

Research on Industrial Cluster and Organizational Performance – A Study on Glass Industries in Taiwan and Mainland China

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ABSTRACT

The glass industry in China continues to develop and mature. This situation constitutes a potential threat to Taiwan's glass processing industry. The present study is motivated by the desire to understand whether the glass processing industry in Taiwan can effectively maintain its competitive advantage and continue to grow by relying on specialized division of labor within industrial cluster. The main objectives of this study are to: 1) investigate the emerging glass industry cluster; 2) compare and contrast the rationale behind the formation of glass industry cluster in Taiwan and China; and 3) examine the relationships between the factors of cluster formation and organizational performance.

The findings of this study on the rationale behind the formation of industry cluster are consistent with the studies of Pinsonneault (1997), Sull (1999), Chang (2001), Yuan (2005) and Ding (2005). Some significant positive correlations were found between high quality human resources, infrastructure, capital resources and organizational performance. Accordingly, Taiwanese glass companies should focus on building up knowledge, human and capital resources, which in turn, can contribute to strengthening the glass industry cluster in Taiwan. The underlying principles of the formation of the glass industry cluster in China are similar to that of Taiwan. The results suggest that cross-strait companies within glass industry clusters should value high quality human resources, infrastructure and capital resources. In particular, the formation of glass industry cluster in Taiwan significantly improves market share, profit growth rate and cost performance, while in China, it significantly increases market share, profit growth rate, cost performance and productivity.

Nevertheless, Taiwan has to improve and upgrade its innovative capability. Although Taiwan is the world's number six in terms of creative capability, there is still room for improvement in areas such as product and marketing creativity. In contrast, China's economy continues to expand rapidly and its main challenge would be how to advance customer satisfaction in order to sustain its outstanding market share performance.

Keywords : industry cluster、 factors of cluster formation、 organizational performance

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