

An Improved Decision-making Model of Human Resource Outsourcing Based on Internet Collaboration

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Abstract

With the development of information and communications technology (ICT), this new technology has brought new challenges and opportunities to enterprises. Human resource outsourcing platform is a system framework based on internet, and it has facilitated the expansion of enterprises by forming and supporting the organization structure. In this paper, we proposed a human resource system based on internet collaborative, and analyze the human resource outsourcing strategy by using decision-making model. The result shows that the evaluation index system of HRO model can be divided into five parts as strategic factor, management factor, cost factor, technical factor and service factor. Also, in the three outsourcing service model, the recruitment outsourcing has the highest score as 7.6. It shows that recruitment outsourcing can improve the work efficiency in human resources department. On this basis, we put forward relevant policy suggestions.

Keywords: *Human Resource Outsourcing; Internet Collaboration; Risk Management; Decision-making Model*

1. Introduction

With the development of information and communications technology (ICT), this new technology has brought enterprises many new challenges and opportunities, in terms of competition, business models and patterns. In a new world with high degree of dissemination of information, production of a highly developed, the traditional competitive strategy based on the cost leading or difference has highlighted shortcomings [1]. The supply of highly developed, the slow growth of aggregate demand situation, the demand for personalized and customized will naturally occur. Thus, long tail phenomenon has created countless market segments based on networked and informationized channels. Personalized demand, supply personalized, and value innovation need an innovative Blue Sea strategy. The execution of this innovative strategy need the effective implementation of an on-demand, networked and more flexible collaborative human-resources system; at the same time, the development of ICT supports the implement of such HRMS [2].

China has become the center of the global economy, whether it is for foreign investment or foreign investment, China's economy has been involved in global competition, including personnel and wherewithal to competition. In order to succeed in the global competition, we need innovation enterprise strategy and strategic human resources management. It's necessary for the enterprises to win the talent advantage, especially high-end talent due to the down-regulation of the economy, which is expected to increase the likelihood of corporate layoffs and the increasingly intense competition in the 21st century [3]. As for human resources management, this is paradox of the special needs of a higher demand. Human resources management needs to provide the enterprise strategic management more support to help enterprises establish core competitiveness. In addition, the aggravation of Chinese aging population weakens the advantage of

personnel, which make the increase in labor costs inevitable. In the context of the times, to make enterprises maintain the impetus, the human resources department needs to continue to hunt the talented people and improve the management system in order to save costs, which requires liberation from the tedious clerical work. Human resources outsourcing has become the general trend of the drive.

Considering a growing number of companies choose the outsourcing of human resources at the same time, we cannot ignore the human resources outsourcing is not a panacea, and not all corporate human resources outsourcing can achieve the desired results. There are many reasons of its failure or ineffective. One important reason is that the decision-making model is imperfect decision-making model is the lack of effective cost and benefit analysis in decision making.

2. Literature Review

2.1. Internet Collaboration of HRM

Internet collaborative of human resource management system is based on cooperative theory and model, by using the information system of the internet. In the expansion of the enterprise value chain and internal organization and management level, decomposition of human resource management for collaboration in two directions, to promote the success of the high performance of employees, forming the competitive advantage of enterprises, to support and achieve the strategic goals of the organization. It is based on a system framework of the Internet, because the Internet has facilitated the expansion of enterprises to form and support the organization structure. It is based on the theory of collaboration and the full use of information and networking technology collaboration. Hussain (2007) pointed out four general population models as chance, acuity, interest and leader [4].

Cooperation pattern and technology for groups and organizations change to promote the role of, a lot of electronic interaction based on emerging, new cooperation mechanism to the organization structure and the behavior of the individual and interactive have far-reaching influence .Tohidi (2011) proposed the concept of collaborative marketing, collaborative sales, collaborative innovation, collaborative design, collaborative communication and other concepts [5].For large-scale collaboration, Spencer (1993) is considered as the core idea of Web 2 new economic era. He believes that there are three types of the wisdom of the masses: cognition, such as market evaluation. It is not easy to affected by political factors; coordinated behavior, such as the use of the optimization of the restaurant, traffic congestion avoid collision and so on; collaboration, that is, in the trust network, but there is no central control group, people can do very good [6]. Metin (2010) make discussion of future work. He pointed out that due to the trend of information technology and globalization, the future of the organization will be more performance for decentralized structure, and by "value for center of technology driven [7]. Command control management will turn to collaborative and require more emerging and dynamic skills; and the person will serve as the center of the business. Discusses in the flat world of how to learning and innovation, during which relates to the problem in the new world of competition "human resources supply chain, network organization structure and collaborative learning characteristics of enterprise intellectual capital and performance relationship driven, and from IBM's research also shows that, enterprise human resources management should be developed new learning mechanism, channel, curriculum, to play a more strategic role.

2.2. Human Resource Outsourcing (HRO)

The function of human resource management, transactional activities accounted for the vast majority of, such as recruitment, training, social insurance and personnel file management, these activities deal with relatively cumbersome, time and energy

consumption, to create the core competitiveness of enterprises is of little significance, but it consumes most of the human resources department staff, these business activities exist to provide the possibility for the existence and development of human resources outsourcing. With the advantages of outsourcing will continue to appear, human resources outsourcing (HRO, the same below) as a reduce enterprise cost and improve the core competitiveness of one of the effective ways and in 20 century 90's first developed in the United States and other developed capitalist countries. Using human resources professional institutions can save enterprise human resources activities time and increase the efficiency of the enterprise human resources management, at the same time, the enterprise can concentrate manpower on the strategic research and the core competitiveness of the building, HRO become the trend of the times. Outsourcing HRO is refers to the enterprise according to their own needs a one or a few of the human resource management outsourcing work out, make by other professional enterprise or organization for management, to low labor costs, to achieve maximum efficiency.

In the aspect of human resource outsourcing, some scholars classify the HRO function according to the nature of the nature, so as to classify it into different types. Brian (2001) considered that the outsourcing of human resource function is mainly about four kinds of outsourcing, namely, comprehensive, transactional, capital and acquisition [8]. Therefore, human resources outsourcing of functions divided into four kinds: such as human resources planning, staff performance appraisal and evaluation for comprehensive outsourcing; salary payment is based on the transaction of outsourcing; staff training, professional title promotion is nature of human capital promotion activities, staff recruitment and selection is to obtain the outsourcing activities. Klaas and Gainey (1999) also carried out the division of human resources outsourcing, namely, the general HRO, transactional HRO, human resource investment, recruitment and selection of four kinds of [9].

In the aspect of human resources outsourcing motivations, scholars from different angles of economy, politics and enterprise of research the motivation of HRO in the enterprise, from the perspective of their own research accounted for the vast majority, mainly concentrated in reducing the cost of human resources, and enhance the core competitiveness of enterprises. Jenster(1999) pointed out that affecting the human resources outsourcing factors reduce the operational cost of human resources, improve the focus of attention of the enterprise business, enhance the enterprise internal management control and can share with suppliers for development strategy [10]. David (1997) consider that the cost advantage of HRO, more appropriate allocation of time, from the more convenient channels obtained leading technology, and finally let human resource outsourcing service providers by simple providers into the organization's strategic partner [11]. In addition, James (2013) pointed out HRO reason mainly has the following several, namely, economy, technology, talent and political factors [12]. Greer (1999) pointed out that whether the enterprise of HRO driving factors has five, respectively, whether to need to streamline the corporate management system, whether the enterprise is in rapid growth or recession, the pace of globalization is accelerated, competition is intensified and enterprise whether need to recreate, and in the fundamental factors behind the competition factors is lower costs and increase human resources service quality.

With the advantages of HRO research, scholars started to pay attention to the outsourcing in bring various benefits at the same time is also accompanied by risks. These risks summed up including transaction risk, conversion risk, quality risk and supervision risk. Gilley (2004) argues that the outsourcing can for the enterprise cost savings, improve the competition status and work efficiency, eliminate the risk, in addition to HRO may also bring the transaction cost rise, and affect the value of the company and the other from the supplier risk [14]. Maureen (2014) make summary of HRO risk includes loss to enhance their own human resources skills opportunity loss to enhance skills related to opportunity, the foreign contractor produced dependence and lose control of risk [15].

Lever (1997) pointed out that human resource outsourcing may produce two risks: one is enterprise in outsourcing subcontractors over reliance on, another risk is the human resources outsourcing business efficiency and quality of work did not achieve the original expectations of enterprise, thus fundamentally shadow ring to the overall efficiency of enterprises [16].

3. Decision-making Model of HRO

In numerous can carry out the outsourcing service model choice in practice, the choice of enterprises on the HRO model of cognitive bias, most enterprises rely on subjective experience or is the outsourcing decision of copycat industry peers to judge and choose outsourcing model. The abuse of these outsourcing choices has brought a great uncertainty and potential risk to the development of outsourcing decision-making. In this paper, we in view of the enterprise should be how scientific evaluation and reasonable choice of suitable for its own development outsourcing model the objective, through the establishment of a set of effective human resource outsourcing mode selection of a multi-level evaluation index system, and comprehensive expert opinion method and entropy method to determine the index weight, thus forming comprehensive outsourcing decision-making model to guide the enterprise outsourcing mode selection decision.

3.1. Entropy Method

Information entropy reflects the degree of disorder of information.. It can reflect the degree of the information of the index in the process of evaluation, and the degree of the impact of the index on the evaluation results. The greater entropy indicates a higher degree of disorder of information, the information entropy of the utility value of the smaller. The first application of entropy function in statistical physics, in the microscopic point of view, it is assumed that the system entropy can be from the molecular arrangement of the statistics obtained. According to the Boltzmann entropy formula as:

$$E = k \ln \Omega \quad (1)$$

In formula 1, k is the Boltzmann constant, Ω is the arrangement of molecules in the system.

$$\Omega = \frac{(n_1 + n_2 + \dots + n_m)!}{n_1! n_2! \dots n_m!} = \frac{\left(\sum_{i=1}^m n_i\right)!}{n_1! n_2! \dots n_m!} \quad (2)$$

According to the formula 1, it is concluded that entropy of the system:

$$E = k \cdot \sum_{i=1}^m n_i \ln \sum_{i=1}^m n_i - (n_1 \ln^{n_1} + n_2 \ln^{n_2} + \dots + n_m \ln^{n_m}) \quad (3)$$

So that, the unit entropy in system is:

$$e = \frac{E}{\sum_{i=1}^m n_i} = -k \cdot \left[\frac{n_1}{\sum_{i=1}^m n_i} \ln \sum_{i=1}^m n_i + \frac{n_2}{\sum_{i=1}^m n_i} \ln \sum_{i=1}^m n_i + \dots + \frac{n_m}{\sum_{i=1}^m n_i} \ln \sum_{i=1}^m n_i \right] \quad (4)$$

Unit entropy function of the system can be obtained:

$$e = -k \sum_{i=1}^m y_i \ln y_i \quad (5)$$

In the process of the calculation of information entropy, constant K is related to system sample m, according to the information entropy of disorder limit value as e=1 can be concluded that when $k = (\ln^m)^{-1}$.

3.2. The Selection Principle of Index System

Evaluation index system of human resources outsourcing pattern choice, the importance of the each indicator should be closely related to enterprise requirements. The complexity of the outsourcing decision is that every index in the process of decision making requires careful consideration, to ensure the scientific and reasonable evaluation result, the first index selection criterion is particularly important. In order to make the selected indicators can be comprehensive, system, objective and true reflect human resource outsourcing decision-making of the project, when set up evaluation index mainly follow the principle of the following aspects:

- a) **Comprehensive systemic principle:** the selection of indicators has to fully reflect the current enterprise management status, joint enterprise business philosophy, and comply with all aspects of enterprise development strategy target.
- b) **Simple science and principle:** the set of index system has certain limitations, so 20% of the index to reflect the influence of enterprise human resources outsourcing project decision-making factors of 80%, to ensure index set up a scientific and concise.
- c) **Consistency principle:** indicators set to have a certain logical rigor, prevent conflict between indicators.
- d) **Combination of qualitative and quantitative principle:** in the process of the index set, will fully allocated proportion of qualitative indexes and quantitative indexes, comprehensive and balanced set of qualitative and quantitative indicators, prevent evaluation index is measured according to the qualitative or quantitative point of view, only guarantee the index set is scientific.

3.3. Establishment of Evaluation Index System

Through combing the existing related information, as well as the comprehensive decision-making influence factors and combining the research of the motives of outsourcing as a result, the small and medium-sized enterprises in our set selection and index system of enterprise human resources outsourcing mode choice, for we will be divided into strategic level classification index factor, management factor, cost factors, technical factors, factors of outsourcing service providers have five categories of the final comprehensive evaluation. In order to make the evaluation more reasonable scientific process, the evaluation results more accurate, on the basis of the theoretical foundation of the enterprise human resources outsourcing decision-making model, we will again many secondary refining the five levels of classification index into a single index, evaluation indexes and evaluation standards at all levels can be shown in table 1.

Table 1. Evaluation Index System of HRO Model

Level indicators	Secondary indicators	Judgment standard
Strategic factors $\alpha 1$	Core competence A1	Strengthen the core competitiveness of the enterprises
	Business risk A2	The lower the risk of enterprise management
Management	Management resources	Ease enterprises shortage of resources and

factors α_2	A3	technology
	Talent allocation A4	Advantageous to the talent of professional configuration
	Communication A5	Conducive to communication between the organization
Cost factor α_3	Fixed cost A6	Can reduce the enterprise HRM fixed costs
	Operating cost A7	Reduce the non-core business investment
Technical factors α_4	Management tool A8	Acquire advanced technology
	Knowledge A9	Obtain the latest management knowledge
Service factor α_5	Service quality A10	Service standards and timely service
	Service charge A11	Service price is low, cost-effective
	Service quality A12	Service personnel quality is high

3.4. Calculation of Index Weight

Assume the number of classification index is K , the number single index as n , for the sample m , then the alternative plan as i , reflecting the single index value matrix composed of design as the initial matrix as X_{ij} , can be shown as:

$$X_{ij} = \begin{bmatrix} x_{11} & x_{12} & \cdots & x_{1n} \\ x_{21} & x_{22} & \cdots & x_{2n} \\ \vdots & \vdots & \vdots & \vdots \\ x_{m1} & x_{m2} & \cdots & x_{mn} \end{bmatrix} \quad (6)$$

X_{ij} represents the evaluation value of sample i and indicator j . In the initial matrix, for each individual evaluation indicators, criteria of reference index system, we are in the process of specific evaluation, index score for a 10-point scale, by experts to use their knowledge, experience, information and values of each single index to assess them one by one. When the actual statistical score take arithmetic average of the expert scoring for single parameter's final score values, included in the initial evaluation matrix.

The initialization matrix standardizing:

$$p_{ij} = \frac{X_{ij}}{\sum_{i=1}^m X_{ij}} \quad (7)$$

The classification index K , entropy value of j a single parameter:

$$e_j = -k \sum_{i=1}^m P_{ij} \ln P_{ij} = -(\ln^m)^{-1} \sum_{i=1}^m P_{ij} \ln P_{ij} \quad (8)$$

The first indicators of information utility value depend on the index of information entropy and the difference of 1, as:

$$h_j = 1 - e_j \quad (9)$$

The entropy weight indicators for the j as:

$$D_j = \frac{h_j}{\sum_{i=1}^m h_j} \quad (10)$$

According to the additivity of entropy, we first set up under the case of a sample I first the entropy value of classification index W_k , according to the steps in front of us the utility value of each classification index h_j , make the utility value of classification index H_k , the classification of the lower structure index utility value summation respectively, and then each level classification index for utility value, the corresponding first class classification index weights for K :

$$W_k = \frac{H_k}{\sum_{k=1}^5 H_k} \quad (11)$$

Because it has already been calculated the weight of each classification index and single index, when calculating the comprehensive evaluation value, the expert scoring the initial value of matrix and weighted index weight, it can be concluded that the comprehensive score as:

$$f^i = \sum_{k=1}^5 w_k \sum_{j=1}^n D_j X_{ij} \quad (12)$$

4. Empirical Analysis

4.1. Questionnaire Investigation

In order to understand the present situation of human resource management and the enterprises, the major issues of outsourcing management 20 companies in Suzhou city, the author of this paper has carried on the detailed analysis of the actual survey. Some of the 20 companies engaged in human resource management outsourcing. The investigation is mainly aimed at the human resources management department in the sample, the manager and assistant, and the staff of human resources department. The purpose is to find the current situation of the enterprise in the human resource management outsourcing decision and engaged in outsourcing management difficulties.

In enterprise human resources management present situation investigation, our main purpose is to clear the enterprise the present situation of human resource management. After analysis of the current enterprise, it shows necessity of the implementation of human resources outsourcing. We mainly aimed at the enterprise human resources management strategy, personnel management specialist tissue, enterprise recruitment, compensation design, performance appraisal five aspects to investigate. Human resource management focuses on investigation of current situation of enterprise human resources management strategy idea, management talent, enterprise organization structure, HRM network informatization degree, a total of four aspects. Aimed at investigating the situation of enterprise human resources outsourcing decision, we mainly use the situation in view of the enterprise human resources outsourcing, the motives of outsourcing, outsourcing project choice, enterprises to adopt or avoid the difficulty of outsourcing, outsourcing risk factors for a total of five aspects to investigate.

In the form of questionnaire as online survey and field distributed, and been send to HR department of small enterprises. Because the subjects for the small and medium-sized enterprise HR personnel and a line of the project manager, the relatively small sample size, a total of 200 questionnaires, recycling, 176, and 148 valid questionnaires. The recovery rate of valid questionnaire is 74%. From the point of enterprise property, companies surveyed the vast majority of private enterprises, private enterprise number only with the private enterprises, foreign enterprises less two. From a number of companies surveyed the human resources department, the following 5 people accounted for 26.7%, more than 15 people accounted for only 20%, the vast majority of the number of enterprise human

resources department for 5 to 15 people, accounts for about 53.3% of the proportion of the sample. Specific statistics see table 2.

Table 2. Statistics Analysis of Questionnaire Samples

Option	Attribute	Number	Proportion
Enterprise form	Private enterprise	9	60
	State-owned enterprise	6	40
Number of people in HR	Less than 5	0.7963	26.7
	5-15 person	0.7802	53.3
	More than 15	0.6278	20

In view of the human resources management present situation of enterprise's survey, we found that according to the content of the questionnaire, there are 6 companies which have no specific human resources department, the other eight with incomplete or independent of the personnel department. Number of company personnel engaged in human resources management, according to statistics, mainly concentrated in the 5-15 people. Executives of the importance of human resources according to the survey, most of small and medium-sized enterprise only 54% of surveyed, head of the business enterprise personal management often participate in the enterprise strategy in the decision-making process; the questionnaire survey of executives about the importance of human resource management is not high. In the surveyed enterprises, the company employees knowledge level of human resource management department according to the survey, the company employees the average degree of bachelor degree or above, in the minority enterprise human resource management department staff of an average of record of formal schooling of three-year institution of higher education.

4.2. Result of Expert Score

Enterprise formed expert evaluation group, group members for seven people, including 3 consists of human resources outsourcing and consulting experts, the other four people from the enterprise internal management decision-making. In ensuring the reliability of information, under the premise of fairness, graded by the expert group for running outsourcing modes one by one, in order to eliminate the influence of abnormal hit points and we are in the process of actual statistical scoring, remove a high score, remove a minimum points, take the arithmetic mean value included in the initial evaluation matrix of each expert. Finally, the individual index evaluation points below 6.0, implement a veto. Using expert scoring method of the running mode on each evaluation index scores see table 3.

Table 3. Expert Evaluation Score of HRO Model

Level indicators	Secondary indicators	Expert scoring		
		Recruitment outsourcing	Training and development outsourcing	Medical claims outsourcing
Strategic factors α_1	Core competence	8.3	8.0	7.6
	Business risk	7.8	7.6	8.0
Management factors α_2	Resources	8.5	8.2	7.6
	Talent allocation	8.3	8.5	7.2
	Communication	8.0	8.4	8.0
Cost	Fixed cost	6.8	6.5	7.0

factor α_3	Operating cost	7.5	7.0	6.8
Technical factors α_4	Tool	7.3	7.5	6.5
	Knowledge	7.6	7.4	6.8
Service factor α_5	Service quality	6.8	6.6	6.5
	Service charge	7.4	6.8	7.0
	Service quality	7.0	7.0	6.5

According to the calculation formula of entropy value method, data computing applications, we get about the primary classification indexes in the table below, as well as the second single index weights. Weights shown in the following table 4

Table 4 .The Entropy Weight of the Evaluation Index

Level indicators	Secondary indicators	Secondary individual index			Entropy weight
		Entropy	Classification index entropy	Single index entropy	
Strategic factors α_1	Competence	0.998	0.670	0.069	0.103
	Business risk	0.999	0.330	0.037	
Management factors α_2	Resources	0.997	0.375	0.103	0.276
	Allocation	0.997	0.375	0.103	
	Communication	0.998	0.250	0.069	
Cost factor α_3	Fixed cost	0.998	0.400	0.069	0.172
	Operating cost	0.997	0.600	0.103	
Technical factors α_4	Tool	0.998	0.400	0.069	0.172
	Knowledge	0.997	0.600	0.103	
Service factor α_5	Service quality	0.997	0.375	0.103	0.276
	Service charge	0.997	0.375	0.103	
	Service quality	0.998	0.250	0.069	

From the classification index weight distribution we can see that on a visit to many factors, management and service factors weight ratio is higher, the second is the cost factors and technical factors, the minimum entropy strategic factors. In the study of the weight of single index, we can see, for example for the management factor, organizational communication individual indicators reflect the largest amount of information, the greater the degree of discrete, the role of it in the rating index system is smaller, so the minimum value of entropy.

4.3. Analysis of project evaluation results

According to the expert subjective rating data and the weight of each index, in the process of comprehensive evaluation value calculation, in order to reflect the attribute significance of scores, we calculate in addition to the single parameter relative to the index system of comprehensive score and comprehensive score relative to the classification index, in order to reference for decision making. The running mode composite scores are shown in table 5.

Table 5. Overall Evaluation Score of the Election Pattern

Outsourcing service	Recruitment outsourcing	Training and development outsourcing	Medical claims outsourcing
Single index evaluation score	1.690	1.657	1.568
overall score	7.6	7.4	7.1

We can see from the table 4, in the three outsourcing service model, the recruitment outsourcing has the highest score of 7.6 points, medical claims outsourcing min. 7.1 points. This shows that the company currently experts assess group consensus that the enterprise should take recruitment outsourcing of human resources outsourcing model. Recruitment outsourcing can make the enterprise in comprehensive under the action of various factors, the maximum improve the efficiency of the work of human resources department, enterprise outsourcing. Of the result of comprehensive evaluation, we can also see that for the present industry widely popular medical claims process outsourcing service model, but is not suitable for the enterprise outsourcing practices, this and the enterprise the current labor shortages, the brain drain, and the actual situation of human resource mature medical claims procedure.

5. Conclusion

5.1. Choose the Enterprise Outsourcing Service Provider

In the implementation of enterprise human resources outsourcing, outsourcing service provider of the correct choice is second only to outsourcing mode selection of another important link. The size of the ability of outsourcing service providers and service quality high and low, the pros and cons of working methods directly determine the success of enterprise outsourcing activities. Large enterprises at home and abroad in selecting the appropriate outsourcing service provider usually adopt the combination of qualitative and quantitative method, as well as to establish a reasonable evaluation index system of outsourcing service providers, and to choose scientific and reasonable optimization strategy and method, to provide reference for the enterprise human resources management activities. In search of alternative in the process of outsourcing service providers, enterprises should first outsourcing services market in market research, extensive collection market scope of business of all kinds of outsourcing service providers, outsourcing, looking for an object conforms to the enterprise outsourcing project selection decision alternatives. These alternative first of outsourcing service providers should have a good reputation, quality of service and job performance. After the lock a few candidates, companies can use the combination of qualitative and quantitative methods to multiple aspects and choose the best service can provide the enterprises with the high quality specialized resources. In the capacity of outsourcing service providers, the outsourcing service providers must have the external ability which the enterprise lacks, and can be competent to manage the human resources.

5.2. Costs and benefits Analysis in Human Resources Outsourcing

According to the front of the outsourcing decision-making model which choose the outsourcing projects for outsourcing project, after the enterprise to make outsourcing decisions, one of the most important problem is the need of outsourcing cost and benefit analysis, in order to enterprise profit maximization in the end. Scientific and reasonable cost - benefit analysis test project human resource management outsourcing can help

enterprises choose and outsourcing service provider of decision-making is correct or not. When doing human resource outsourcing decision-making, enterprise's high cost will be very seriously, and the corresponding rate of return on investment, enterprise can obtain profit is always the source of enterprise development. The cost of human resources outsourcing is refers to in the implementation of enterprise outsourcing decision of recessive or dominant costs include all kinds of human expenditure. When analyzing the costs and benefits of the enterprise, we think that the small and medium-sized enterprise scale is small, suitable for using a simple and effective measure. The calculation existing enterprise staff to complete a function of costs and benefits, human resources was compared after with outsourcing cost benefit.

5.3. Improve the Implementation of Human Resources Outsourcing

In the process of the implementation of the enterprise human resources outsourcing, enterprise and outsourcing agencies need to continue to interaction and communication to establish positive and effective cooperation. In outsourcing, outsourcing services for business work, generally the enterprises entered the outsourcers will fully understand the enterprise's future development strategy, the core of enterprise operation, enterprise core value concept, and the accumulation of enterprise culture deep enterprise internal information, on the basis of the business to avoid because it or can't not familiar with enterprise internal and the integration of enterprise culture and all kinds of risks. Need in the process of implementation of small and medium-sized enterprises, and outsourcing service provider configuration management resources together and operation technology, determine their respective roles and functions of division of labor. And for all kinds of enterprises, as the most frequent contact with outsourcing service provider of the department, the human resources department or personnel engaged in the personnel management need to take in the process of outsourcing implementation monitoring and evaluation functions.

5.4. Monitoring and Evaluation of Human Resources Outsourcing

In order to ensure that enterprises implement the motivation of human resources outsourcing, the potential risk of enterprises in the implementation of human resources outsourcing may result in outsourcing can't succeed or the expected effect is not ideal. Therefore in the process of outsourcing effect monitoring, for outsourcing risk identification and to dodge is a very important link. Only scientific recognition and avoid risk, to ensure that evaluate the effect of real and effective. Human resource management outsourcing evaluation process is to take reasonable use of scientific performance evaluation method and the index of performance appraisal of human resource management outsourcing process of the performance of the work in a judgment. After assessment, enterprise according to the assessment results and assessment analysis, the standard and not up to standard, analysis of the causes of the outsourcing work to carry on the deep analysis to improve the effect of the outsourcing of the key actions, continue to promote human resources management outsourcing work to further forward and development.

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