

Fostering a Management Model of Librarians at Vocational College e-Libraries

Ling-Feng Hsieh¹, Mu-Chen Wu², and Jiung-Bin Chin^{1,3}

¹ Department of Transportation Technology and Logistics Management,
Chung Hua University

² Department of Technology Management, Chung Hua University
Director of Library and Department of Health Business Administration,
Hungkuang University

³ Department of Hospitality Management, Hungkuang University, No.34,
Chung-Chie Rd., Shalu, Taichung County, 433, Taiwan
chin.victory@msa.hinet.net

Abstract. The most serious difficulty in human resources confronted by the vocational college e-libraries of today in Taiwan are resulted from extreme shortage in number of librarians of various libraries, room for improvement in librarian quality and the lack of performance fostering system for librarians. The paper tries to combine innovative human resource practices and systems of business circle in USA and a concept of competency introduced by the business circle of USA, UK and Japan consecutively, conducts in-depth discussion in terms of the effect of human resources at vocational college e-libraries in Taiwan; and plans to propose human resources management strategies that are beneficial to vocational college e-libraries in Taiwan, so as to achieve a purpose of fostering the performance of library affairs to expect to create new opportunities for future development of vocational college e-libraries.

Keywords: Innovative Human Resource Practices and Systems, Competency, Vocational College e-Library.

1 Introduction

The vocational colleges in Taiwan nowadays face acute competition and are in an era of rapid change in technology, an innovative thinking and reform is inevitably necessary to cater the trend in order to face various harsh challenges. The library on the one hand plays a role to support class activity and academic research in campus, it on the other hand, plays an extremely important “service” unit in various schools; undertaking great task of “information services” required by teachers and students of entire school. In order to cater information technology that changes with each passing day and strong pressure of competition from libraries of same kind, the vocational college e-libraries of today have to apply many management concepts of business circle to foster the performance of library affairs, in which the authors’ more than a decade experience in vocational college e-libraries has enabled a profound understanding to them that human resource related issues are the biggest problems for

such kind of library to manage. The paper tries to further discuss the innovative human resource practices and systems of business circle in USA from various perspectives, with various concepts of competency added on to conduct a discussion. Lastly, it plans to propose human resource management strategies that are beneficial to vocational college e-libraries in Taiwan by referring to authors' 10 years experience in actual participation in vocational college e-library affairs, so as to achieve a purpose of fostering the performance of library affairs to expect to create new opportunities for future development of vocational college e-libraries.

2 Literature Review

2.1 Innovative Human Resource Practices and Systems Perspective

Ichniowski et al. (1996) has summed up the meaning of innovative human resource management is to look for higher level of freedom to work, enhance level and scope of employee participation in decision making and foster employee-employer collaboration within an organization. These systems include workplace innovation, profit sharing to employees and job security [1].

According to Huselid (1995), those create High Performance Work Practices are named as Innovative Human Resource Practices and Systems, and the elaboration of so-called High Performance Work Practices includes comprehensive personnel recruitment, selection and training process; official platform for information sharing, attitude towards work evaluation, position design, complaint handling process and employee management participation plan; performance evaluation, promotion & incentive remuneration system policies and processes to reward employees who report outstanding performance [2].

According to Ichniowski et al. (1995), Innovative Human Resource Practices and Systems extensively refer to various non-conventional work practices applied by the business circle of USA, which are all non-conventional work practices that differ from "conventional work practices such as narrow job descriptions that are in direct proportion with salary level, serious cut between worker and supervisor responsibilities, decision right only limited to management level, official channel is required to achieve communication and solve conflict" [3].

Hsu Lien-en, Kang Shuo-fu (1998) pointed that, most of the outcomes of empirical studies have led to a fact that the facilitation of employee's participation in decision making, enhancement of employee's capability or creation of high performance working environments all support the theory of Innovative Human Resource Practices and Systems comparatively, where contributions in reduction in staff turnover, enhancement of business productivity and increase in financial performance are recognized especially. However, it will subject to the effects of factors such as system uncertainty, undefined system combination relationship, organization inertia, distrustful employee-employer relationship, features of industrial technology and industry competition environment while implementing Innovative Human Resource Practices and Systems [4,5].

Pfeffer (1994) has once proposed that the Innovative Human Resource Practices and Systems have many positive effects on the business management including : 1.