

The Competing Values Approach Organizational Culture and Managerial Leadership Role in Taiwan High-tech Industries-A Study

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ABSTRACT

Since the corporations in Taiwan were affected by the infrastructure improvement and knowledgeable economic configured in recent years, the traditional labor-intensive industries are not the nuclear industries in Taiwan. And instead of that, they will be knowledge-intensive industries. Today, it has been the economical lifeline for high-tech industries. Their organization performances are the reasons which affect Taiwan deeply. The Competing Values Approach Framework is a series theoretical framework is developed by American Scholar, Quinn (1990). It has developed a good reliable diagnosing instrument, and it is used in practical researches which practiced in oversea organizations and internal schools, hospitals and basic organizations. But there are not relative practical researches which practiced in high-tech industries yet. For that, it challenges me to do this practical researchful motivation for the Competing Values Approach research in high-tech industries which affect Taiwan competence deeply and example to the symbolic semi-conductor industries. This research questionnaire reliable test is used by Cronbach coefficient, and this questionnaire content validity is constructed by the scholars. The semi-conductor industries organizational culture and the role playing of leaders are tested in mean accounting. There is a test method, T test, which understand realize the organizational culture and managerial leadership in high-tech industries are good for the sex, the nationality in the headquarters or not. And test that there are sincere affections on the managerial leaders' ages, work ages, backgrounds, company scale and company's ages to the organizational culture and the role playing of managerial leaders in One-way ANOVA. Finally, test that there are relations between organizational culture and the role playing of managerial leaders by Canonical analysis or not. Ultimately, the result of research show: all Taiwan semi-conductor industries organizational cultures tend to the Competing Values Approach Framework consensual culture and the role playing of managerial leaders are ordered by force-scale. It tends to "directors", "producers", "mentors", "coordinators", "facilitators", "mentors", "brokers", and "innovators". Managerial leaders' ages, backgrounds, company scales, company's age and the nationality of headquarters affect sincerely the organizational culture and the role playing of managerial leaders, and there is a positive relation between organizational cultures and the role playing of managerial leaders in semi-conductor industries.

Keywords : High-tech Industries ; the Competing Values Approach Framework ; Organizational Culture ; Leadership

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