The Study of Manpower Application of Maternity Leave Supply Chain Management System

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Abstract. Given that the natality rate is declining globally, the policy that encourages female workers to have babies is important to sustaining a country. Therefore, how to adapt the supply chain management system to the important international policy of maternity protection and to bring the quality of human resource in line with international standards marks a significant topic. According to the International Labour Organization (ILO) and the Maternity Protection Convention, the length of maternity leave was raised to 14 weeks in 2000. In order to implement the maternal protection policy and eliminate discrimination against the pregnant, it is necessary to strengthen national responsibility through legal projects, consider the performance of “supply chain management system” among government, labor, and capital, and apply the “employment security system” to help employers solve short-term manpower shortage and set up a website. In doing so, employers will support the maternity leave system, preventing pregnant workers from differentiated or unreasonable treatment in the workplace. This study focuses on the impact of innovative high-quality labor dividends on supply chain performance, explores the feasibility of providing employers with short-term human resources through “supply chain management system” among government, labor, and capital, which is based on a national responsibility mechanism, and analyzes the human rights of international labor force through literature review and logic deduction. The analysis leads us to the perspectives as follows: 1) Customer service: The order delivery rate reflects the real time of the manpower application; 2) Cost: The employment security system transfers responsibility to the state; 3) Quality: Professional manpower is provided in accordance with the type of business; 4) Website productivity: Talent recruitment websites are provided during the maternity leave to respond to the short-term labor force gap; 5) Asset management: The policy of maternity leave is supported to alleviate discrimination against pregnancy and achieve the harmony between the labor and the capital.

Introduction

Given that the natality rate is declining globally, the policy that encourages female workers to have babies is important. To protect women’s rights and interests after physical reproduction and their employment security, the maternity leave was extended to least 12 weeks in 1952 according to the ILO Maternity Protection Convention. In 2000, the leave was prolonged to 14 weeks. However, compared with the latest international standard, the eight-week maternity leave stipulated by the 1929 Factory Law remains in Taiwan, indicating that the maternity leave protection system in Taiwan is still affected by the old laws and regulations without keeping pace with the times by Li and Kuo [1].

Su [2] proposed that supply chain performance can be assessed from five facets: customer service, cost management, quality, productivity and asset management. In order to bring the maternity leave system of Taiwan in line with international standards and implement the policy of maternal protection, this study proposes specific suggestions for policy reference by discussing the maternity leave system of ILO conventions, analyzing the use of human resource supply chain management and setting up websites that cover manpower shortage.
International Literature Analyzing Current Discrimination against Pregnancy

The international literature on maternity leave is based on the conventions issued by the ILO, including the No.3 Maternity Protection Convention of 1919, the No.103 Social Security Minimum Standards of 1952 and the No.183 Maternal Protection Convention of 2000. They are listed as follows Table 1.

| Year       | Maternity leave cycle                                      | Economic assistance during maternity leave                                      | Day off caused by pregnancy- or delivery-related diseases |
|------------|----------------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------|
| No.3 (1919)| 6 weeks (No work is allowed within the post-reproduction six weeks) | Public fund insurance payments to maintain a decent life                        | Can be absent and dismissal is not allowed during this leave |
| No.103 (1952)| 12 weeks (No less than six weeks after reproduction)     | Social insurance cash payment shall not be less than 1/3 of the previous income | Maternity leave should be granted in accordance with national regulations |
| No.183 (2000)| 14 weeks (including the post-reproduction six weeks)    | Compulsory social insurance, public funds or cash payments provided by national laws shall be no less than 2/3 of previous income | Absence should be allowed provided with proper medical certificate and such protection is subject to national legal custom |

Source: [3]and Compiled by this study

According to the data, the maternity leave longer than 8 weeks is prevalent in over 90% of the ILO member states, 53% of which (98 countries) adopt the 14-week maternity leave that is stipulated by the No.183 Maternal Protection Convention.

In terms of maternity leave payroll, 83% is publicized through public methods like insurance to share the payroll with employers. In contrast, Taiwan has been adopting the eight-week maternity leave for which employers should be fully responsible, which genuinely needs adjustment to implement maternal protection and enhance employment security by Li, Dai & Chang [4].

Prohibition of Discrimination against Pregnancy: Human Rights of International Labor

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) of 1979 requires special measures to ensure maternity protection, which is considered a basic right that should be protected consistently in all aspects of the Convention from Gender Equality Committee, Executive Yuan [5].

As defined by the ILO, maternity leave is the holiday of female laborers and their spouses before and after childbirth, and the employment is secured by laws during the leave. Maternity leave is also effective for adoption in some countries by Addati, et al. [6].

Causes and Forms of Discrimination

Common causes for discrimination against pregnancy are described as follows: Labor Affairs Bureau of Kaohsiung City Government [7]. Cost-effectiveness: Employers believe that pregnant laborers will suffer from certain physiological conditions during pregnancy and production, which will lower the company's overall efficiency and productivity and cause additional personnel costs, such as frequent leave. Mixed motivations: Given the above-mentioned consideration and the poor performance of pregnant laborers, such as the mistakes made during pregnancy that incur loss on the employer, or the physiological condition during pregnancy that affects performance, the employer will treat pregnant women unfairly. Conceptual impression: Employers tend to discriminate pregnant women due to personal or social stereotype against this group, and come to believe that employing pregnant women can damage the company's image and cause the loss of consumers.

Discrimination against pregnancy is mostly demonstrated in personnel assessment, salary suspension and dismissal, among which the disagreement related to dismissal is the most intense. Given that such cases of discrimination are caused by mixed motivations, it is more difficult to tell
whether discrimination exists. In fact, pregnant employees may be subject to salary suspension due to the pressure imposed by their employers. Under the current Labor Standards Act in Taiwan, it is not uncommon for employers to dismiss pregnant employees according to the Article 11 or 12 of the Act by Li [8]

Human Resource Mechanism during Maternity Leave

The allocation of human resources during maternity leave is discussed in the following four facets by Li, Kuo & Hsu [9].

Enterprise Owners Are Provided with Jobless Personnel They Need through the Employment Service Institutions in Counties and Cities

As defined by Item 2, Article 2 of Employment Service Act, “employment service institution” refers to the institution that provides employment services; it is a public employment service institution established by government authority; in contrast, institutions set up by private individuals or non-governmental groups are private employment service institutions from Employment Service Act [10]. According to the provision of Article 2 of Licensing and Management Measures for Private Employment Service Institutions, these institutions are classified into profit-seeking employment service institutions and non-profit employment service institutions based on the purpose of establishment. The definition is as follows: Profit-seeking employment service institution: A company established according to the company law or a business organization established according to the Business Registration Law; such company or business organization is engaged in employment service business [10].

Non-profit Employment Service Institution. A consortium established according to law, a public welfare-oriented society or other non-profit organizations engaged in employment service business from Licensing and Management Measures for Private Employment Service Institutions [10].

Article 21 of Employment Service Act: The government should take adjustment measures of manpower supply and demand according to the data regarding employment and unemployment, promoting the effective use of human resources and stimulating employment. If the government can play a coordinative role and integrate existing resources to assist employers in bridging the temporal labor force gap, the labor force can be effective used during maternity leave from [10].

Pregnancy lasts for approximately 10 months. At present, the Taiwan Health Insurance covers 10 times of physical examination for the pregnant, each of which is recorded. If the government can use big data to analyze the medical information of the pregnant recorded by the employment service institutions in counties and cities, the substitute manpower can be arranged in advance during maternity leave, sparing employers the worry of human resource shortage in this period. In doing so, the company can sustain its operation and the re-use rate of the unemployed population can be raised by Li, Kuo & Hsu [9].

Providing Temporal Employment Opportunities through Talent Recruitment Websites where Job Agents Are Available

The job agent refers to the agent for a certain position, that is, the legal action taken by the legal person, other organization members and the main staff within their authority; such legal action does not need the special authorization of the legal person or other organizations, and its legal effect should be assumed by the legal person or other organizations by Lin [11]. With the job agency system, the manpower can be temporarily supplemented in the event of organizational personnel shortage, so that businesses can operate smoothly.

The enterprise can conduct education and training through job agency, and establish talent recruitment websites to promote the growth of human resource and achieve organizational development and corporate goals.
Opportunities Provided by Trade Unions to Assist Members in Employment

The Article 5 of the ‘Trade Union Law’ refers to the task of trade unions, and the sixth item of this article refers to the assistance for the employment of members. Through the assistance of trade unions, the increasing opportunities for employment have improved the lives of workers and enabled human resources to be effectively used. Take the Nordic countries as an example. In terms of the adjustment of labor wages, given that the membership of a laborer in trade union will affect unemployment payment, the trade union is so united that it will directly negotiate with employers for salary adjustment. The government will not step in the negotiation until the trade union fails to strike a deal. However, thanks to adequate social security, laborers have access to unemployment benefits and transfer training without worrying about the losses caused by industrial restructuring by Lu & Cheng [12]. Guided by the successful Nordic model, Taiwanese trade unions are growing soundly.

Manpower Application Provided by Industry-academia Collaboration

Internship is one of the most effective and easiest ways to enable enterprises to get in touch with educational institutions and develop talents in advance. By providing students with workplace internship opportunities and arranging internship and work properly, interns can learn from their seniors who exert an unconscious impact. Interns can cultivate the practical ability of workplace and foster a correct attitude towards work; enterprises can also assess the development potential of interns in the process, reducing the cost of pre-employment training and reserving future talents from industry-academia collaboration talent cultivation information network [13].

The purpose of industry-academia collaboration is to enable the industry and educational institutions to share resources through close cooperation, so that the academic community can assist the industry in meeting the needs for innovation, and the industry assists the academia by providing internship and developing teachers. In this case, a good partnership is forged to achieve a win-win scenario between industry and education by Huang & Sung [14].

In addition, the allocation of manpower during maternity leave enables interns to know themselves by work, know what they are good or poor at, and then position themselves correctly. Interns can explore their areas of interest, work conscientiously and complete what their superior assigns. The practice will be definitely constructive.

Summary

Taiwan has failed to join international industrial organizations. However, Taiwan continues to advocate human rights as the fundamental of the Island and regards the human rights of laborers as an important policy. However, Taiwan’s maternity leave is still for 8 weeks for which employers are fully responsible. Therefore, if the maternity leave system is to be in line with international standards, the maternity leave is expected to extend to 14 weeks, but employers will definitely seek the evasion of social responsibilities, resulting in severe discrimination against pregnancy. In this case, enterprises are called on to ease discrimination against pregnancy, while the state should also take on responsibility to provide timely assistance for enterprises to fill the short-term labor gap during maternity leave. This is the sole manner to achieve capital-labor harmony and strike a trustworthy win-win model. This study solves the problem of manpower gap during maternity leave through the supply chain system, and improves the manpower application during maternity leave. If the government in counties and cities can play a coordinative role in assisting employers in bridging the temporal labor force gap, the labor force can be effectively utilized. The government’s employment incentive can also reduce the proportion of personnel expenses charged for the employer. The suggestions proposed by this study are as follows by Li and Kuo [1].

Introducing Employment Security System to Synergize with Manpower Needed by Enterprises

Employment security intends to secure the employment of citizens and spare them the worry for
unemployment. A complete employment security system should include employment services, vocational training and employment insurance. Meanwhile, these three should be planned and developed by Li & Chang & Wang & Kuo & Wu [15].

The manpower gap in maternity leave is bridged through the introduction of an employment security system to match the manpower required by the company. In the early stage of pregnancy, the government assists employers in temporary manpower allocation by integrating existing resources. Through the analysis of website big data, the substitute manpower can be arranged before maternity leave, and the employer does not have to worry about the manpower measures during the maternity leave period.

In doing so, the company can sustain its operation and the re-use rate of the unemployed population can be raised, discrimination against pregnancy can be eased, and social and economic development can be balanced. Human resources are analyzed as follows by Li and Kuo [1]:

1. Enterprise owners are provided with jobless personnel they need through the employment service institutions in counties and cities;
2. Providing temporal employment opportunities through talent recruitment websites where job agents are available;
3. Manpower application provided by industry-academia collaboration.

Trade Unions Assist Members in Employment

The Nordic model refers to the social and economic model of the Nordic countries (Denmark, Iceland, Norway, Sweden and Finland), which aims to encourage individual autonomy and guarantee the collective fulfillment of human rights and the economic stability. Unlike other welfare countries with similar purposes, the Nordic model focuses on reducing the participation of labor force, promoting gender equality, egalitarianism and generating widely-covered social welfare, large-scale wealth redistribution and free use of expansionary fiscal policy by Esping-Andersen [16]. Compared with Taiwan, the Nordic countries shows the following features: high per capita GDP, high birth rate, high female labor participation and high labor participation rate of the elderly population. These high indicators should be attributed to the refined social service system in Northern Europe that reduces the burden of family care. This system intensifies the motivation to have children and reduces the barriers for women from entering the job market by Lu & Cheng [12]. Guided by the successful Nordic model, the Trade Union Law of Taiwan stipulates that trade unions are obliged to assist members in employment, and Taiwanese trade unions are growing soundly.

Introducing Manpower Application of Supply Chain Management System Analysis

In order to bring the maternity leave system of Taiwan in line with international standards, experts believe that innovation is important to supply chain performance in the process of maternity leave reform.

The introduction of state responsibility policy to bridge the short-term manpower gap of employers is a key influencing factor for the effectiveness of maternity leave system. The analysis of manpower application of supply chain management system leads us to the perspectives as follows: 1) Customer service: The order delivery rate reflects the real time of the manpower application; 2) Cost: The employment security system transfers responsibility to the state; 3) Quality: Professional manpower is provided in accordance with the type of business; 4) Website productivity: Talent recruitment websites are provided during the maternity leave to respond to the short-term labor force gap; 5) Asset management: The policy of maternity leave is supported to alleviate discrimination against pregnancy and achieve the harmony between the labor and the capital.

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