

# The Impact of Resource Combination Types on Operating Performance-Moderating Effects of Entry Mode and Organizational an

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## ABSTRACT

This study examines resource types (technological resources, marketing resources, and organizational capabilities) and local or export market orientation that influence a Taiwanese enterprise's operating performance in a dynamic foreign market. Two composing indicators of operating performance are used: growth and profitability. Analysis of data from 191 Taiwanese manufacturing firms investing in China suggests that these rent-yielding resources (resource combination types and organizational capabilities) arising from unique firm endowments are positively associated with performance, but entry mode are not associated with it. Our analysis further suggests that export market orientation is associated with the use of wholly owned entry mode, local market orientation is linked to the joint venture mode. By doing that, Taiwanese firms will earn high performance. Key Words : resource types, entry mode, organizational capabilities, local or export orientation, performance

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