

# **A Study of the Middle-Aged Employees Re-Use of Human resources-the case of the SYNVISION Technology Services**

*Chin-Cheh Yu<sup>1</sup>, Chieh-Ku Tseng<sup>2</sup>, Pei-Wen Liao<sup>3</sup>, Li-Chun Hsu<sup>4</sup>*

<sup>1-3</sup>National Taiwan Normal University, 129, Ho-Ping E. Rd., Sec 1, 106, Taipei, Taiwan, R.O.C.

<sup>4</sup>National Dong Hwa University, No. 1, Sec. 2, Da Hsueh Rd. Shoufeng, Hualien, Taiwan, R.O.C.

*jack541011@gmail.com<sup>1</sup>, pearl908m015@gmail.com<sup>2</sup>, u290070056@yahoo.com.tw<sup>3</sup>*

## **Abstract**

The trend of the global population aging, therefore middle-up aged of human labor increasing each year. The middle-up aged employees of experienced and good interpersonal skills, the business can be planning and management will help to enhance the competitiveness of enterprises. Career development model and the career development system - a link the organization needs and individual needs on based theoretical models. This study interviews the SYNVISION Technology Services manager, director and employees. Finally, the seven policies: (1) the senior human resources management (2) on the re-hiring of senior staff assessment (3) regulation of the human cost of retirement to re-engage Employment (4) the same benefits the pay adjustment (5) to reach the target production incentives (6) arrangements for the job redesign (7) on-the-job training. Through the implementation of the strategy for human use, allow middle-up aged employees of human re-development organizations to achieving the desired outcome of the performance.)

Keyword: Middle-Aged Employees, Organization Development, Career Development

## **Research background and purpose**

Population aging is a trend in developed countries. An older person is an important human resource development issues faced by the arrival of an aging society. The competitiveness of enterprises faced with the urgent threat to the complex. Experienced workers to retire successors depletion caused by technology and knowledge. Employer's lack of proper human resources development program is the reason for lack of new blood. Aging baby boomers in the workplace the state and enterprises are facing new sources of supply of human resources to reduce the pressure and difficulties, because aging and birth rate of double factors must improve the aging of the population and employment strategy is to attach importance to the issue of advanced countries.

In general, businesses can cross-border investment by asking the Government to open immigration to the introduction of human or automated means of production in response to a shortage of human resources issues. Foreign manpower can not be unlimited under the premise of opening up the introduction of enterprise seems to be prudent to consider whether or not to "homeopathy operation" is the response to an "aging" trend will be "Middle-Aged Employees human development and to use of" as a corporate human resources The focus of policy considerations. The study background to understand for the purposes as follows: (1) Organization of the future development needs. (2) Middle-aged employees in career development planning. (3) Organizations to promote middle-aged employees re-use of human resources strategy.

## **Middle-Aged Employees Employment issues in Taiwan**

Taiwan was in 1993 into the aging (65-year-old population accounted for more than 7 percent of the total population above), at this stage, the proportion of the population over 65 years of age has reached 10.04% (February 2007), labor force participation rate of 7.58% (average in 2006). According to the Executive Yuan in June 2006 for Economic Planning and Development released onto the population of Show: to 2026 the proportion of elderly population will reach 20.6% of 45 to 64 in the elderly population is the proportion of the total labor force of 46.2%, to 2051 when a higher percentage of elderly population up to 37%. Show that China's population is aging very fast, the proportion of older workers will increase substantially (Yi, 2007).

Directorate General of Budget in June 2007 by age of labor force indicators for human resources results in 2004 to May 2007 only the national labor force in old age is growing year by year in slightly (Directorate-General of Budget,

2007). (Table 1)

Table 1 workforce by age distinction table

Unit: thousand

Year	2004	2005	2006	2007(~May)
Age 15-19	175	164	154	145
Age	934	892	851	821
Age	1538	1595	1636	1637
Age	1458	1452	1479	1519
Age	1510	1508	1514	1509
Age	1501	1511	1529	1540

Table 1 workforce by age distinction table (To Follow Table 1)

Unit: thousand

	2004	2005	2006	2007(~May)
Age	1303	1338	1352	1373
Age	955	1010	1049	1074
Age	439	48	548	613
Age	271	258	241	241
Age	156	158	170	184
Total	10240	10371	10522	10656
Age	2968	3091	3190	3301
National proportion	28.98%	29.80%	30.32%	30.98%

Enterprises in the elderly there is a human bias or a deep-rooted views of the age factor is therefore given rise to many radical ideas (Hale, 1990). Shwu-Yuan Tai (2001) The study indicated that Middle-Aged Employees do not want to employ the main reasons include: Business-oriented philosophy to the interests of employers under the premise of the employment of senior citizens hold high cost and low job performance, job skills do not match, the lack of creativity, physical decline and management is not easy, such as stereotypes. The employment of Middle-Aged Employees therefore wishes to reduce. BEVT (2007) Enterprises to employ Middle-Aged Employees will of the latest survey. Most of the businesses would employ in the Middle-Aged Employees that has its advantages exist: (1) the work of experienced, immediately available appointment. (2) The experience of skilled, low rate of mistakes. (3) May be included in investment and increase capital. (4) The stability of the high and difficult to quit. (5) Maturity. (6) The more general employees comply with norms. (7) Ministry of Foreign Affairs fewer concentrate on work. (8) Did not care about the reward. (9) The work is enough time, no family about. (10) Do not struggle for power. (11) Would be a good relationship can help the business forward.

Comprehensive study scholars do not want to employ older enterprises mainly by the “age” bias factors. Leaving aside the age factor in the case of senior citizens does have the advantages of their employment.

### Career Development and Organization Development

Super proposed career development of individuals in reference to career development will be centered on self-concept. Personal physical and mental growth of the feelings of the work will be considered when faced with their own characteristics and qualities required should be based on personal and career best fit between the two sides. Super theory referred to two important researches in accordance with, the first career development is a “forward, continuous, irreversible” process. The second career development is a “has order, has norm through” process. Individuals in accordance with the career stage of development from the state of unrealistic illusions about the progressive development of step-by-step sequence for the reasonable, realistic sequence, the state has positive significance. Therefore, the purpose of research career that is job satisfaction or life satisfaction (demand reached).

Beach (1980) proposed theory of career development is a personal career plan (self-assessment, analyzing organizational development the opportunity to set out specific objectives) and organizational career management (inte-

grated human resource planning, career development path designed to provide career development information, to announce the missing, the staff performance assessment and evaluation) in cooperation with each other to common career development organizations. "Career development" is organized by planning efforts to meet the career needs of individual organizational needs. Employees from the organizational and operational level and strategic direction to the planning of both the process of career development needs to be helped (Gutteridge, Leibowitz & Shore, 1993). Manpower Inc.'s "Global Employment Outlook Survey Report" and "re-planning of human resources senior White Paper" for the global 25 countries and regions of the 28,000 employers to carry out survey was conducted in the third quarter of 2007. The results showed that global corporate employers have to recruit Middle-Aged Employees to draw up its strategy of only 14%, employers remain zero plans for Middle-Aged Employees only 21%. Taiwan's enterprises have plans and employers to develop strategies to recruit older only 6%, employers have to stay in staff-related schemes for senior citizens only 8%. Information learned at home and abroad to investigate employers for Middle-Aged Employees to stay and did not attach importance to the recruitment plan and sound investment planning strategies. Wan Li, General Manager of China and Taiwan collar that "the majority of employers did not realize they need to estimate 10 years later, because of the retirement age of employees will leave their jobs, businesses to the deployment and use of manpower to maintain the production and competitiveness power. What is even more surprised that there are many companies consider employee retirement is a cost-saving thing. In fact, such a concept as non-length and dangerous because in the future workplace environment, Middle-Aged Employees experience and knowledge will become the enterprise important assets (Economic Daily News, 2007/6/14: B7).

### Research Design and Implementation

The research design of this study motivated, research purposes, literature review and reference information on Beach (1980), Hall (1986) career development model and Gutteridge, Leibowitz and Shore (1993) career development system - linked to organizational needs and individual demand the establishment of theoretical models based on a conceptual framework (Figure 1). The main framework of this study divided into two dimensions. Including career development needs of senior staff in planning and organizing career development needs. Both dimensions of the demand for master planning organizations face with the senior staff of the supply-demand balance between surface makes middle-aged to older employees have the opportunity to contribute in the organization. Organizations in the human use without an age limit to choose the appropriate middle-aged to older employees with career development needs of organizations. Finally for the effective use of older workers must re-planning strategy in the elderly human use in order to enhance competition in innovation organizations use to create organizations of human competitiveness.

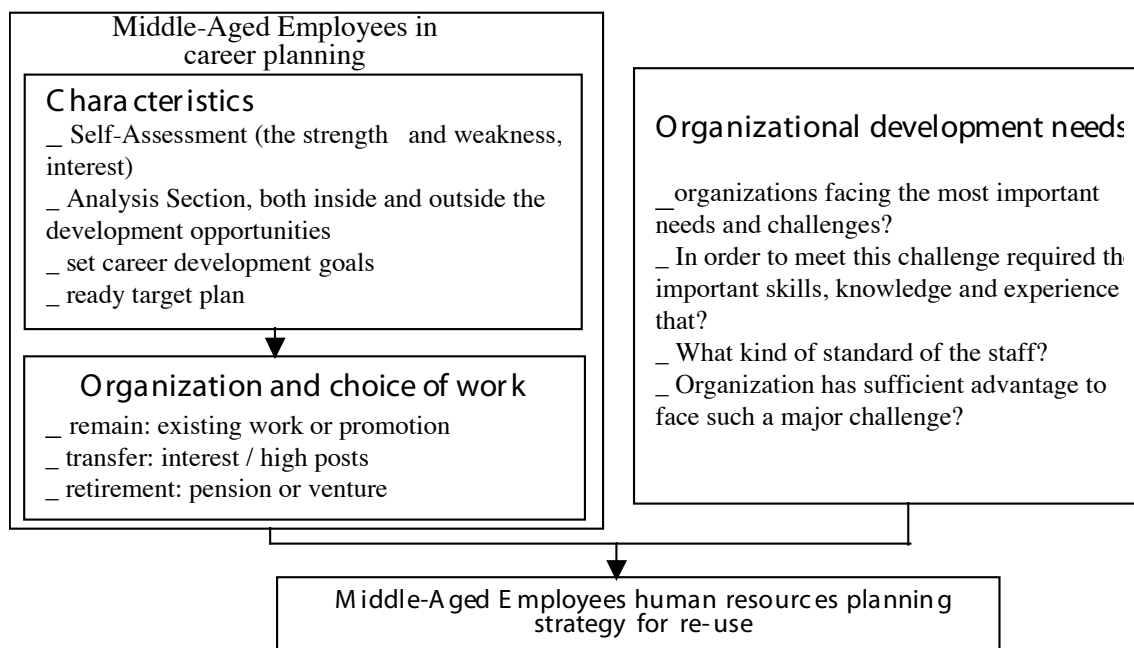


Figure 1 conceptual research framework

This study research is targeted at older workers. Individual career development needs from the organization to explore another layer of organizational development for senior citizens on how to plan the use of human workers. Employment Services Act provides that the “refers to older persons aged 45 years old to 65-year-old citizens.” In this study depending on the scope of the study and restrict the choice of 3C appliance industry as the scope of sampling. Study a single case for industrial door company in charge of Human Resources recruits and older workers. This study visit has been pre-let the respondents understand the content of the focus of the interview. Most adopt a formal interview time 90 minutes. Information was not collected may lead to complete the second interview or by phone or e-mail interviews conducted to gather further information. In this study, a total of interviews with company personnel a total of three cases. Visit order, respondents, title, interview date and time to sort out the interview is as follows Table 2.

Table2 of interview respondents

No.	Respondents	title	Interview Date	Interview time
1	D	Manager	97/3/25	90 minute
2	K	Director	97/4/7	90 minute
3	T	employees	97/4/7	60 minute
4	C	employees	97/4/7	60 minute

### The cases background

SYNVISION Technology Services Co., Ltd. (referred to as: SYNVISION company), formerly SONY TV in Taiwan, manufacturing plants and service headquarters in Taiwan (at this time of service is a sector headquarters, and yet the company of), the company set up in Tucheng City which SONY is a major investor, and the responsible person who is from Taiwan as a joint venture. Japan SONY comprehensive transfer of Taiwan’s manufacturing plant in mainland China and Southeast Asia and Taiwan are the main business of marketing and to withdraw from all of Taiwan’s investment in factories, in 1997. Tucheng factories in Taiwan and Japan SONY responsible person to negotiate the service sector and CTV will be an independent establishment of factories in Taiwan for SONY authorized Service Company. It set up a SYNVISION Technology Services Co. SONY responsible for marketing of goods in Taiwan, the after-sales service, from SONY the Asia-Pacific Headquarters (Singapore) under the jurisdiction of the countries the distribution of service centers (Table 3).

Table 3 SONY Service Center Asia-Pacific region distribution

Unit: service positions

country	Feeder Service Center	Authorized service center	Total
Singapore	1	-	1
Hong Kong	1	-	1
Malaysia	11	5	16
Australia	5	184	189
India	5	96	101
Indonesia	1	58	59
New Zealand	2	117	119
South Africa	3	30	33
Thailand	21	10	31
Vietnam	3	28	31
Philippines	-	31	31
Taiwan	-	30	30
Korea	5	29	33
<b>Total</b>	<b>57</b>	<b>618</b>	<b>675</b>

SYNVISION companies belonging to household appliances manufacturing industries. Home electrical appliance industry in Taiwan earlier the existence of most of the businesses are home appliance manufacturers in Japan or with Japanese companies and technical cooperation. Taiwan's home appliance industry business management model almost entirely of Japanese enterprises system contractor style staff have years of service veteran. SYNVISION SONY past for Japan in Taiwan's manufacturing and services sector is now SONY authorized service company in Taiwan to accept Japanese SONY technology transfer, management and education and training support. SYNVISION the company's operating management model as a Japanese enterprise.

SYNVISION company currently has 340 employees, aged 45 and above among the elderly accounted for about 30 percent, in order to avoid enterprises tend to aging, companies are depending on staffing needs of organizations to recruit younger workers to enter the team, but now more young people tend to services to high-tech companies, as a high-tech upstart to get an excellent salary, it has been difficult to recruit staff, the company in assessing the organizational advantages, we have decided to move towards re-use of older human strategy to human resources management to enhance innovation and competitiveness of companies in real terms.

## **Discovery and Discussion**

### **A Cases company's development needs**

The organizational development through the application of behavioral science concepts to enhance the efficiency of organizations and their members in a process. Organizational Development is an application of strategy in the organization, structure and operation of the behavioral science knowledge. The purpose is through a planned and systematic promotion and enhancement to promote the performance of organizations. Organizations in the development of a common problem faced by most organizational performance. Enhance organizational performance can be necessary to explore the advantages of inside and outside the organization and establish a sound relationship between the through proper planning and systematic organization to promote change and transformation.

This study found that cases in the organization of the development of the company have six requirements: (1) to overcome the poor economy. (2) Reduce labor costs. (3) Make the best use of professional and technical advantages. (4) Organizational innovation and management. (5) Organization of re-positioning. (6) Use of staff development for senior citizens.

### **Middle-Aged Employees in career planning**

Middle-Aged Employees in the workplace become less competitive at a disadvantage, but not all, middle-aged to older employees are at a disadvantage.

Of executives because of their professional ability, management capability and a good relationship between socio-economic status so the advantages of personal-service career development obstacles are less obvious. Cases the company in addition to administrative staff mostly belong to the grass-roots level professional and technical personnel, compared to high-level management personnel in comparison, they face the job market competitiveness, including (1) lack of specific career planning; (2) Re-employment the wishes of the high; (3) organizations, limited opportunities for development; (4) the wishes of the company's services remain high; (5) personal professional strengths and experience. According to the results of this study was interviews senior staff does not know how to plan their career development. They think that could have career development opportunities to earn and maintain the family economy and their own health permit to do it not to idle fine. Older workers do not have high salaries they are able to have the economy is the most important source of income. The average age of all the modern 75-year-old no longer work together with the retired but will allow them to immediately lose the focus of life.

### **Middle-Aged Employees in the use of human resources strategy**

Cases of companies facing the economy makes the poor performance be affected. Companies to enhance organizational performance through the company's inner edge professional technology to set up assembly plant and re-positioning the company's role in integration of electronics manufacturing and customer service (EMCS) patterns of the new organization. From the research and analysis in organizational development needs have been identified, together with senior staff in career planning with the wishes of the re-employment. The study found seven proposed

policies: (1) senior human resources management; (2) re-hiring of senior staff assessment; (3) regulation of the human cost of re-employment before retirement; (4) the same benefits, pay adjustment; (5) incentives to achieve production targets; (6) Arrangements redesigned; (7) In-service education and training. Through the seven human use of policy enforcement, allowing older workers re-use of human organizational development with a view to achieving the desired performance results.

### **Follow-up study suggests**

Investigate the cases of other attributes for organizational development company with another senior member of the use of human resources strategy. Exploration of multiple cases of the same industry companies for organizational development and human re-use of older strategy. Researchers can follow the recommendations of the question to the quality of research methods to conduct in-depth research, hoping to enterprises in the development of human resources for senior citizens have a great benefit.

### **References**

01. Beach, D. (1980), *Personnel: The Management of People at work*, New York: Macmillan Publishing Co. Inc, 323.
02. Bureau of Employment and Vocational training, BEVT (2007), 2007/7/23 search from, <http://www.evta.gov.tw/>
03. Directorate-General of Budget, Accounting and Statistics, Executive Yuan, R.O.C. (2007), 2007/6/28 search from, <http://www.dgbas.gov.tw/mp.asp?mp=>
04. Economic Daily News (2007/6/14: B7)
05. Gutteridge, T. G, Leibowitz, Z. B. & Shore, J. E. (1993), *Organizational Career Development*, San Francisco: Jossey-Bass Inc, 2-5.
06. Hale, Noreen (1990), *The Older Worker Effective Strtgies for Management and Human Resiurce management*, San Francisco: Jossey-Bass Inc, Publishers.
07. Hall, D. T. (1986), An overview of career development theory and practice, *Development Quarterly*, 42, 28-37.
08. Shwu-Yuan Tai (2001), *The research of the Middle-Aged Employees to assess the effectiveness of vocational training*, National sun Yat-sen university, Master of Public Affairs.
09. Super D.E. (1984), *Creating a Career Development Center*, *HR Focus*, 11-12.
10. Yi, Y. C. (2007), *The United Nations to promote youth employment measures and the practice of States*, *Taiwan Labor*, 9, 96-107°