

台灣 (Taiwan, ROC)

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國際合資事業之管理控制與績效關係之
再檢視：學習與知識保護的雙元俱存架構

Study Documentation

April 19, 2017

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國際合資事業之管理控制與績效關係之再檢視：學習與知識保護的雙元俱存架構

Reexamining Control-Performance Relationship of International Joint Ventures: An Ambidextrous Framework from Learning and Knowledge Protection

Overview	
Type	無
Identification	E10427
Version	Production Date: 2017-04-19
Abstract 研究目的：基於交易成本理論與知識基礎觀點，本研究探討不同的管理控制如何的影響多國籍企業對國際合資績效的滿意度，檢視學習意圖與知識外溢風險對管理控制與國際合資績效間關係的調節效果。本計畫共獲得162筆國際合資的資料，實證結果發現：(1)在多國籍企業或當地夥伴分別面對「分享-保護」的知識張力時，分割管理控制可以導致較高的國際合資績效(2)當多國籍企業與當地夥伴同時面對「學習-分享-保護」的知識張力時，採取分割管理控制與多國籍企業主導控制比分享管理控制有更高的國際合資滿意度。	
Kind of Data	抽樣調查資料 (Sample survey data)
Unit of Analysis	企業場所單位
Time Period(s)	2015-2016
Countries	台灣 (Taiwan, ROC)

Producers & Sponsors	
Primary Investigator(s)	黃銘章，靜宜大學企業管理學系教授
Other Producer(s)	靜宜大學企業管理學系
Funding Agency/ies	科技部

Data Collection	
Data Collection Dates	start 2015-11-01 end 2016-06-30
Time Period(s)	start 2015-08-01 end 2016-10-31
Data Collection Mode	郵寄問卷 (Mail Questionnaire)

Data Processing & Appraisal	
Data Editing 中央研究院人文社會科學研究中心調查研究專題中心所進行的資料整理方式，為不合理值檢核。	

Accessibility	
Contact(s)	學術調查研究資料庫(Survey Research Data Archive) (中央研究院人社中心調查研究專題中心), https://srda.sinica.edu.tw , srda@gate.sinica.edu.tw

Distributor(s)	學術調查研究資料庫(Survey Research Data Archive)
Depositor(s)	靜宜大學企業管理學系
<u>Access Conditions</u> 會員版(一般會員、院內會員)--直接下載	

Files Description

Dataset contains 1 file(s)

data	
# Cases	162
# Variable(s)	28

Variables Group(s)

Dataset contains 2 group(s)

Group 公司資料							
#	Name	Label	Type	Format	Valid	Invalid	Question
1	V1	-	continuous	numeric-5.2	162	0	-
2	V2	子公司股權比例, 貴公司股權比例為	continuous	numeric-5.2	162	0	-
3	V3	子公司股權比例, 外國合資伙伴股權比例為	continuous	numeric-5.2	150	12	-

Group 問卷內容							
#	Name	Label	Type	Format	Valid	Invalid	Question
1	V4	研發產品	discrete	numeric-4.2	162	0	-
2	V5	研發流程	discrete	numeric-4.2	162	0	-
3	V6	生產製造	discrete	numeric-4.2	162	0	-
4	V7	當地行銷	discrete	numeric-4.2	162	0	-
5	V8	國際行銷	discrete	numeric-4.2	162	0	-
6	V9	品牌經營	discrete	numeric-4.2	162	0	-
7	V10	當地勞動力的管理	discrete	numeric-4.2	162	0	-
8	V11	當地法律與政府關係的管理	discrete	numeric-4.2	162	0	-
9	V12	研發產品	discrete	numeric-4.2	162	0	-
10	V13	研發流程	discrete	numeric-4.2	162	0	-
11	V14	生產製造	discrete	numeric-4.2	162	0	-
12	V15	當地行銷	discrete	numeric-4.2	162	0	-
13	V16	國際行銷	discrete	numeric-4.2	162	0	-
14	V17	品牌經營	discrete	numeric-4.2	162	0	-
15	V18	當地勞動力的管理	discrete	numeric-4.2	162	0	-
16	V19	當地法律與政府關係的管理	discrete	numeric-4.2	162	0	-
17	V20	貴公司積極學習合作夥伴的技術專業知識	discrete	numeric-4.2	162	0	-
18	V21	貴公司積極學習地主國夥伴專屬的市場知識	discrete	numeric-4.2	162	0	-
19	V22	貴公司積極學習如何與地主國夥伴合作的技能活動的生產力	discrete	numeric-4.2	162	0	-
20	V23	當地夥伴希望透過合資的方式學習貴公司所擁有的特定技術與技能	discrete	numeric-4.2	162	0	-
21	V24	當地夥伴希望透過合資的方式學習貴公司海外營運技能	discrete	numeric-4.2	162	0	-

#	Name	Label	Type	Format	Valid	Invalid	Question
22	V25	當地夥伴希望透過合資的方式學習來改善與跨國公司合作的技能	discrete	numeric-4.2	162	0	-
23	V26	貴公司對合資案的整體滿意程度	discrete	numeric-4.2	162	0	-
24	V27	貴公司對合作預期目標達成的滿意程度	discrete	numeric-4.2	162	0	-
25	V28	貴公司對合作關係的滿意程度	discrete	numeric-4.2	162	0	-

Variables Description

Dataset contains 28 variable(s)

File : data			
# V1			
Information	[Type= continuous] [Format=numeric] [Range= 1-48] [Missing=*]		
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-] [Mean=8.885 /-] [StdDev=7.535 /-]		
# V2: 子公司股權比例, 貴公司股權比例為			
Information	[Type= continuous] [Format=numeric] [Range= 15-90] [Missing=*]		
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-] [Mean=54.893 /-] [StdDev=13.796 /-]		
# V3: 子公司股權比例, 外國合資伙伴股權比例為			
Information	[Type= continuous] [Format=numeric] [Range= 10-85] [Missing=*]		
Statistics [NW/ W]	[Valid=150 /-] [Invalid=12 /-] [Mean=44.053 /-] [StdDev=14.63 /-]		
# V4: 研發產品			
Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]		
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]		
Value	Label	Cases	Percentage
1	台商強	55	<div></div> 34.0%
2		35	<div></div> 21.6%
3		29	<div></div> 17.9%
4		15	<div></div> 9.3%
5		17	<div></div> 10.5%
6		8	<div></div> 4.9%
7	當地夥伴強	3	<div></div> 1.9%
Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.			
# V5: 研發流程			
Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]		
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]		
Value	Label	Cases	Percentage
1	台商強	59	<div></div> 36.4%
2		41	<div></div> 25.3%
3		13	<div></div> 8.0%
4		25	<div></div> 15.4%
5		9	<div></div> 5.6%
6		13	<div></div> 8.0%
7	當地夥伴強	2	<div></div> 1.2%
Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.			
# V6: 生產製造			
Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]		
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]		
Value	Label	Cases	Percentage
1	台商強	33	<div></div> 20.4%
2		26	<div></div> 16.0%
3		26	<div></div> 16.0%
4		32	<div></div> 19.8%
5		26	<div></div> 16.0%

File : data

V6: 生產製造

Value	Label	Cases	Percentage
6		15	<div></div> 9.3%
7	當地夥伴強	4	<div></div> 2.5%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V7: 當地行銷

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	台商強	22	<div></div> 13.6%
2		9	<div></div> 5.6%
3		15	<div></div> 9.3%
4		22	<div></div> 13.6%
5		32	<div></div> 19.8%
6		34	<div></div> 21.0%
7	當地夥伴強	28	<div></div> 17.3%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V8: 國際行銷

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	台商強	48	<div></div> 29.6%
2		38	<div></div> 23.5%
3		34	<div></div> 21.0%
4		14	<div></div> 8.6%
5		17	<div></div> 10.5%
6		6	<div></div> 3.7%
7	當地夥伴強	5	<div></div> 3.1%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V9: 品牌經營

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	台商強	53	<div></div> 32.7%
2		33	<div></div> 20.4%
3		25	<div></div> 15.4%
4		24	<div></div> 14.8%
5		12	<div></div> 7.4%
6		13	<div></div> 8.0%
7	當地夥伴強	2	<div></div> 1.2%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V10: 當地勞動力的管理

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
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File : data

V10: 當地勞動力的管理

Statistics [NW/ W] [Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	台商強	14	<div><div></div></div> 8.6%
2		7	<div><div></div></div> 4.3%
3		19	<div><div></div></div> 11.7%
4		31	<div><div></div></div> 19.1%
5		23	<div><div></div></div> 14.2%
6		46	<div><div></div></div> 28.4%
7	當地夥伴強	22	<div><div></div></div> 13.6%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V11: 當地法律與政府關係的管理

Information [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]

Statistics [NW/ W] [Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	台商強	12	<div><div></div></div> 7.4%
2		15	<div><div></div></div> 9.3%
3		9	<div><div></div></div> 5.6%
4		18	<div><div></div></div> 11.1%
5		28	<div><div></div></div> 17.3%
6		48	<div><div></div></div> 29.6%
7	當地夥伴強	32	<div><div></div></div> 19.8%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V12: 研發產品

Information [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]

Statistics [NW/ W] [Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	台商主導控制	52	<div><div></div></div> 32.1%
2		43	<div><div></div></div> 26.5%
3		20	<div><div></div></div> 12.3%
4		14	<div><div></div></div> 8.6%
5		17	<div><div></div></div> 10.5%
6		13	<div><div></div></div> 8.0%
7	當地夥伴主導控制	3	<div><div></div></div> 1.9%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V13: 研發流程

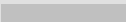


Information [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]

Statistics [NW/ W] [Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	台商主導控制	57	<div><div></div></div> 35.2%
2		33	<div><div></div></div> 20.4%
3		28	<div><div></div></div> 17.3%
4		13	<div><div></div></div> 8.0%

File : data

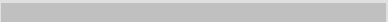

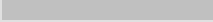
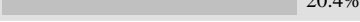
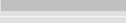


V13: 研發流程

Value	Label	Cases	Percentage
5		19	 11.7%
6		11	 6.8%
7	當地夥伴主導控制	1	 0.6%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V14: 生產製造


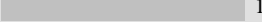
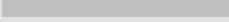
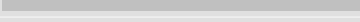
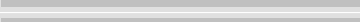


Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	台商主導控制	43	 26.5%
2		29	 17.9%
3		24	 14.8%
4		33	 20.4%
5		14	 8.6%
6		14	 8.6%
7	當地夥伴主導控制	5	 3.1%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V15: 當地行銷


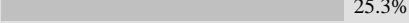
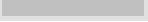
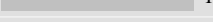
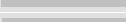
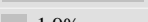

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	台商主導控制	23	 14.2%
2		19	 11.7%
3		18	 11.1%
4		28	 17.3%
5		29	 17.9%
6		30	 18.5%
7	當地夥伴主導控制	15	 9.3%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V16: 國際行銷

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	台商主導控制	46	 28.4%
2		41	 25.3%
3		17	 10.5%
4		23	 14.2%
5		15	 9.3%
6		17	 10.5%
7	當地夥伴主導控制	3	 1.9%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

File : data			
# V17: 品牌經營			
Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]		
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]		
Value	Label	Cases	Percentage
1	台商主導控制	48	<div></div> 29.6%
2		39	<div></div> 24.1%
3		17	<div></div> 10.5%
4		33	<div></div> 20.4%
5		11	<div></div> 6.8%
6		12	<div></div> 7.4%
7	當地夥伴主導控制	2	<div></div> 1.2%
Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.			
# V18: 當地勞動力的管理			
Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]		
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]		
Value	Label	Cases	Percentage
1	台商主導控制	20	<div></div> 12.3%
2		19	<div></div> 11.7%
3		22	<div></div> 13.6%
4		32	<div></div> 19.8%
5		14	<div></div> 8.6%
6		23	<div></div> 14.2%
7	當地夥伴主導控制	32	<div></div> 19.8%
Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.			
# V19: 當地法律與政府關係的管理			
Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]		
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]		
Value	Label	Cases	Percentage
1	台商主導控制	21	<div></div> 13.0%
2		14	<div></div> 8.6%
3		22	<div></div> 13.6%
4		23	<div></div> 14.2%
5		18	<div></div> 11.1%
6		27	<div></div> 16.7%
7	當地夥伴主導控制	37	<div></div> 22.8%
Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.			
# V20: 貴公司積極學習合作夥伴的技術專業知識			
Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]		
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]		
Value	Label	Cases	Percentage
1	非常不同意	6	<div></div> 3.7%
2	不同意	6	<div></div> 3.7%
3	有點不同意	13	<div></div> 8.0%

File : data

V20: 貴公司積極學習合作夥伴的技術專業知識

Value	Label	Cases	Percentage
4	普通	37	<div><div></div></div> 22.8%
5	有點同意	46	<div><div></div></div> 28.4%
6	同意	28	<div><div></div></div> 17.3%
7	非常同意	26	<div><div></div></div> 16.0%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V21: 貴公司積極學習地主國夥伴專屬的市場知識

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	非常不同意	3	<div><div></div></div> 1.9%
2	不同意	5	<div><div></div></div> 3.1%
3	有點不同意	14	<div><div></div></div> 8.6%
4	普通	33	<div><div></div></div> 20.4%
5	有點同意	39	<div><div></div></div> 24.1%
6	同意	39	<div><div></div></div> 24.1%
7	非常同意	29	<div><div></div></div> 17.9%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V22: 貴公司積極學習如何與地主國夥伴合作的技能活動的生產力

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	非常不同意	3	<div><div></div></div> 1.9%
2	不同意	4	<div><div></div></div> 2.5%
3	有點不同意	8	<div><div></div></div> 4.9%
4	普通	35	<div><div></div></div> 21.6%
5	有點同意	47	<div><div></div></div> 29.0%
6	同意	34	<div><div></div></div> 21.0%
7	非常同意	31	<div><div></div></div> 19.1%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V23: 當地夥伴希望透過合資的方式學習貴公司所擁有的特定技術與技能

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	非常不同意	2	<div><div></div></div> 1.2%
2	不同意	6	<div><div></div></div> 3.7%
3	有點不同意	4	<div><div></div></div> 2.5%
4	普通	32	<div><div></div></div> 19.8%
5	有點同意	41	<div><div></div></div> 25.3%
6	同意	40	<div><div></div></div> 24.7%
7	非常同意	37	<div><div></div></div> 22.8%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

File : data

V24: 當地夥伴希望透過合資的方式學習貴公司海外營運技能

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	非常不同意	1	0.6%
2	不同意	2	1.2%
3	有點不同意	6	3.7%
4	普通	32	19.8%
5	有點同意	39	24.1%
6	同意	49	30.2%
7	非常同意	33	20.4%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V25: 當地夥伴希望透過合資的方式學習來改善與跨國公司合作的技能

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	非常不同意	2	1.2%
2	不同意	2	1.2%
3	有點不同意	5	3.1%
4	普通	39	24.1%
5	有點同意	40	24.7%
6	同意	33	20.4%
7	非常同意	41	25.3%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V26: 貴公司對合資案的整體滿意程度

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	非常不同意	1	0.6%
2	不同意	1	0.6%
3	有點不同意	3	1.9%
4	普通	19	11.7%
5	有點同意	45	27.8%
6	同意	55	34.0%
7	非常同意	38	23.5%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V27: 貴公司對合作預期目標達成的滿意程度

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	非常不同意	1	0.6%
2	不同意	1	0.6%
3	有點不同意	7	4.3%

File : data

V27: 貴公司對合作預期目標達成的滿意程度

Value	Label	Cases	Percentage
4	普通	11	6.8%
5	有點同意	45	27.8%
6	同意	55	34.0%
7	非常同意	42	25.9%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.

V28: 貴公司對合作關係的滿意程度

Information	[Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*]
Statistics [NW/ W]	[Valid=162 /-] [Invalid=0 /-]

Value	Label	Cases	Percentage
1	非常不同意	1	0.6%
2	不同意	1	0.6%
3	有點不同意	2	1.2%
4	普通	23	14.2%
5	有點同意	39	24.1%
6	同意	51	31.5%
7	非常同意	45	27.8%

Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.