# Corporate Employee Sharing Performance Leads to Sustainable Development - A Case Study of Software and Information Technology Services Industry of Listed Companies in China

Abstract

Based on the development of CSR and sharing values in China, this paper selects the software and information technology service industry as the research object from 2019 to 2022 and uses the OLS method and the plug-in program PROCESS V3.5 of SPSS to explore the relationship between employee sharing, per capita contribution and sustainable development ability, as well as the indirect effect of per capita contribution on the relationship between employee sharing and the company's sustainable developmentability. The research findings are that the better the overall performance of employee sharing behavior, the higher the per capita contribution of the employees, which in turn improves the sustainable developmentability of the company. In addition, the higher the employee compensation, the higher the per capita revenue generated by employees, which increases in the firm's ability to sustainably development. The performance of employee security and employment, on the other hand, has no significant effect on per capita contribution and firm sustainable growth rate. This paper also provides recommendations based on the findings of the study.

Keywords: Employee sharing; Per capita contribution; Sustainable development

# 1 Introduction

China-listed company Sino Great Wall issued a public clarification statement in May 2019, stating that the company and its major subsidiaries had experienced a total of 81,415,800 yuan in unpaid wages and that it had been negotiating and communicating with its employees on unpaid wages and labor arbitration, and striving for an early and proper solution to the issue of employees' payroll. The enterprise has disclosed the important information that the total number of employees decreased by 71.4% year-on-year in its corporate financial report in 2018. The low productivity caused by unpaid wages is intuitively reflected in the profitability of the enterprise, combined with a variety of comprehensive factors, ultimately presenting a huge loss of per capita profit generation of -2,076,400 yuan, 84.6% of the enterprise's technically oriented talent loss, the most intuitive negative effect is reflected in the absence of the enterprise's technological advantage. At the same time, the departure rate of talents with a bachelor's degree or above is as high as 69.2%, which also blocks the future development driving force of the enterprise. As a core secondary indicator under the social (S) framework in the ESG assessment system, employees follow the fundamental development law of modern enterprises, include multiple qualitative and quantitative information disclosure needs, can measure the credit quality of enterprises, play the function of risk warning, and have important practical significance.

[1] study shows that the global economy in 2020 was already intricate and complex, and because of this forced quarantine and forced stoppage of work and production caused by the new Crown Pneumonia outbreak, the impact on employment has become increasingly pronounced. Based on the Great Wall of China's lack of attention to and neglect of the employee protection and welfare system, which led to the lack of sustainable development momentum, this paper is triggered by the company's thinking about the impact of the employee protection and welfare system on the motivation of employees to work and production, as well as whether the employee protection and welfare in the average per capita contribution of the obvious benefits, which will improve the sustainable growth rate of the company. The innovation of this paper is to review the related literature and find that most of the current research is to analyze the impact of employee compensation on employee motivation from the perspective of incentives alone or from the perspective of social

responsibility to explore the responsibility of the enterprise to take care of its employees, whereas this paper is to take the shared value as the starting point and to use the complete evaluation indexes of employee protection and welfare to comprehensively analyze whether the performance of the enterprise and the employee sharing can let the enterprise and the employees achieve a win-win situation. In addition, this paper will explore whether employee protection and welfare have an indirect effect on the enhancement of corporate sustainability through PROCESS v3.5, the plug-in software for SPSS developed by [2]. It is expected that the empirical results of this paper can be used as a reference point in the decision-making process of companies in formulating recruitment, compensation and benefits, and security policies, as well as providing a relevant theoretical foundation in the theory of human resource management.

The following chapters of this paper will first carry out the collection of relevant research literature, review and sort out the results of the research to establish the research model and the design of the research method, and then put forward the corresponding recommendations after the empirical results.

## 2 Literature review

With the global concept of sustainable development, companies are paying more attention to sustainable employee management practices [3]. Human resources coordinate, integrate, judge, and imagine, but they must be developed and utilized through the implementation of effective incentives by enterprises and bring visible economic value to enterprises [4], [5]. All relevant studies on human resources show that to revitalize talents and maximize the utility of human resources, it is not enough to rely on the accumulation of talents, but must effectively configure human resources and realize the matching of people and jobs [6]. Human resource management mainly includes human resource planning, employee recruitment and allocation, employee training, and employee skills development, employee performance appraisal, employee income distribution, welfare management, and employee labor relations management, and the employee protection mechanism in human resource management plays an important role in the establishment of a reasonable employment management system for the enterprise, which can effectively help the enterprise to solve many problems in the employee recruitment, employee

salary allocation, employee many problems in performance appraisal, and replace decisions based on anecdotal experience, hierarchy, and risk aversion with higher-quality data-driven decisions based on data analysis, prediction, and experimental research [7], [8], [9], [10]. [11] believes that China's human resource management system has more problems, and it needs to be constantly reformed and improved in terms of compensation, performance, and incentive policies to achieve the strategic development goals in the big data environment and to make the enterprise business system more mature. Therefore, the main purpose of this paper is to find out whether enterprises can improve the per capita contribution of employees through the performance of employee sharing behaviors (according to the commonwealth index of Cathay Pacific database, employee sharing behaviors include three aspects: employee employment, employee compensation, and employee security), and thus improve the sustainable development ability of enterprises. The following summarizes the results of related literature as the basis for the research design of this paper.

2.1 The relationship between shared value,commonwealth and sustainable development

[12] first introduced the idea of Create Shared Value (CSV) as a new approach to economic achievement, a policy and operational approach that improves the competitiveness of firms while improving the economic and social environment of the communities in which they operate. Shared value is seen as an important force driving the next wave of innovation as well as productivity in the global economy and will reshape capitalism and its relationship with society. In China, as early as 1990, Deng Xiaoping mentioned in a conversation with several central government officials that "the greatest superiority of socialism is common prosperity, which is a reflection of the essence of socialism". According to the definition of shared value, common prosperity is the ultimate goal of shared value. In his talk, Deng Xiaoping also proposed to "liberate the productive forces, develop the productive forces, eliminate exploitation, eliminate polarization, and ultimately achieve common prosperity".

Foreign scholars' research on shared value includes [13] who believe that shared value is the intermediate process of realizing the rise from the form of corporate social responsibility to the form of corporate social opportunity. [14] study shows that enterprises in various business conditions such as revenue scale, revenue generation

and tax payment have a significant role in enhancing shared prosperity, especially the impact of state-owned enterprises' contribution to tax is more significant, indicating that the enterprise's assumption of social responsibility strengthens the role of enterprise development and social shared prosperity. [15] study shows that shared value breaks with the industry's prevalent concept of value creation and value measurement in eco-efficiency analysis, which is usually based on cost-effectiveness and profit maximization for one stakeholder at the expense of other stakeholders in the value chain. Ultimately, it helps to align corporate efforts to improve eco-efficiency with the SDGs and minimize the risk of burden shifting.

Domestic scholars have in recent years explored in depth the practical practices that companies should enhance in the implementation of shared prosperity in the country. Enterprises are an important mainstay in participating in high-quality development and promoting commonwealth [16]. Therefore, commonwealth should become the target mission for enterprises to fulfill their social responsibility, and become the largest common denominator for constructing the content of the social responsibility framework among enterprises of different ownerships, realize high-level scientific and technological self-reliance and self-improvement, enhance the level of basic welfare and security, improve the income distribution system, and promote green strategic transformation, as well as to promote strategic synergies and complementarities among enterprises of different ownership so that the enterprise operation and the country's development grow together [17]. [18] showed that although CSR and the promotion of common wealth have the consistency of connotation and goal, it still needs the arrangement of paths and design of mechanisms to realize the goal of the commonwealth. [19] show that the commonwealth is a differentiated wealth based on universal wealth, emphasizing that enterprises voluntarily and actively contribute to their strengths, maximize the efficiency of enterprise-centered resource allocation, and achieve a value symbiosis of co-creating and sharing with various stakeholders.

According to the above scholars' research, it can be concluded that the goals of CSR and shared prosperity are consistent, and enterprises realize the positive development of sustainable development and shared prosperity in the process of practicing social responsibility. According to the Cathay Pacific database, employee sharing consists of three aspects, namely, employee employment, employee compensation, and employee security. Employment performance is weighted

according to the number of employees at year-end, new jobs created, gender diversity in management, job competitiveness and career management, and care for vulnerable groups. Employee compensation performance is weighted based on contribution to compensation per share, employee profit sharing, compensation per capita, employee compensation growth rate, and average compensation ratio of directors, supervisors and other employees. Employee protection performance is weighted based on legal employment, investment in production safety, level of production safety, occupational health protection, ratio of employees' contribution to social security fund, commercial insurance, and protection of employees' rights and interests. Synthesizing the above relationship between shared value and sustainable development, this paper establishes the first research hypothesis:

H1: Employee sharing behavior of enterprises has a positive and significant effect on the sustainability of enterprises.

2.2 Research on the association between employee sharing behavior and employee contribution

In this section, based on the principles of Cathay Pacific's classification of employee sharing employee-sharing literature is collected on the impact of employee-sharing behaviors on the contribution generated by the company.

2.2.1 Research on the Association between Employee Employment and Employee Contribution

In terms of employee gender, [20] argued that the gender of a firm's chief executive officer has a moderating effect on the relationship between R&D investment and business performance and that when the CFO is a woman, R&D investment has a more pronounced enhancement effect on business performance. [21] showed that the tenure, salary, education, and part-time job degrees of senior managers are all significantly related to the company's business performance, but the degree of influence differs between state-owned and non-state-owned enterprises. [22] found that the overall proportion of female directors and supervisors and executives increased the market value of the company, but only female executives and supervisors played a positive role in each department, and there was also a negative impact on female directors. In terms of employee career and competitiveness, there is very little research on business performance, but [23] believe that now in the age of digital intelligence, college students' career planning education is faced with many new opportunities and challenges such as higher

cognition, design, and human-centered requirements, which also illustrates the importance of employees' careers and competitiveness for business performance.

2.2.2 Research on the Association between Employee Compensation and Employee Contribution

[24] showed that corporate equity incentive programs are mainly for executives and core employees, however, the equity incentive gap between executives and core employees significantly reduces the innovation output of the firms, and presents a dynamic characteristic of continuous strengthening in the time dimension. Moreover, the equity incentive gap deteriorates the patent structure and reduces the number of cited patents as well as the application and market value of patents. [25] argued that differentiated incentive plans should be formulated according to the individual needs of employees and pay attention to the career development of employees; providing stable economic security to make them satisfy the needs of self-development and respect, which helps to stimulate their work commitment and innovative behavior.

2.2.3 Research on the correlation between employee security and employee contribution

Employee security includes legal employment, investment in safety production, level of safety production, occupational health protection, percentage of employee social security fund contribution, commercial insurance, and protection of employee rights and interests, etc. Although there is very little literature exploring the relationship between employee security and business performance, much literature related to safety production has shown that the investment of enterprises in safety production can improve the contribution rate of the enterprise's key safety performance and eliminate the accident hazards [26], [27], which is also equivalent to reducing risk loss of the enterprise and improving business performance. In terms of employee health insurance, there is very little research literature related to the business performance of enterprises, but [28] found that the increase of social insurance contributions can promote the enhancement of labor productivity of enterprises, this is because the increase of social security contributions will prompt enterprises to replace labor with capital, change the ratio of factor inputs of enterprises, and thus promote the enhancement of labor productivity; and social security contributions can help to enhance the professional skills of employees, improve the human capital structure of enterprises, and increase the productivity of

enterprises. and improve the human capital structure of enterprises, improve the quality of human capital, and further act on the improvement of labor productivity. According to the findings of the above literature, this paper summarizes the second research hypothesis as:

H2: Employee sharing behavior in enterprises helps employees contribute to the business performance of enterprises.

2.3 Research on the Association between Employee Shared Performance, Company Profit, and Sustainable Development

At present, there is very little literature on the correlation between employee sharing, per capita contribution, and development capability, and most of the studies only focus on the overall human resource management or a single indicator of employee sharing.[29] research shows that the 21st century is the era of a talent economy, the development of enterprises cannot be separated from the support of professionals, ensuring that the supply of professionals and the supply level of the enterprise can ensure that the enterprise in the process of future development of their economy to show sustained and stable growth. [30] showed that human resource professionals need to understand the sustainable competitive advantage of people and be able to utilize the best human resource practices to help companies manage efficiently. [31]argues that only human resource policies focusing on training and motivation have made a significant and positive contribution to the company's financial performance makes a significant and positive contribution to the company's long term development and a profound impact on the company's long-term development. [32] human resource management in essence belongs to the enterprise in the existence of a special resource, but also belongs to the enterprise technical talent resources in the security, enterprises better realize rapid development and sustainable development, the key content lies in the human resources, only the introduction of continuous training of talents, can better promote the innovative development of the enterprise. [33] shows that in the new development environment, to realize more sustainable long-term development, the enterprise should adjust its specific ways and concepts in the actual operation and management process according to the external development environment, and in the process of the enterprise's operation and management, the human resource management always occupies the more core important position, which requires the enterprise management to keep a high degree of attention and attention. According to the

research and analysis of the above scholars, it can be seen that the staff is the most valuable resource of the enterprise, enterprise through a series of employee protection systems employee benefits, and other incentives to stimulate the enthusiasm of the staff to promote the development of the enterprise, human resources policy has a far-reaching impact on the operation of the enterprise. In summary, the third research hypothesis of this paper is summarized as:

H3: Employee contribution in the enterprise's employee sharing behavior performance and enterprise sustainable development ability both have an indirect effect.

# 3 Methodology

Based on the combing of the aforementioned related literature, this paper summarizes three research hypotheses: 1) enterprise employee sharing behavior has a positive and significant effect on enterprise sustainable development capability. 2) enterprise employee sharing behavior helps employee contribution to enterprise business performance. 3) employee contribution has an indirect effect on both the performance of employee sharing behavior in enterprises and enterprise sustainable development capability. Based on the above three research hypotheses, this paper plots the correlation between employee sharing behavior, per capita contribution and sustainable growth rate as shown in Figure 1.
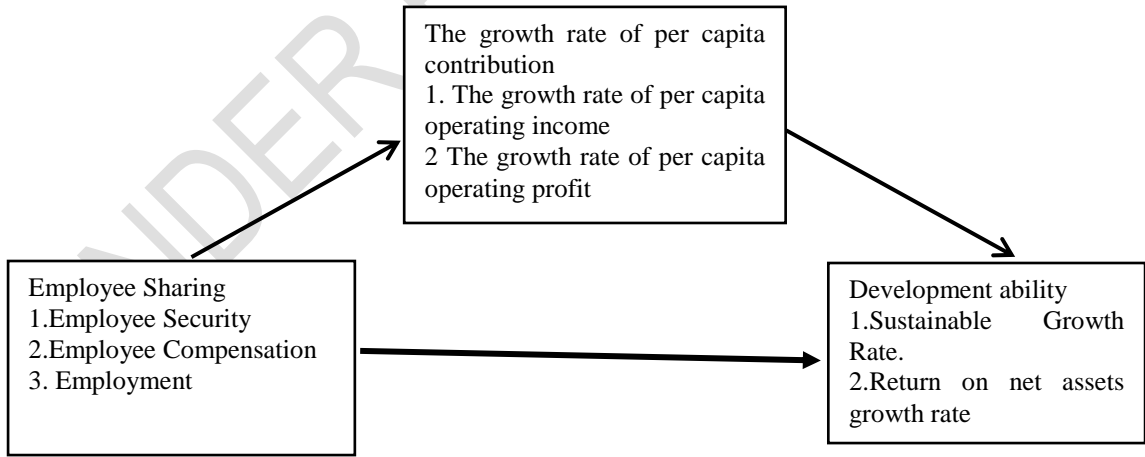


Figure 1 Correlation between employee sharing, the growth rate of per capita contribution and sustainable development

Next, the research design is carried out on the basis of the three elements associated with Figure 1, including the research sample and period, the sample source and processing, the research method, the model design and the variable code

description. Based on the importance of the country's digital transformation in the post-epidemic era, this paper selects the software and information technology services industry, which accounts for the largest share of the digital industry, as the research object, of which the industry share please refer to Table 1.

Table 1 Share of software and IT services industry in the digital industry

| .Employee Compensation Levels | year | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|---|
| | Digital industry (RMB million) | 133.44 | 153.58 | 184.62 | 209.35 |
| | Software and information technology services (RMB million) | 44.27 | 51.27 | 67.61 | 62.50 |
| | Share of software and IT services industry (%) | 33.18% | 33.39% | 36.62% | 29.85% |

Note 1: The digital industry includes telecommunications, radio and television broadcasting and satellite transmission services; radio, television, film and audiovisual recording production; Internet and related services; computer, communications and other electronic equipment manufacturing; and software and information technology services (in accordance with the SEC's industry classification).
Note 2: The data source is compiled from the CSMAR database.

Considering that if the study period covers before and after the epidemic, it can better reflect whether there is a significant difference between the epidemic year and the usual year, the sample period is set as 2019-2022. All the sample data in this paper were obtained from the database of CSMAR, and after the samples were downloaded, firstly, the samples with ST shares and incomplete data were excluded; secondly, the extreme values were deleted, and a total of 745 valid samples were obtained; the Ordinary Least Square Method (OLS) and the plug-in SPSS developed by [2] were used to test the per capita data of the epidemic and to determine whether there is a significant difference between the epidemic year and the usual year. software PROCESS v3.5 to detect the indirect effect of per capita contribution between employee security and welfare policies and sustainability. The regression model is designed as follows:

Model 1 Test Purpose: There is a positive and significant effect of current employee security and benefits performance on current per capita operating profit increase rate.

$$SALEP_{it} = \alpha_0 + \alpha_1 EMPT_{it} + \alpha_2 SCALE_{it} + \alpha_3 AGE_{it} + \alpha_4 DEBT_{it} + \alpha_5 STATE_{it} + \alpha_6 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(1\text{-}1)$$

$$SALEP_{it} = \alpha_0 + \alpha_1 EMPSAFE_{it} + \alpha_2 SCALE_{it} + \alpha_3 AGE_{it} + \alpha_4 DEBT_{it} + \alpha_5 STATE_{it} + \alpha_6 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(1\text{-}2)$$

$$SALEP_{it} = \alpha_0 + \alpha_1 EMPSA_{it} + \alpha_2 SCALE_{it} + \alpha_3 AGE_{it} + \alpha_4 DEBT_{it} + \alpha_5 STATE_{it} + \alpha_6 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(1\text{-}3)$$

$$SALEP_{it} = \alpha_0 + \alpha_1 EMPMENT_{it} + \alpha_2 SCALE_{it} + \alpha_3 AGE_{it} + \alpha_4 DEBT_{it} + \alpha_5 STATE_{it} + \alpha_6 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(1\text{-}4)$$

Model 2 Test Purpose: There is a positive and significant effect of current employee security and benefits performance on current operating profit per capita increase rate.

$$OIP_{it} = \alpha_0 + \alpha_1 EMPT_{it} + \alpha_2 SCALE_{it} + \alpha_3 AGE_{it} + \alpha_4 DEBT_{it} + \alpha_5 STATE_{it} + \alpha_6 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(2\text{-}1)$$

$$OIP_{it} = \alpha_0 + \alpha_1 EMPSAFE_{it} + \alpha_2 SCALE_{it} + \alpha_3 AGE_{it} + \alpha_4 DEBT_{it} + \alpha_5 STATE_{it} + \alpha_6 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(2\text{-}2)$$

$$OIP_{it} = \alpha_0 + \alpha_1 EMPSA_{it} + \alpha_2 SCALE_{it} + \alpha_3 AGE_{it} + \alpha_4 DEBT_{it} + \alpha_5 STATE_{it} + \alpha_6 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(2\text{-}3)$$

$$OIP_{it} = \alpha_0 + \alpha_1 EMPMENT_{it} + \alpha_2 SCALE_{it} + \alpha_3 AGE_{it} + \alpha_4 DEBT_{it} + \alpha_5 STATE_{it} + \alpha_6 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(2\text{-}4)$$

Model 3 Test Purpose: The increase in current operating income per capita and operating profit per capita has an indirect effect between current employee security and benefits performance and current sustainability rate.

$$SUSGR_{it} = \alpha_0 + \alpha_1 SALESP_{it} + \alpha_2 OIP_{it} + \alpha_3 EMPT_{it} + \alpha_4 SCALE_{it} + \alpha_5 AGE_{it} + \alpha_6 DEBT_{it} + \alpha_7 STATE_{it} + \alpha_8 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(3\text{-}1)$$

$$SUSGR_{it} = \alpha_0 + \alpha_1 SALESP_{it} + \alpha_2 OIP_{it} + \alpha_3 EMPSAFE_{it} + \alpha_4 SCALE_{it} + \alpha_5 AGE_{it} + \alpha_6 DEBT_{it} + \alpha_7 STATE_{it} + \alpha_8 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(3\text{-}2)$$

$$SUSGR_{it} = \alpha_0 + \alpha_1 SALESP_{it} + \alpha_2 OIP_{it} + \alpha_3 EMPSA_{it} + \alpha_4 SCALE_{it} + \alpha_5 AGE_{it} + \alpha_6 DEBT_{it} + \alpha_7 STATE_{it} + \alpha_8 CYEAR_{it} + \varepsilon_{it} \ldots\ldots(3\text{-}3)$$

$$\text{SUSGR}_{it} = \alpha_0 + \alpha_1\text{SALESP}_{it} + \alpha_2\text{OIP}_{it} + \alpha_3\text{EMPMENT}_{it} + \alpha_4 SCALE_{it} +$$
$$\alpha_5\text{AGE}_{it} + \alpha_6\text{DEBT}_{it} + \alpha_7\text{STATE}_{it} + \alpha_8\text{CYEAR}_{it} + \varepsilon_{it} \ldots\ldots(3\text{-}4)$$

Model 4 Test Purpose: The increase in current operating income per capita and operating profit per capita has an indirect effect between current employee security and benefits performance and current return on net assets growth rate.

$$\text{NAGR}_{it} = \alpha_0 + \alpha_1\text{SALESP}_{it} + \alpha_2\text{OIP}_{it} + \alpha_3\text{EMPT}_{it} + \alpha_4 SCALE_{it} + \alpha_5\text{AGE}_{it} +$$
$$\alpha_6\text{DEBT}_{it} + \alpha_7\text{STATE}_{it} + \alpha_8\text{CYEAR}_{it} + \varepsilon_{it} \ldots\ldots(3\text{-}1)$$

$$\text{NAGR}_{it} = \alpha_0 + \alpha_1\text{SALESP}_{it} + \alpha_2\text{OIP}_{it} + \alpha_3\text{EMPSAFE}_{it} + \alpha_4 SCALE_{it} +$$
$$\alpha_5\text{AGE}_{it} + \alpha_6\text{DEBT}_{it} + \alpha_7\text{STATE}_{it} + \alpha_8\text{CYEAR}_{it} + \varepsilon_{it} \ldots\ldots(3\text{-}2)$$

$$\text{NAGR}_{it} = \alpha_0 + \alpha_1\text{SALESP}_{it} + \alpha_2\text{OIP}_{it} + \alpha_3\text{EMPSA}_{it} + \alpha_4 SCALE_{it} +$$
$$\alpha_5\text{AGE}_{it} + \alpha_6\text{DEBT}_{it} + \alpha_7\text{STATE}_{it} + \alpha_8\text{CYEAR}_{it} + \varepsilon_{it} \ldots\ldots(3\text{-}3)$$

$$\text{NAGR}_{it} = \alpha_0 + \alpha_1\text{SALESP}_{it} + \alpha_2\text{OIP}_{it} + \alpha_3\text{EMPMENT}_{it} + \alpha_4 SCALE_{it} +$$
$$\alpha_5\text{AGE}_{it} + \alpha_6\text{DEBT}_{it} + \alpha_7\text{STATE}_{it} + \alpha_8\text{CYEAR}_{it} + \varepsilon_{it} \ldots\ldots(3\text{-}4)$$

**3.3** The variables of the above regression equation are described as follows:

3.3.1 Explanatory Variables: In this paper, the sustainable growth rate (SUSGR) is selected as the explanatory variable, and the net asset growth rate (NAGR), which is also an indicator of development capacity, is used as the explanatory variable for the robustness test. The following is the formula for the calculation of the two indicators:

Sustainable Growth Rate (SUSGR) = NAGR * Earnings Retention Rate / (1 - NAGR * Earnings Retention Rate)

Return on net assets growth rate (NAGR) = (net profit for the current period / total ownership interests at the end of the period value - net profit for the same period last year / total ownership interests at the end of the same period last year amount) / (net profit for the same period last year amount / total ownership interests at the end of the same period last year amount)

3.3.2 Explanatory Variables: This paper selects Employee Sharing (EMPT), Employee Security (EMPSAFE), Employee Compensation (EMPSA) and Employee Employment (EMPMENT) as explanatory variables, which are defined as follows:

3.3.2.1 Employee Sharing Score (EMPT): calculated by weighting the Employee Employment Score, Employee Compensation Score, and Employee Security Score.

3.3.2.2 Employee Security Score (EMPSAFE): calculated based on the weighted calculation of legal employment, investment in safety and production, level of safety and production, occupational health protection, percentage of employees' contribution to social security fund, commercial insurance, and protection of employees' rights and interests.

3.3.2.3 Employee Remuneration Score (EMPSA): weighted and calculated based on remuneration contribution per share, employee profit sharing, remuneration per capita, employee remuneration growth rate, average remuneration ratio of directors, supervisors and other employees.

3.3.2.4 Employee Employment Score (EMPMENT): weighted based on the number of employees at the end of the year, new jobs, gender diversity in management, job competitiveness and career management, and care for vulnerable groups.

3.4 Mediating Variables (Indirect Effects): This paper selects the growth rate of per capita operating income (SALESP) and per capita operating profit (OIP) as mediating variables, calculated on the basis of the current operating income divided by the total number of employees in the current period and the current operating profit divided by the total number of employees in the current period, respectively.

3.5 Control Variables: In this paper, company size (SCALE), debt ratio (DEBT), age of the company (AGE), nature of property rights (STATE) and the year of the epidemic (CYEAR) are selected as control variables, which are described as follows:

3.5.1 Company size (SCALE): [34] found that enterprises are to develop to survive, the size of the company is an important factor affecting the sustainable development of the company, so this paper selects the size of the company as one of the control variables, and the total assets of the company as a proxy variable, taking into account the large amount of total assets, in order to narrow the gap with the absolute value of the other variables and does not affect the relative relationship, so the natural logarithm is taken as one of the control variables. relationship, so take its natural logarithm.

3.5.2 Debt Ratio (DEBT): Referring to the research of [35], which shows that the debt ratio can be an important indicator of whether a company can develop for a long time or not, so this paper lists the debt ratio as one of the control variables.

3.5.3 Age of the company (AGE): referring to [36] study, it is believed that age of the company has a significant correlation with the financial performance of the company, so this paper includes age of the company as one of the control variables.

It is measured by the number of years from the date of establishment of the firm to December 31 of the sample year.

3.5.4 Nature of property rights (STATE): according to [38], the nature of property rights of a firm is significantly related to the sustainable growth rate. Therefore, this paper sets the nature of property rights as one of the control variables, which is a dummy variable, set as "1" if it is a state-owned enterprise, otherwise set as "0".

3.5.5 Epidemic year (CYEAR): reference to [1] research shows that the new crown pneumonia epidemic caused by this forced isolation, forced to stop work and production, the impact on employment is also becoming more and more prominent, for the grassroots employee protection has brought a huge hidden danger, a huge impact on employee protection, so this paper will be the epidemic of the year is set as one of the control variables, the variable is a dummy variable, if the 2020 annual sample is set as "1", in addition to the annual sample is set as "0".

# 4 Results

| Variable | Min. | Max. | Mean | Std. |
|----------|------|------|------|------|
| SUSGR | -0.004 | 0.250 | 0.054 | 0.049 |
| NAGR | -55.192 | 6.454 | -1.552 | 7.251 |
| EMPT | 42.663 | 71.818 | 56.269 | 6.344 |
| EMPSAFE | 48.016 | 56.500 | 50.949 | 1.731 |
| EMPSA | 37.331 | 78.991 | 60.029 | 9.174 |
| EMPMENT | 31.217 | 85.410 | 55.689 | 11.360 |
| SALESP | -0.002 | 0.003 | 0.000 | 0.001 |
| OIP | -0.047 | 0.009 | -0.001 | 0.006 |
| SCALE | 19.833 | 24.170 | 21.761 | 0.917 |
| AGE | 10.386 | 34.748 | 19.789 | 4.802 |
| DEBT | 0.066 | 0.785 | 0.363 | 0.171 |
| STATE | 0.000 | 1.000 | 0.157 | 0.364 |
| CYEAR | 0.000 | 1.000 | 0.254 | 0.435 |

Table 2 Descriptive statistics (N=745)

Note: For variable codes, see variable descriptions in 3 Methodology.

As can be seen in Table 2, from the mean as well as the standard deviation of the variables in the data, we can find that in the overall sample, the conditions of each company's sustainability, protection of employees, remuneration, employment, and the company's own business conditions vary greatly, so it is necessary for us to include control variables in the regression equation. Secondly, since the data of each

variable is not normally distributed, in order to avoid reducing too much sample size in the process of removing extreme values, it is appropriate that we use the method of winsorize for extreme values. Next, the empirical results of the regression are analyzed.

Table 3 Indirect Effect of Per Capita Contribution between Employee Share Score and Sustainability Growth Rate (N=745)

| Model | 1-1 | | 2-1 | | 3-1 | | |
|---|---|---|---|---|---|---|---|
| explanatory variable | SALESP | | OIP | | SUSGR | | |
| | t | p | t | p | t | p | remark |
| Con_ | 2.146 | 0.032** | -2.947 | 0.003*** | -0.956 | 0.339 | |
| SALESP | — | — | — | — | 6.557 | 0.000*** | Indirect effects of operating income per capita and operating profit per capita hold true |
| OIP | — | — | — | — | 4.912 | 0.000*** | |
| EMPT | 1.942 | 0.052* | 1.658 | 0.098* | 7.446 | 0.000*** | |
| SCALE | -2.073 | 0.039** | 2.267 | 0.024** | -0.343 | 0.732 | |
| AGE | -2.292 | 0.022** | -0.484 | 0.628 | -1.864 | 0.063* | |
| DEBT | -0.055 | 0.956 | -4.000 | 0.000*** | -0.679 | 0.497 | |
| STATE | -0.227 | 0.821 | 1.108 | 0.268 | 0.905 | 0.366 | |
| CYEAR | -1.225 | 0.221 | 0.069 | 0.945 | 1.726 | 0.085* | |
| Adj_R sq. | 0.014 | | 0.028 | | 0.194 | | |
| F Value | 2.797** | | 4.541*** | | 23.391*** | | |
| Analysis of the direct effect of EMPT on sustainable development rates (SUSGR) | | | | | | | |
| EFFECT | SE | | t | p | LLCI-ULCI | | |
| 0.0021 | 0.003 | | 7.4460 | 0.000 | 0.0017~0.0026 | | |
| Indirect effect analysis | | | | | | | |
| | EFFECT | | SE | | | LLCI-ULCI | |
| Total | 0.0002 | | 0.0001 | | | 0.0001~0.0004 | |
| SALESP | 0.0001 | | 0.0001 | | | 0.0000~0.0003 | |
| OIP | 0.0001 | | 0.0000 | | | 0.0000~0.0002 | |

Note 1: For variable codes, see variable descriptions in 3 Methodology.
Note 2: p<=0.01, significance is ***, 0.01<=0.05, significance is **, 0.05<=0.1, significance is *.

From the results of regression 1-1 and 2-1 in Table 3, it can be seen that the better the performance of the enterprise in employee sharing, the better the effect on the improvement of the per capita income and per capita profit of the employees; and the results of regression 3-1 show that the per capita income and per capita profit of the enterprise has an indirect effect between the performance of the enterprise's employees in sharing and the sustainable growth rate, that is to say, the better the performance of the enterprise in employee sharing, the stronger the sustainable growth ability of the enterprise through the improvement of the contribution of each employee to the enterprise's per capita income and profit. That is to say, the better the performance of the company in employee sharing, the stronger the sustainable growth of the company through increasing the contribution of each employee to the company's revenue and profit per capita. The analysis of direct and indirect effects shows that the performance of employee sharing has a direct effect on the growth rate of sustainable development, and the per capita contribution has an indirect effect between the performance of employee sharing and the growth rate of sustainable development.

According to the CSMAR database, employee sharing performance includes employee security, employee compensation and employee employment, this paper will analyze which employee sharing behavior has the most effect on stimulating employee contribution per capita in the empirical results from Table 3 to Table 5.

Table 4 Mediating effect of per capita contribution between employee security score and sustainability growth rate (N=745)

| Model | 1-2 | | 2-2 | | 3-2 | | |
|---|---|---|---|---|---|---|---|
| explanatory variable | SALESP | | OIP | | SUSGR | | |
| | t | p | t | p | t | p | remark |
| Con_ | 0.387 | 0.699 | -1.745 | 0.081* | 0.508 | 0.611 | |
| SALESP | — | — | — | — | 6.825 | 0.000*** | Employee protection scores do not have a significant effect on per capita contribution. |
| OIP | — | — | — | — | 5.001 | 0.000*** | |
| EMPSAFE | 1.365 | 0.173 | -0.306 | 0.759 | -1.620 | 0.106 | |
| SCALE | -1.553 | 0.121 | 3.202 | 0.001*** | 2.897 | 0.004*** | |
| AGE | -2.548 | 0.011** | -0.664 | 0.507 | -2.521 | 0.012** | |
| DEBT | -0.026 | 0.979 | -4.025 | 0.000*** | -0.779 | 0.436 | |
| STATE | -0.082 | 0.935 | 1.286 | 0.199 | 1.635 | 0.102 | |
| CYEAR | -1.383 | 0.167 | -0.084 | 0.933 | 1.029 | 0.304 | |
| Adj_R sq. | 0.012 | | 0.024 | | 0.136 | | |
| F Value | 2.473** | | 4.084*** | | 15.690*** | | |

Note 1: For variable codes, see variable descriptions in 3 Methodology.

Note 2: p<=0.01, significance is ***, 0.01<=0.05, significance is **, 0.05<=0.1, significance is *.

Table 5 Mediating effect of per capita contribution between employee pay scores and sustainability growth rate (N=745)

| Model | 1-3 | | 2-3 | | 3-3 | | |
|---|---|---|---|---|---|---|---|
| **explanatory variable** | SALESP | | OIP | | SUSGR | | |
| | t | p | t | p | t | p | remark |
| Con_ | 1.565 | 0.118 | -3.085 | 0.002*** | -1.990 | 0.047** | |
| SALESP | — | — | — | — | 6.192 | 0.000*** | Indirect effect of |
| OIP | — | — | — | — | 5.161 | 0.000*** | business income per |
| EMPSA | 3.160 | 0.002*** | 0.947 | 0.344 | 6.000 | 0.000*** | capita holds |
| SCALE | -1.803 | 0.072* | 3.047 | 0.002*** | 1.990 | 0.047** | |
| AGE | -2.242 | 0.025** | -0.584 | 0.559 | -2.144 | 0.032** | |
| DEBT | -0.096 | 0.923 | -4.022 | 0.000*** | -0.752 | 0.453 | |
| STATE | -0.459 | 0.646 | 1.138 | 0.255 | 0.789 | 0.431 | |
| CYEAR | -0.887 | 0.376 | 0.073 | 0.942 | 1.990 | 0.047** | |
| Adj_R sq. | 0.022 | | 0.025 | | 0.174 | | |
| F Value | 3.850*** | | 4.222*** | | 20.556*** | | |
| Analysis of the direct effect of EMPSA on the sustainability rate (SUSGR) | | | | | | | |
| EFFECT | SE | | t | | p | | LLCI-ULCI |
| 0.0011 | 0.0002 | | 6.0000 | | 0.0000 | | 0.0008～0.0014 |
| Indirect effect analysis | | | | | | | |
| | EFFECT | | SE | | | LLCI-ULCI | |
| Total | 0.0002 | | 0.0001 | | | 0.0001～0.0003 | |
| SALESP | 0.0001 | | 0.0001 | | | 0.0001～0.0003 | |
| OIP | 0.0000 | | 0.0000 | | | 0.0000～0.0001 | |

Note 1: For variable codes, see variable descriptions in 3 Methodology.

Note 2: p<=0.01, significance is ***, 0.01<=0.05, significance is **, 0.05<=0.1, significance is *.

Table 6 Mediating effect of per capita contribution between employee employment score and sustainable development growth rate (N=745)

| Model | 1-4 | | 2-4 | | 3-4 | | |
|---|---|---|---|---|---|---|---|
| explanatory variable | SALESP | | OIP | | SUSGR | | |
| | t | p | t | p | t | p | remark |
| Con_ | 2.086 | 0.037** | -2.571 | 0.010*** | 0.118 | 0.906 | |
| SALESP | — | — | — | — | 6.927 | 0.000*** | Employee employment ratings do not have a significant effect on per capita contribution. |
| OIP | — | — | — | — | 4.834 | 0.000*** | |
| EMPMENT | 0.124 | 0.901 | 1.463 | 0.144 | 5.348 | 0.000*** | |
| SCALE | -1.334 | 0.182 | 2.290 | 0.022** | 0.350 | 0.726 | |
| AGE | -2.497 | 0.013** | -0.549 | 0.583 | -2.161 | 0.031** | |
| DEBT | -0.080 | 0.937 | -3.991 | 0.000*** | -0.657 | 0.511 | |
| STATE | -0.038 | 0.969 | 1.238 | 0.216 | 1.478 | 0.140 | |
| CYEAR | -1.402 | 0.161 | -0.085 | 0.932 | 1.048 | 0.295 | |
| Adj_R sq. | 0.009 | | 0.027 | | 0.166 | | |
| F Value | 2.159** | | 4.436*** | | 19.478*** | | |

Note 1: For variable codes, see variable descriptions in 3 Methodology.
Note 2: $p<=0.01$, significance is ***, $0.01<=0.05$, significance is **, $0.05<=0.1$, significance is *.

From the results of regression 1-3 and 2-3 in Table 5, it can be seen that the better the performance of the enterprise in employee compensation, the better the effect on the improvement of per capita business income and per capita business profit for employees; and the results of regression 3-3 can be seen, per capita business income and per capita business profit in the enterprise between the performance of the

employee compensation and sustainable growth rate, has an indirect effect, that is to say, the better the enterprise in the performance of the employee compensation, the better the performance of the enterprise in the employee compensation, the better the ability of sustainable development of the enterprise. In other words, the better the performance of the company in terms of employee compensation, the more sustainable the company will be by increasing the average contribution of each employee to the company's revenue and profit. The analysis of direct and indirect effects shows that the performance of employee compensation has a direct effect on the growth rate of sustainable development, and the contribution per employee has an indirect effect between the performance of employee compensation and the growth rate of sustainable development.

From Table 4 and Table 6, it can be seen that although the per capita business income and per capita business profit have a positive and significant effect on the rate of sustainable development of the enterprise, however, the regression formula 1-2 and 2-2 and 1-4 and 2-4 empirical results show that the performance of the employee employment and employee security does not have a significant effect on the increase in the per capita business income and per capita business profit of the employee, so the indirect effect does not hold.

## 5 Robustness test

Next, for the rigor of the empirical results, this paper will select another indicator of the same development capacity of the return on net assets growth rate as an explanatory variable for the robustness test, the empirical results are listed in Tables 7 to 10, and the empirical results will be compared to review whether the same conclusions are obtained, in order to determine the robustness of the empirical results of this paper.

Table 7 Indirect Effect of Per Capita Contribution between Employee Sharing Score and NPA Growth Rate (N=745)

| Model | 1-1 | | 2-1 | | 4-1 | | |
|---|---|---|---|---|---|---|---|
| explanatory variable | SALESP | | OIP | | NAGR | | |
| | t | p | t | p | t | p | remark |
| Con_ | 2.146 | 0.032** | -2.947 | 0.003*** | 1.222 | 0.222 | |
| SALESP | — | — | — | — | -3.166 | 0.002*** | Indirect effects of operating income per capita and operating profit per capita hold true |
| OIP | — | — | — | — | 33.120 | 0.000*** | |
| EMPT | 1.942 | 0.052* | 1.658 | 0.098* | 1.930 | 0.054* | |
| SCALE | -2.073 | 0.039** | 2.267 | 0.024** | -1.613 | 0.107 | |
| AGE | -2.292 | 0.022** | -0.484 | 0.628 | 0.142 | 0.887 | |
| DEBT | -0.055 | 0.956 | -4.000 | 0.000*** | -4.130 | 0.000*** | |
| STATE | -0.227 | 0.821 | 1.108 | 0.268 | 1.726 | 0.085 | |
| CYEAR | -1.225 | 0.221 | 0.069 | 0.945 | -1.807 | 0.071* | |
| Adj_R sq. | 0.014 | | 0.028 | | 0.628 | | |
| F Value | 2.797** | | 4.541*** | | 157.782*** | | |
| Analysis of the direct effect of EMPT on the growth rate of return on net assets (NAGR) | | | | | | | |
| EFFECT | SE | | t | p | LLCI-ULCI | | |
| 0.0548 | 0.0284 | | 1.9301 | 0.0540 | 0.0080～0.1015 | | |
| Indirect effect analysis | | | | | | | |
| | EFFECT | | SE | | | LLCI-ULCI | |
| Total | 0.0532 | | 0.0276 | | | 0.0124～0.1020 | |
| SALESP | -0.0067 | | 0.0041 | | | -0.0164～-0.0018 | |

22

| | | | |
|---|---|---|---|
| OIP | 0.0599 | 0.0286 | 0.0177～0.1121 |

Note 1: For variable codes, see variable descriptions in 3 Methodology.

Note 2: p<=0.01, significance is ***, 0.01<=0.05, significance is **, 0.05<=0.1, significance is *.

From the results of regression 1-1 and 2-1 in Table 7, it can be seen that the better the performance of the enterprise in employee sharing, the better the effect on the improvement of per capita income and per capita operating profit of the employees; and the results of regression 4-1 show that per capita income and per capita operating profit have an indirect effect between the enterprise's performance in employee sharing and the growth rate of return on net assets, that is to say, the better the performance of the enterprise's employee sharing in general, the stronger the ability of the enterprise to grow its return on net assets by improving the contribution of each employee to the enterprise's per capita income and profit. In other words, the better the overall performance of employee sharing, the stronger the ability of the firm to grow its return on net assets by increasing the contribution of each employee to the firm's revenue and profit per capita. The analysis of direct and indirect effects shows that the performance of employee sharing has a direct effect on the growth rate of return on net assets, and the per capita contribution has an indirect effect between the performance of employee sharing and the growth rate of return on net assets.

According to the CSMAR database, employee sharing performance includes employee security, employee compensation and employee employment, this paper will analyze which employee sharing behavior has the most effect on stimulating employee contribution per capita in the empirical results from Table 8 to Table 10.

Table 8 Mediating effect of per capita contribution between employee protection score and NPA growth rate (N=745)

| Model | 1-2 | | 2-2 | | 4-2 | | |
|---|---|---|---|---|---|---|---|
| **explanatory variable** | SALESP | | OIP | | NAGR | | |
| | t | p | t | p | t | p | remark |
| Con_ | 0.387 | 0.699 | -1.745 | 0.081* | 0.971 | 0.332 | |
| SALESP | — | — | — | — | -3.038 | 0.002*** | Employee protection scores do not have a significant effect on per capita contribution. |
| OIP | — | — | — | — | 33.127 | 0.000*** | |
| EMPSAFE | 1.365 | 0.173 | -0.306 | 0.759 | -0.231 | 0.817 | |
| SCALE | -1.553 | 0.121 | 3.202 | 0.001*** | -0.892 | 0.373 | |
| AGE | -2.548 | 0.011** | -0.664 | 0.507 | -0.053 | 0.958 | |
| DEBT | -0.026 | 0.979 | -4.025 | 0.000*** | -4.140 | 0.000*** | |
| STATE | -0.082 | 0.935 | 1.286 | 0.199 | 1.924 | 0.055* | |
| CYEAR | -1.383 | 0.167 | -0.084 | 0.933 | -1.979 | 0.048** | |
| Adj_R sq. | 0.012 | | 0.024 | | 0.626 | | |
| F Value | 2.473** | | 4.084*** | | 156.542*** | | |

Note 1: For variable codes, see variable descriptions in 3 Methodology.
Note 2: p<=0.01, significance is ***, 0.01<=0.05, significance is **, 0.05<=0.1, significance is *.

Table 9 Mediating Effect of Per Capita Contribution between Employee Compensation Scores and NPA Growth Rate (N=745)

| Model | 1-3 | | 2-3 | | 4-3 | | |
|---|---|---|---|---|---|---|---|
| explanatory variable | SALESP | | OIP | | NAGR | | |
| | t | p | t | p | t | p | remark |
| Con_ | 1.565 | 0.118 | -3.085 | 0.002*** | 0.858 | 0.391 | |
| SALESP | — | — | — | — | -3.269 | 0.001*** | Indirect effect of |
| OIP | — | — | — | — | 33.238 | 0.000*** | business income per |
| EMPSA | 3.160 | 0.002*** | 0.947 | 0.344 | 2.031 | 0.043** | capita holds |
| SCALE | -1.803 | 0.072* | 3.047 | 0.002*** | -1.182 | 0.238 | |
| AGE | -2.242 | 0.025** | -0.584 | 0.559 | 0.100 | 0.920 | |
| DEBT | -0.096 | 0.923 | -4.022 | 0.000*** | -4.155 | 0.000*** | |
| STATE | -0.459 | 0.646 | 1.138 | 0.255 | 1.631 | 0.103 | |
| CYEAR | -0.887 | 0.376 | 0.073 | 0.942 | -1.643 | 0.101 | |
| Adj_R sq. | 0.022 | | 0.025 | | 0.628 | | |
| F Value | 3.850*** | | 4.222*** | | 157.916*** | | |
| Direct Effect Analysis of EMPSA on Net Asset Gain Growth Rate (NAGR) | | | | | | | |
| EFFECT | SE | | t | | p | | LLCI-ULCI |
| 0.0374 | 0.0184 | | 2.0305 | | 0.0427 | | 0.0071∼0.0677 |
| Indirect effect analysis | | | | | | | |
| | EFFECT | | SE | | | LLCI-ULCI | |
| Total | 0.0149 | | 0.0177 | | | -0.0139∼0.0445 | |
| SALESP | -0.0073 | | 0.0035 | | | -0.0153∼-0.0030 | |
| OIP | 0.0222 | | 0.0180 | | | -0.0058∼0.0535 | |

Note 1: For variable codes, see variable descriptions in 3 Methodology.
Note 2: p<=0.01, significance is ***, 0.01<=0.05, significance is **, 0.05<=0.1, significance is *.

Table 10 Mediating Effect of Per Capita Contribution between Employee Employment Score and NPA Growth Rate (N=745)

| Model | 1-4 | | 2-4 | | 4-4 | | |
|---|---|---|---|---|---|---|---|
| explanatory variable | SALESP | | OIP | | NAGR | | |
| | t | p | t | p | t | p | remark |
| Con_ | 2.086 | 0.037** | -2.571 | 0.010*** | 1.377 | 0.169 | |
| SALESP | — | — | — | — | -3.045 | 0.002*** | Employee employment ratings do not have a significant effect on per capita contribution. |
| OIP | — | — | — | — | 33.062 | 0.000*** | |
| EMPMENT | 0.124 | 0.901 | 1.463 | 0.144 | 0.997 | 0.319 | |
| SCALE | -1.334 | 0.182 | 2.290 | 0.022** | -1.251 | 0.211 | |
| AGE | -2.497 | 0.013** | -0.549 | 0.583 | 0.023 | 0.982 | |
| DEBT | -0.080 | 0.937 | -3.991 | 0.000*** | -4.125 | 0.000*** | |
| STATE | -0.038 | 0.969 | 1.238 | 0.216 | 1.894 | 0.059* | |
| CYEAR | -1.402 | 0.161 | -0.085 | 0.932 | -1.981 | 0.048** | |
| Adj_R sq. | 0.009 | | 0.027 | | 0.626 | | |
| F Value | 2.159** | | 4.436*** | | 156.860*** | | |

Note 1: For variable codes, see variable descriptions in 3 Methodology.
Note 2: p<=0.01, significance is ***, 0.01<=0.05, significance is **, 0.05<=0.1, significance is *.

From the results of regression 1-3 and 2-3 in Table 9, it can be seen that the better the performance of the enterprise in employee compensation, the better the effect of improving the per capita business income and per capita business profit of the employees; and the results of regression 4-3 can be seen that the per capita business income has an indirect effect between the performance of the enterprise's employee compensation and the growth rate of the return on net assets, that is to say, the better the enterprise's performance in the compensation of the employees, the better the enterprise's performance in the compensation of the employees, the better the performance of the enterprise's average income and profit contribution of each employee to the enterprise and make the enterprise's return on net assets stronger. In other words, the better the performance of the firm in terms of employee compensation, the better the ability of the firm to increase the growth rate of return on net worth by increasing the average contribution of each employee to the firm's revenue and profit. The analysis of direct and indirect effects shows that the performance of employee compensation has a direct effect on the growth rate of return on net assets, and per capita contribution has an indirect effect between the performance of employee compensation and the growth rate of return on net assets. As shown in Table 8 and Table 10, although per capita operating income and per capita operating profit have a positive and significant effect on the sustainability rate of the enterprise, however, the empirical results of regression equations 1-2 and 2-2 as well as 1-4 and 2-4 show that the performance of employee employment and employee security does not have a significant effect on the improvement of per capita operating income and per capita operating profit of the employee, so the indirect effect does not hold.

The above robustness tests are the same as Tables 3 through 6, showing that the empirical results of this paper are robust.

# Conclusion and Recommendation

This paper takes the software and information technology service industry of Chinese listed companies from 2019 to 2022 as the research object, and explores the indirect effect of the increase in per capita revenue and the increase in per capita operating profit on the growth rate of enterprise-employee sharing dimensions and the sustainable development of the company, and the conclusions of the study are summarized as the following two points:

First, the better the overall performance of the enterprise on employee sharing behavior, the greater the per capita contribution of employees, which in turn improves the enterprise's sustainable growth capacity.

The better the performance of the employee compensation component of employee sharing behavior, the more the per capita business income created by employees will increase significantly, which in turn will improve the sustainable growth capacity of the enterprise. The performance of employee security and employee employment, on the other hand, has no significant effect on the per capita contribution and the sustainable growth rate of the enterprise.

Based on the above empirical results, this paper puts forward the corresponding application suggestions as follows:

The software and information technology service industry is a technology-intensive industry, which requires a significantly higher level of technology and service contribution than labor-intensive and capital-intensive industries. This kind of industry requires higher-end human quality and service elements, coupled with the rapid progress of information technology, the frequency of replacement is very high, as well as the country's digitalization of the industry to promote factors such as the software and information technology services industry's sales model, design research and development, and the improvement of the production model are more important than other industries. In recent years, the software and information technology services industry has been growing steadily, and in the case of rapid expansion, employees have become the basis for the sustainable development of the company. This paper makes the following recommendations based on the findings of the study:

First, the company should try to improve the overall quality of sharing activities for employees, especially in terms of employee compensation and benefits,

should be within the company's ability to treat employees with high standards, which will help to stimulate the enthusiasm of the employees to work, and then contribute to the company's more revenue, and promote the company's long-term development.

Second, although the performance of employee security and employment has no significant effect on per capita contribution in the empirical results, the overall performance of employee sharing has a positive and significant effect on per capita operating income and per capita operating profit, so the three aspects of employee sharing, i.e., employee security, employee compensation and employee employment are indispensable, only that employee compensation accounts for a larger portion of the total.

## Reference

[1] Wu, X. The impact of employee security and consumer psychology changes on the consumer market during the COVID-19 [J]. Employment and Guarantee, 2020,(19):191-192.

[2] Hayes, A. F.. Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. Guilford publications [M]. 2017.

[3] Cooke, F. L., & He, Q. Corporate social responsibility and HRM in China: A study of textile and apparel enterprises [J]. Asia Pacific Business Review, 2010, 16(3), 355–376.

[4] Peter, F.. Drucker. La innovación es "el medio con elcualexplotarelcambiocomounaoportunidad para un negociodiferente [M]. 1954.

[5] Liu, C. Innovative paths for enterprise human resource compensation management [J]. Economic Outlook the Bohai Sea, 2020,(05):107.

[6] Hui C. The Application of the Depth Model of Precise Matching between People and Posts Based on Ability Perception in Human Resource Management [J]. Journal of Function Spaces，2022.

[7] Chen, J., Chen, M. and Jin, J. Supportive Human Resource Management and Employee Work-related Well-being: An Empirical Study Based on Mediating Mechanism [J].Foreign Economics & Management, 2018, 40(01):79-92.

[8] Wang, H. Research on the Employee Protection Mechanism and Enterprise Communication Development Strategy in Human Resource Management [J]. Employment and Guarantee , 2020, (06):171-172.

[9] Thanakit O. Learning Human Resources and Applying it to Real-Life

Situations [J]. International Business Research, 2023, 16(2).

[10]    Madhani, P. M. (2023). Human Resources Analytics: Leveraging Human Resources for Enhancing Business Performance [J]. Compensation & Benefits Review, 55(1), 31-45.

[11]    Liu, G. Strategic Human Resource Performance Management and Employee Incentives in the Big Data Environment [J].Human Resource Development, 2021, (22):86-87.

[12]    Porter, Michael E., and Mark R. Kramer. Creating shared value: Redefining capitalism and the role of the corporation in society [J]. Harvard Business Review 89.1/2 (2011): 62-77.

[13]    Moon, H. C., & Parc, J.. Shifting corporate social responsibility to corporate social opportunity through creating shared value [J]. Strategic change, 2019, 28(2), 115-122.

[14]    He, Y., Li, Y., Wang, T. and Wen, Y. Corporate Development, Social Responsibility, and Common Prosperity [J]. Observation and Ponderation, 2023, (10), 103-112.

[15]    Catherine H,Jean-Pierre R,Dominique M, et al. Measuring shared value creation with eco-efficiency: Development of a multidimensional value framework for the dairy industry[J]. Journal of Cleaner Production, 2022, 374.

[16]    Ren, Z. Common Prosperity and Corporate Responsibility [J]. Development Research, 2021, 38(10):17-22.

[17]    Lin, P. Common Prosperity: the Mission of Enterprises to Fulfill Social Responsibility [J]. Journal of Hebei University of Economics and Business, 2022, 43(06):43-51.

[18]    Li, H. and Du, S. Research on the Relationship between Corporate Social Responsibility and Common Prosperity [J]. Southeast Academic Research, 2022, (05):125-140+247.

[19]    Pang, M. and Zhao, M. Research on the Corporate Social Responsibility and Investment Efficiency from the Perspective of "Common Prosperity" —Based on the Samples of Digital Economy Enterprises [J]. Journal of Xi'an Shiyou University(Social Science Edition), 2023, 32(01):33-40.

[20]    Hai, B., Yin, X. and Chen, J. CEO features，R＆D investment and firm performance    [J].    Studies    in    Science    of    Science,    2020,

38(02):276-287.DOI:10.16192/j.cnki.1003-2053.2020.02.010.

[21]    Lu, B. The Effect of Executive Characteristics on The Operating Performance of Listed Companies [J]. Commercial Research, 2022(02):133-141.DOI:10.13902/j.cnki.syyj.2022.02.002.

[22]    Liang, R., Zhang, D. and Mo, Y. Gender Structure , Management Interaction , and Corporate Value of Listed Companies [J]. Management Review, 2021, 33(12):200-212. DOI:10.14120/j.cnki.cn11-5057/f.2021.12.005.

[23]    Ying, H., Cai, F. and Yang, X. Exploring the Path of Artificial Intelligence Empowering Career Planning Education for College Students [J]. China Higher Education, 2023(Z3):35-38.

[24]    Chen, W. Wang, X. and Jia, H. Equity Incentive Disparity Between Top Executives and Core Employees and Corporate Innovation Output: Enhancing or Impeding? [J]. Journal of Zhejiang University(Humanities and Social Sciences), 2023, 53(11):62-85.

[25]    Wang, Y., Tang, S. and Yu, W. Exchange "Salary" for "New": The Impact of Comprehensive Compensation on Innovation Behavior of Technology Personnel [J]. Enterprise Economy, 2023, 42(11):81-92. DOI:10.13529/j.cnki.enterprise.economy.2023.11.008.

[26]    Cheng, L., Chen, K. and Zhao, G. Performance evaluation of coal mine safety production standardization based on contribution rate method [J]. Mining Safety & Environmental Protection, 2023, 50(05):156-162. DOI:10.19835/j.issn.1008-4495.2023.05.025.

[27]    Li, K. and Liu, Y. Analysis of safety risks and hidden dangers regarding to soybean leaching technology [J]. China Oils and Fats, 2023, 48(08):69-73. DOI:10.19902/j.cnki.zgyz.1003-7969.220111.

[28]    Li, J., Qin, Y. and Ji, J. An Empirical Study on the Effectiveness of Executive Compensation Incentives in Chinese Securities Companies—Based on the empirical data of listed securities companies from 2005 to 2015 [J]. Finance and Economy, 2016(10):72-76+94.DOI:10.19622/j.cnki.cn36-1005/f.2016.10.015.

[29]    Dong, H. On the role and guarantee mechanism of long-term strategic planning in the stable development of enterprises [J]. Knowledge Economy , 2019, (21):93+95.

[30]    Geetanjali, P., & Madkaikar, S. P.. A study on knowledge management

practices in hotel industry [J]. Asian Journal of Management, 2020,11(2), 133-138.

[31]    Peláez-León,    Juan    David,    and    Gregorio    Sanchez-Marin. "Socioemotional wealth and human resource policies: effects on family firm performance." International Journal of Entrepreneurial Behavior & Research 28.1 (2022): 109-135.

[32]    Wang, F. Strategic Human Resource Management and Its Theoretical Basis [J]. Vitality, 2022, (17):109-111.

[33]    Feng, J. On Performance Management and Employee Motivation of Human Resources in Strategic Enterprises [J]. Market Modernization, 2022, (24):68-70.

[34]    Xiong, W. Company size and performance: an empirical study based on A-share listed companies [J]. Marketing of time-honored brands, 2021, (04):82-84.

[35]    Kartikasary, M., Marsintauli, F., Sitinjak, M., Laurens, S., Novianti, E., &Situmorang, R.. The effect of working capital management, fixed financial asset ratio, financial debt ratio on profitability in Indonesian consumer goods sector [J]. Accounting, 2021, 7(3), 661-666.

[36]    Rundjan, E. P., & Susanti, M.. Intellectual Capital, Capital Structure, Firm Size, Firm Age and Financial Performance [J]. International Journal of Application on Economics and Business, 2023,1(1), 37-46.

Bai, Y. Property Rights Nature, Internal Control, and Corporate Performance [J].Huabei Finance, 2019, (04):12-19.