

Parent ' s Control, Local Responsiveness, and Resource Dependence—the Moderating Effect of Social Capital

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ABSTRACT

This study explored the impact of the control level of parent company on overseas subsidiaries according to the local responsiveness of overseas subsidiaries resource dependence, resource dependence and social capital theory, takes Multinational Corporations (MNCs) for example. This study is according to MOEAIC announced that invest in the manufacturer register of the China to send the questionnaire, given to the manager of Chinese subsidiaries and filled in by the head office of Taiwan; on the other hand, utilize relationship to help to despatch the questionnaire through making an investment in China and setting up the manufacturer of Taiwan of the factory. Then, the factors of the control level between parent companies and subsidiaries were examined through hierarchical regression analysis. The results showed that the Chinese subsidiaries when reflect the local demand market-seeking, Taiwan parent company except will formal clause had to keep stipulate, can adopt informal control to manage the subsidiaries, in order to prevent conflict and cost that strict control's laying produce from. In addition, the China subsidiaries can set up inter-dynamic relation with the Taiwan parent company and believes in each other, then the social capital that both sides accumulate will strengthen the relation among their local response and control mechanism. Also, Taiwan parent company will promote informal control. Rely on the relation with control mechanism not to have obvious difference to whole resources of subsidiaries, but not distinguish resources relied on with the function, the degree that can find human, research and financial resources depended will influence the control mechanism degree.

Keywords : Control, Local Responsiveness, Resource Dependence, Social Capital

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