

The Effects of Core Competence, Network Position and Organization Change on Organization Performance-The Empirical Study of

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ABSTRACT

ABSTRACT Organization change, a subject of debate, is always a popular research topic in the scholarly studies. Under the keen competition environment, the enterprise works hard in adjusting tactics of operation in order to get the core abilities for existence. However, this study discovers that the core abilities of an enterprise are not the same, some of the core abilities are understood to have different levels. Therefore, auto-parts are researched in this study to confer with the core competence, network position and organizational performance. This research of the effects of core competence and network position shows that auto-part industries have different cores of competence which result in different network position, in the other words; if the core competence is higher then network position is higher contrariwise. Moreover, this research also discovers two dimensions: core competence and network position, and develops four kinds of core abilities, which define individually organization ability one to four bottom on the levels of abilities. The result of the studies in the types of organization ability and organization change can be concluded into four points. First, the change of enterprise operation accentuates on the horizontal organization function, focuses on the accumulation and innovation of particular techniques, and to transfer and apply this ability and new technique into different industry areas. This result shows that the enterprise has advantages in competence of technique difference and in specialized competence areas. Second, the regeneration of trans-organization which is considered a task that leads the trans-functional organization strives for creation of products and innovation in manufacturing processes. Redefining core business and distinguishing objective market are needed in order to enter new market. Moreover, the regeneration of enterprise is a trans-functional action when the enterprise discovers the operation mode is out of date and needs to be redefined, reinvested, reassigned and redesigned in order to enable the regeneration project to adjust to the new challenges. Finally, if the creativeness destruction enterprise wants to adapt and subsist under the circumstance of 'dying out during no innovation,' it is essential to use a brand new way of thinking and behavior. This part emphasizes on the change of the old working formula, establishing new goals and marketing abilities, intensifying product design and development, synchronizing the production line, establishing an employee training system and promoting the rate of participation in TQM and leading the enterprise with spirits of the promoter. When the factory owners face the trend of mass moving out and the WTO issue, the influence shows the changes in environment. Under the circumstance of severe industry competence competition and high standard target requirement, every factory owner works hard to regain the enterprise's core competence. Therefore, within one to two years, this aim should be completed. Key words: core competence, network position, organizational capability, organizational change, organizational performance.

Keywords : core competence ; network position ; organizational capability ; organizational change ; organizational performance

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