 16.2%
	5 years to 8 years	63 30.0%
<b>Working Years</b>	more than 8 years	113 53.8%
	less than 6 months	33 15.7%
	6 months to 1 year	41 19.5%
	1 year to 2 years	61 29.0%

2 years to 3 years	47	22.4%
more than 3 years	28	13.3%

According to Table 2, this is a multiple choice question, 390 times of various platforms were selected, with a total of 185.7% of cases, indicating that 210 subjects chose 1.857 platforms on average. The response percentage is the proportion of each platform selection to the total number of choices, and the case percentage is the proportion of each platform selection number to the total number of people. Among them, drivers who choose Didi Taxi account for 45.6% of the total number of choices, followed by Shouqi Taxi and UCAR Inc, accounting for 18.2% and 11.8% of the total choices respectively. Drivers working in other platform(e.g.Sunshine Taxi) only account for 1.3% of the total choices. The analysis shows that the above situation is similar to the current market pattern of car-hailing platforms, indicating that the samples can objectively reflect the real situation of car-hailing platform drivers.

**Table 2 Results Analysis of Car-hailing Platform**

	Response		Case Percentage	
	Number	Percentage		
Car-hailing Platform	Didi Taxi	178	45.6%	84.8%
	UCAR Inc	46	11.8%	21.9%
	Shouqi Taxi	71	18.2%	33.8%
	Yidao Taxi	32	8.2%	15.2%
	Caocao Taxi	16	4.1%	7.6%
	AA Taxi	23	5.9%	11.0%
	Dazhongchuxing	19	4.9%	9.0%
	Other(Sunshine Taxi)	5	1.3%	2.4%
<b>Total</b>	<b>390</b>	<b>100.0%</b>	<b>185.7%</b>	

**3.2 Reliability and Validity Test**

In order to test the validity and reliability of the questionnaire, reliability test is needed. The Cronbach  $\alpha$  coefficient of each item in the scale is above 0.9, which indicates that the overall reliability of the questionnaire is high.

The KMO value of “organizational responsibility” and “employee responsibility” are 0.947 and 0.867 respectively, indicating that they are suitable for factor analysis. The statistical significance (Sig.) of Bartlett test was all 0.000, less than 0.05, indicating that there was a strong correlation between variables. According to the above analysis, the data validity is good and suitable for further analysis.

**3.3 Analysis of “Organizational Responsibility”**

After the reliability and validity test, the principal component that can best explain the dependent variable is calculated by “principal component analysis”, and the principal component is extracted by removing the items whose common degree is less than 0.5. After the test, the common degree of all items is greater than 0.5, so the untitled items are deleted. As shown in Table 3, the factor whose characteristic root is greater than 1 is extracted, and the factor rotation is carried out by the maximum variance method. A total of two factors are extracted, and the cumulative interpretation amount of the original variable after the rotation axis reaches 78.81%, which can significantly describe the original variable.

**Table 3 Total Variance Explained of “Organizational Responsibility”**

Component	Initial Eigenvalue			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative%
1	10.790	71.930	71.930	10.790	71.930	71.930	5.944	39.626	39.626
2	1.101	6.880	78.810	1.101	6.880	78.810	5.212	39.184	78.810

Then, SPSS22.0 is used to rotate the extracted common factors with “Varimax” method, and the structural factors as shown in Table 4 are obtained. The “organizational responsibility” part has two dimensions. The first dimension is composed of eight aspects: “challenging and balanced work”, “the company provide me with learning and training opportunities” and so on. It is the responsibility of companies to improve the ability of service-oriented employees and work stably in the company for a long time, which is called “development responsibility”.

The second dimension consists of seven aspects: “the company can pay salary and bonus according to my work performance”, “the company can fulfill all kinds of promises to me” and so on., which is the basic responsibility

that the company should fulfill to maintain the normal work and life of service-oriented employees, which is called “basic responsibility”.

**Table 4 Rotated Component Matrix of “Organizational Responsibility”**

	Component	
	1	2
14 Challenging and balanced work	.867	
12 The company provide me with learning and training opportunities	.836	
5 The company respects my opinions and suggestions	.820	
9 I can get good guidance and support in my work	.738	
13 In my work, my skills and expertise have been brought into full play	.720	
8 Harmonious co-worker relationship (with superiors and colleagues)	.715	
4 The company provides me with satisfactory welfare (insurance, allowance, vacation)	.666	
10 For my contribution and achievements, the company can give timely determination and encouragement	.653	
11 The company can pay salary and bonus according to my work performance		.823
6 The company can fulfill all kinds of promises to me		.815
2 The company provides me with satisfactory working conditions and working environment		.780
15 The company gives me a certain degree of work autonomy		.754
1 The company provides me with stable job security		.746
7 The company undertakes the main responsibility of operation, service and safety production, and does not pass on the operation risk to me or in disguised form by renting and selling or collecting high risk mortgage, and undertakes the responsibility of supervision and rectification		.711
3 The compensation system of the company is reasonable		.694

### 3.4 Analysis of “Employee Responsibility”

The principal component that can best explain the dependent variable is calculated by “principal component analysis”, and the principal component is extracted by removing the items whose common degree is less than 0.5. After the test, the common degree of all items is greater than 0.5, so the untitled items are deleted. As shown in Table 5, the factor whose characteristic root is greater than 1 is extracted, and the factor rotation is carried out by the maximum variance method. A total of two factors are extracted, and the cumulative interpretation amount of the original variable after the rotation axis reaches 73.71%, which can significantly describe the original variable.

**Table 5 Total Variance Explained of “Employee Responsibility”**

Component	Initial Eigenvalue			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative%
1	5.821	52.919	52.919	5.821	52.919	52.919	4.203	38.208	38.208
2	2.287	20.793	73.711	2.287	20.793	73.711	3.905	35.504	73.711

Then, SPSS22.0 is used to rotate the extracted common factors with “Varimax” method, and the structural factors as shown in Table 6 are obtained. The “employee responsibility” part has two dimensions.

The first dimension consists of six aspects, such as “I am willing to sacrifice some personal interests for the benefit of the company”, “I have a sense of belonging to the company and care about its future and development” and so on, which is the responsibility and obligation of service-oriented employees to realize the long-term development of the company, which is called “development responsibility”.

The second dimension consists of five aspects, such as “comply with road traffic safety regulations, drive with civility and serve politely”, “consciously abide by the rules and regulations of the company” and so on. It is the basic responsibility of service-oriented employees to realize the normal operation of the company, which is called “basic responsibility”.

**Table 6 Rotated Component Matrix of “Employee Responsibility”**

	Component	
	1	2
9 I am willing to sacrifice some personal interests for the benefit of the company	.903	
8 I have a sense of belonging to the company and care about its future and development	.811	
7 Keep good relationship with colleagues	.797	
11 Consciously improve skills and level to meet the needs of company development	.773	
10 Always maintain the image and reputation of the company	.771	
6 Willing to work overtime to complete the task	.723	
1 Comply with road traffic safety regulations, drive with civility and serve politely		.925
2 Driving according to the reasonable route or passenger's requirements shall be charged according to the agreement		.919
3 Keep the appearance of the vehicle and the interior clean and tidy		.879
4 Consciously abide by the rules and regulations of the company		.872
5 Actively cooperate with company management		.612

**3.5 Performance of Employees' Psychological Contract**

As shown in Table 7, the performance of employees' psychological contract is analyzed according to descriptive statistics.

First, the mean of “organizational responsibility” is 2.9597, which is significantly lower than the mean of “employee responsibility” of 4.2264. It indicates that from the perspective of service-oriented employees, they have fulfilled their responsibilities and obligations to the organization well, but the responsibilities of the organization are obviously not fully fulfilled, which is lower than employees' expectations. On the one hand, this result is influenced by the subjectivity of employees, who often have a high evaluation on themselves. On the other hand, it also reflects the lack of “organizational responsibility”, insufficient rewards and attention to employees.

Second, on the level of “organizational responsibility”, the mean of “organizational basic responsibility” is higher than “organizational development responsibility”, which indicates that the organization has well assumed the responsibility of maintaining the basic life of employees, but ignores the improvement of employees' ability and the long-term development of the organization. In terms of “employee responsibility”, the mean of “employee basic responsibility” is higher than “employee development responsibility”, indicating that employees do not pay enough attention to the long-term development of the company.

**Table 7 Descriptive Statistical Analysis**

	N	Minimum	Maximum	Mean	Std. deviation
Employee psychological contract	210	1.38	5.00	3.4956	.61847
Organizational responsibility	210	1.00	5.00	2.9597	.84022
Organizational basic responsibility	210	1.00	5.00	3.0857	.83419
Organizational development responsibility	210	1.00	5.00	2.8494	.90181
Employee responsibility	210	1.64	5.00	4.2264	.55503
Employee basic responsibility	210	2.00	5.00	4.7162	.54239
Employee development responsibility	210	1.17	5.00	3.8183	.72321
Valid N (listwise)	210				

**3.6 Internal Relationship of Employees' Psychological Contract**

In order to investigate the internal relationship of employees' psychological contract and discuss the influence of “organizational responsibility” on “employee responsibility”, the analysis of regression is carried out with two dimensions of “employee responsibility” as dependent variables and two dimensions of “organizational responsibility” as independent variables.

Table 8 shows that for “employee basic responsibility”, the two dimensions of “organizational responsibility” altogether explain the variance of 25.9%, among which the predictive power of “organizational development responsibility” reaches a significant level, which indicates that if the organization provides more guidance and support to employees and pay more attention to the improvement of employees' ability, it can promote employees to perform their basic responsibilities better.

For “employee development responsibility”, the two dimensions of “organizational responsibility” altogether explain 34.8% of the variance, among which the predictive power of “organizational basic responsibility” and “organizational development responsibility” reaches a significant level, which indicates that the organization can provide better working conditions and salaries, strengthen communication with employees,

and listen to employees' suggestions, so that employees can pay more attention to the long-term development of the company.

“Organizational development responsibility” has significant predictive power on both dimensions of “employee responsibility”. If the company pays more attention to employee training and development, listens to employees’ opinions and suggestions, provides them with more guidance and support at work, promptly affirms and encourages employees’ performance in time. The formation of a synergistic effect is beneficial to the long-term development of the company. Then it is easy to form synergistic effect between companies and employees, which is beneficial to the long-term development of the company.

**Table 8 Analysis of Regression**

Dependent Variable	Predictor Variable	Model		Analysis of Variance		Regression Coefficient			
		R	R <sup>2</sup>	F	Sig.	B	Beta	t	Sig.
Employee Basic Responsibility	Constant					2.548		18.449	0.000
	Organizational basic responsibility	0.556	0.309	36.193	0.000	0.213	0.261	2.809	0.040
	Organizational development responsibility					0.450	0.487	4.253	0.001
Employee Development Responsibility	Constant					2.825		18.168	0.000
	Organizational basic responsibility	0.590	0.348	55.320	0.000	0.441	0.493	3.541	0.002
	Organizational development responsibility					0.518	0.595	4.062	0.000

**3.7 Research Conclusions**

Based on the above research, the following conclusions are found :

Firstly, from the perspective of structure, the psychological contract of service-oriented employees includes “organizational responsibility” and “employee responsibility”, and each level includes two dimensions of “basic responsibility” and “development responsibility”.

Secondly, from the perspective of psychological contract performance, the dimensions of employee psychological contract are not one-to-one corresponding influence relationship, but the two dimensions of “organizational responsibility” affect “employee responsibility” through interaction. Employees think that they have fulfilled their responsibilities and obligations to the organization, but they don't pay enough attention to the employees' future development.

The performance of the organization's responsibility is lower than the employee's expectation. Although the organization undertakes the responsibility of maintaining the basic life of the employees, it ignores the improvement of the employee's ability and the long-term development of the organization. Generally speaking, employees' evaluation of their own psychological contract is higher than that of the organization. Based on the principle of fairness, employees will ask for corresponding rewards. Because employees think that the company has not met their reasonable expectations, they may have psychological contract violation, which will lead to the decline of work performance and the rise of turnover intention. Employees can achieve psychological balance through this negative way.

Finally, “organizational development responsibility” has significant predictive power on both dimensions of “employee responsibility”. It shows that if the company provides more training opportunities and more work autonomy for service-oriented employees, so that employees can gain more sense of achievement, it can better mobilize the enthusiasm of employees.

**IV. SUGGESTIONS**

**4.1 Recruitment**

Compared with traditional employees, the cost of service-oriented employees is lower. Therefore, sharing companies tend to lower the audit standards and recruit more service-oriented employees, which leads to many loopholes in management, and the lack of investigation on the competency and moral level of candidates. There have also been vicious incidents such as car-hailing drivers click farming and sexual harassment by Airbnb hosts, which have a negative impact on the reputation of sharing economy companies.

Therefore, if sharing economy companies want to develop for a long time, they should first strictly check the recruitment process, not only to assess the ability of candidates, but also to examine the moral quality and strengthen the verification of the authenticity of candidates' information. When submitting personal

information, candidates should also upload the certificate of no crime issued by the local public security department. Ensure that candidates have a high level of service and moral quality.

#### **4.2 Training**

At present, the training of employees on the sharing economy platform generally includes the introduction of the agreement, the use of relevant software, the introduction of income and assessment system, and how to provide services to consumers and other basic contents. This training mode has two disadvantages.

Firstly, it only trains the basic skills of employees, but does not involve the training of service level, which leads to the lack of emergency capability of employees in the face of emergencies. Secondly, there is no assessment and feedback after the training, so the training quality can not be guaranteed. In view of the above loopholes, companies should first increase the training of service level, they can use the way of network courses to carry out remote training for employees, and help them understand the training content with more vivid ways, such as video and voice. Then, after the completion of training, it is necessary to test the training before they are qualified to provide services. At the same time, it is also necessary to link the performance of employees with the training. If the performance evaluation of the stage is not up to the standard, they should be retrained, and the service can only be provided after the training is qualified.

#### **4.3 Communication**

According to the results of the questionnaire survey, car-hailing platforms are deficient in communication with employees, which is easy to cause employees' dissatisfaction. Practice shows that in other sharing economy platforms, such as Airbnb and pig short rent, there are also problems of poor communication. This shows that when service-oriented employees encounter problems to reflect or seek support from the company, they can not be solved in time, which leads to the decrease of employee satisfaction, loyalty and the increase of turnover intention. In order to solve this problem, companies can open communication channels for employees, solve problems by mutual assistance of employees, or develop knowledge base. When employees encounter problems, they can first find corresponding solutions in the knowledge base to reduce the pressure of manual service. Companies can also set up channels for upward opinions. Employees can give feedback to companies at any time, while companies promise to give feedback within a certain period of time, so as to better combine the future development of employees and the fate of companies.

#### **4.4 Motivation**

The results show that service-oriented employees generally think that their work tasks are simple and boring, lack of challenge, and the company does not reward them timely for their achievements and contributions. Therefore, in order to solve the incentive problem of service-oriented employees under the background of sharing economy, we can draw lessons from the probability reward theoretical model proposed by Gao Chaoming et al. (2016), and divide the employee motivation into three stages.

The first is the goal setting phase. The condition of participating in the probability reward is linked with the manager's goal, the employee needs to complete certain tasks to meet the participation conditions, and the probability prize is regarded as the motivation to attract employees to continue to work. The second is the reward stage. According to the findings of this study, although monetary reward is effective, employees also pay attention to non-economic factors such as good working conditions, harmonious interpersonal relationship, and more help and support at work. Therefore, the sharing platform should set the reward size and scope according to the actual needs of employees in the company, so as to stimulate the enthusiasm of employees to the greatest extent. Finally is the communication stage. There are two purposes to communicate with employees after the award is implemented. On the one hand, we affirm the winners and encourage the non-winners not to lose confidence in the next stage. On the other hand, it is necessary to listen to the feedback from employees and continuously improve the unreasonable aspects of the reward mechanism according to the feedback content, so as to enhance the incentive effect.

## **V. CONCLUSION**

Employee psychological contract management is an important module of employee relationship management. The psychological contract of service-oriented employees is a two-dimensional structure, which consists of "organizational responsibility" and "employee responsibility". Each level contains two dimensions of "basic responsibility" and "development responsibility". It shows that service-oriented employees are no longer only satisfied with the needs of material life, but also pay more attention to the needs of personal growth and development. They expect that the company can fulfill the "development responsibility" and get more attention and support from the company.

By analyzing the internal relationship of psychological contract structure, "organizational development responsibility" has significant predictive power for both dimensions of "employee responsibility". It indicates

that if sharing economy companies provide service employees with more training opportunities and more work autonomy, and combine employee development with organizational development, the job satisfaction of employees can be better improved.

It is suggested that from the perspective of human resources, companies should strengthen the management of employees' psychological contract from the four aspects of recruitment, training, communication and motivation, develop long-term harmonious and friendly relationship with employees, form a synergy between the company and the employee, enhance the sense of belonging of service-oriented employees to the company, improve the enthusiasm of employees, and ultimately realize the win-win of both sides.

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