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2008

Developing a Scale for Customer Relationship Management Orientation (CRMO): The Case of Travel Agents in Taiwan

By Chih-Yao Huang

Although a number of researchers theoretically declare a positive association between customer relationship management and firm performance, a valid measure of customer relationship management orientation (CRMO) has not yet been proposed, nor has a systematic analysis of its effect on firm performance been previously completed.

This thesis addresses some conceptual and measurement issues related to the study of CRMO and its impact on firm performance in the travel industry in Taiwan. It first reviews the literature of travel agents and CRM, then the concept of CRMO and its important dimensions. Next, a sampling frame of 1,586 travel agents was constructed and questionnaires were sent to them accordingly. As a result, 171 questionnaires, which represent 10.78% returned rate, was received. This sample was utilized to test the construct of CRMO in terms of construct validity, convergent validity, discriminate validity, nomological validity and reliability. Findings show that the validity and reliability of CRMO are confirmed.

Findings of this study have several implications. From the theoretical perspective, the scale for CRMO has help expanding the theory on customer relationship to a new boundary. Results indicate that CRMO is definitely an independent construct, which affects the performance of a firm. There are several implications from the managerial perspective. Firstly, CRMO could be used to help firms perform better through proper training and motivation. Secondly, since dynamic capability can only influence performance through knowledge capability, firms should put more emphasis on the three components of knowledge capability so as to achieve better firm performance.

The study has a number of limitations. Firstly, the development of the scale for CRMO has only adopted travel agents in Taiwan as sampling units. A more generalized framework should be used in the future. Secondly, the sample size tends to be small. In the future, a more representative sample should be adopted.

A Study of the Relationship among Interpersonal Trust, Knowledge Sharing, Job Satisfaction and Firm Performance - Taiwanese High Tech Industry

By Chi-Ching Wang

A study was conducted to determine the relationships among interpersonal trust, knowledge sharing, job satisfaction, and firm performance. This study aims at the following goals: To explore how knowledge sharing influences firm performance. To explore how interpersonal trust may influence knowledge sharing. To explore how interpersonal trust may influence firm performance. Questionnaire survey was used as a major method to the study. The study investigates 100 valid questionnaires from High-tech industries in Hsin-Chu and Tainan science parks.

The research method of this study includes descriptive statistics analysis, factor analysis, reliability analysis, validity analysis, analysis of variation (ANOVA), and structure equation model (SEM). Through collecting and analyzing materials by and questionnaire, the study reaches the following conclusion: (1) interpersonal trust has influence on knowledge sharing; (2) knowledge sharing has influence on firm performance; (3) interpersonal trust has influence on firm performance with mediating role of job satisfaction.

2007

Factors Affecting Attitude towards Buying, Purchase Intention and Reported Purchase of Organic Produce in Taiwan

By Mark S. Berglund

The purpose of this research is to test a modified version of the theory of reasoned action (TRA) (Ajzen & Fishbein, 1980) in an organic produce buying context with focus on the factors involved with attitude towards organic produce. This study examines attitude towards buying and purchase intention of organic produce in Taiwan (Republic of China). Since Taiwan is both an emerging market in general and more specifically for the organic produce sector, little research has been done in this area. This thesis seeks to find out why some Taiwanese have the attitude and intention to purchase organic produce and some don’t.
Confirmatory factor analysis, ANOVA, regression and structural equation modeling are employed, to explore and confirm why Taiwanese have attitude and intention to purchase organic produce. This research utilizes a structural equation model based on the TRA (Ajzen, 1991; Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975). The introduction starts with a description of the development of Taiwan into the modern era to help the reader understand the context of this research. It then discusses preliminary qualitative research methods employed to ground the researcher in the factors of attitude towards organic produce, attitude towards buying, purchase intention and reported purchase of organic food in Taiwan. The literature review confirms these factors as significant to the attitude and purchase intention of organic food or shows that they have previously been considered as possible factors. Next the research methodology and model will be discussed. Finally, research results and findings will be presented.

Advisor: Ann Shewing Yang

2008

The Impact of Monetary Policy Changes on Global Real Estate Investment Trusts: An Event Study Involving the Subprime Mortgage Crisis

By Adrian M. Bleiler

Influence of monetary policy changes on financial markets has been shown in previous studies; however, evidence is lacking to show an international impact resulting from monetary policy decisions of a specific country on global markets. Given recent turmoil regarding the housing market in the United States and subsequent collapse of related economies throughout the world, this study investigates the influence of changes in US monetary policy on international markets through securitized real estate. Utilizing event study methodology, specifically the market model, the findings reveal that Real Estate Investment Trusts (REIT) traded in four international markets, US, Australia, UK and Canada, have significant reactions to 13 discount rate changes made by the Federal Reserve throughout the period of 2006 to 2008. The results indicate that US monetary policy, through a Federal Fund discount rate proxy, has a statistically significant influence on international markets, utilizing an REIT proxy, both domestically and internationally. The findings in this study accentuate the need to monitor not only domestic monetary policy, but also international policies in order to strategically diversify investments in multiple markets.

The Efficiency of Canada’s Tertiary Educational Industry Utilizing Data Envelopment Analysis

By Joshua Barnaby

Educational budgets for universities are a substantial portion of national budgets. The nature of how they are funded has evolved substantially over time. In the last few decades there has been renewed scrutiny of how these institutions manage public money. This has only been exacerbated by the current international economic situation.

The application of data envelopment analysis (DEA) was applied in this study. DEA allows for the evaluation of multiple inputs and outputs to determine efficiency. DEA will also identify strengths and weaknesses of decision making units. The efficiency distribution of Canadian universities is the primary objective of this study. Forty-five of Canada’s leading universities were selected. They were then separated into three groups. The groups were medical-doctoral universities, comprehensive universities and finally undergraduate universities to ensure the homogeneous decision making units were being evaluated.

The study develops a framework to evaluate the efficiency of universities educational and research production using properly identified inputs and outputs. Secondly it evaluated the efficiency of universities relative to location to determine if different regional policies determine the level of operating efficiency. Finally it explored the relationship of operational efficiency relative to tuition prices to determine if there is a relationship between price liberalization and tuition cost.
The Effects of Regulatory Focus and Fear Appeal on the Effectiveness of Advertisement: A Study of Helmet Utility on Taiwan College Students

By Jen-Chieh Wang

Wearing safety helmets on riding motorcycles has become a main concern in Taiwan. In Japan (2006), the death rate caused by wearing no helmet is 0.0057%; in Korea (2006), the death rate is 0.0131% and in Taiwan (2006), the death rate is 0.0175% (National Police Agency, 2009). But relevant studies concerning how regulatory focus and fear appeal succeed in improving audiences’ purchasing intention is limited. In this study, the helmet is taken to be the research object and an accomplishment is made to identify the effects of regulatory focus and fear appeal on advertisement effectiveness. The conceptual framework is developed by referring to a chain of literature reviews and hypotheses developments. An experiment by using 2 (promotion vs. prevention of regulatory focus) X 2 (high vs. low of fear appeal) is conducted. The results indicate that high fear advertisements increase participants’ ad believability and ad likability. Similarly, promotion focused advertisements enhance participants’ ad believability and ad likability. Moreover, fear level and regulatory focus interact significantly on ad believability and ad likability. As expected, these ad believability and ad likability significantly influence participants’ attitudes and behavioral intentions.

The Effects of Homosexual vs. Heterosexual Theme Advertisement and Regulatory Focus on the Effectiveness of Advertisement

By Maneerat Kongintr

Recently, homosexual market, especially gay market, becomes noteworthy due to its both affluence and influence. In 2006, the purchasing power of gay and lesbian market was estimated to be around $641 billion in the United States. Consequently, there are numerous marketers and advertisers putting their effort in order to penetrate this target group; for instance, creating the homosexual-theme advertisement for a variety of types of advertised products.

This study’s purposes are to investigate the difference effects of theme of advertisement (homosexual vs. heterosexual) and regulatory focus (promotion vs. prevention) on consumers’ responses toward the advertisement in terms of beliefs, feelings, attitude toward the advertisement, attitude toward the brand, and behavioral intention. Furthermore, this study also tried to figure out the relationship among those research constructs.

This study selects Thailand as a testing location due to its reputation as a city for homosexuality. The 2 (themes of advertisement: homosexual vs. heterosexual) x 2 (regulatory focus: promotion vs. prevention) between-subject factorial design are conducted using Thai university students who are male heterosexual as the subjects. The product used in the study is imaginary perfume with the fictitious brand name. The results shows that the male heterosexual consumers response differently to the different types of advertisement theme. The respondents tend to have a positive response toward the heterosexual-theme advertisement; but a negative response toward the homosexual-theme advertisement. Regarding regulatory focus, both promotion and prevention focus do not show the significant effect on the consumers’ response; however, promotion focus seems to have more effect on feelings while prevention focus seems to have more effect on beliefs. In terms of product involvement, the level of involvement seems to have a significant effect on both beliefs and feeling as expected. Additionally, both beliefs and feelings are found to have impact on attitude toward the advertisement as well as attitude toward the brand. Besides, attitude toward the advertisement is found to have relationship with attitude toward the brand and behavioral intention. Finally, attitude toward the brand is also found to have significant influence on behavioral intention.

A Case Study of Service Recovery and Customer Repurchases for the Paper Industry in Southern Taiwan

By Ya-Chung Hou

For many years, the Taiwan paper industry has faced outsourcing of its domestic paper production through the global positioning strategies of high-tech facilities. One of the main reasons is that when design orders are placed in Taiwan, they are actually manufactured and packaged in China and shipped directly to the final destination. Another reason for decreased demand is that the prevalence of the internet is changing people’s reading habits, thus reducing the demand for hardcopy printed materials.

In addition to this, international economic growth slowed in 2008, leading to a weaker expansion of the paper industry due to rising energy costs. Under the effects of this sluggish, international economy and an unstable political environment, the domestic economy became stagnant and remained weak. It is therefore necessary for domestic paper producers to find strategies to strengthen their stance. While most service recovery studies have focused on the service industry, medical industry,
tourism industry, banking industry, and catering industry, very rarely have there been studies of service recovery focusing on the southern Taiwanese paper industry.

This case study focused on the industry paper product deficiencies and services recovery in the southern Taiwan. In order to gain a better understanding of common paper product deficiencies and recovery strategies, a total of 37 in-depth interviews were conducted with industry experts. Content analysis and grounded theory were then adopted.

The research found that the most common service failures are (1) Applying the wrong service recovery process (related to employee behavior); (2) Not being able to provide products requested by customers that are outside the scope of offering (related to reaction to customer demands); (3) Not delivering on-time, delivery method issues, and insufficient products (related to delivery system).

Customers’ two top priorities when selecting providers are getting the lowest possible price while getting the required level of quality. However, this research found that the biggest issue regarding product deficiencies was that products were not of stable quality. This has been an issue in the industry for the past few years. However, this study found that as long as the provider is able to promise and deliver an improving level of quality, the customer can be satisfied and the company will retain the customer.

In terms of compensation strategies, intrinsic compensation such as apologizing and providing reasonable explanations were shown to be more effective than “face” compensation. Based on the above findings, the researcher developed a model for the general service recovery and product deficiency compensation.

The Effects of Service Failure and Service Recovery on Consumers Postrecovery Behaviors - A Qualitative Study of an English After-School Tutorial Institute in Tainan

By Hsueh-Jung Liang

Due to the need to upgrade the nation’s English ability, Taiwan’s government started teaching English in elementary schools in 2000. This has resulted in the growth of English after-school tutorial institutes (EASTIs). Due to EASTIs rapid growth, coupled with a decreasing birth rate in recent years, the EASTI industry faces an increasingly intense competitive environment. Therefore, improving service quality and increasing customer satisfaction are crucial if an institute is to remain competitive.

Resolving service problems is one way to increase service quality. This study selects an EASTI located in Tainan as the case study object, and undertakes in-depth interviews and open-ended questionnaires using the saturation method to collect 64 failure events and 99 recovery performances from both 10 parents and 10 employees, and then utilizes the method of grounded theory to analyze and generate the integrated model in order to (1) Explore the relationship between service failure, recovery, postrecovery satisfaction, and parents’ behaviors; (2) Discover the effects of service failure and service recovery on customer’s postrecovery behaviors; (3) Provide proprietors of EASTIs with management implications.

The analysis results indicate that two major failures in teacher’s teaching and student’s learning are indeed a big concern for respondents. These failures belong to teaching-delivery problems and the students’ individual behaviors. However, training and management are found to be the most effective recovery strategies as they have the most positive effect on the parent’s behavior (no parents leaving). Since the performance within these two areas are the most crucial activities within the EASTI, the Institute should pay special attention to the design of the service, the system used to deliver it, and ensuring that employees are capable of producing the results customers expect.

The integrated model this study develops may thus help EASTI businesses determine whether they have certain service failures or ineffective service recovery strategies within their operations, thus improving their overall level of service quality. Having such a model is important as it is often difficult to detect potential ineffective recoveries. Based on this study, its interesting and useful findings, and its limitations, we then provide recommendations for future studies.

The Impact of Asset Specificity, Social Capital and Knowledge Sharing of NPD Partners on NPD Performance: The Moderating Role of Cultural Intelligence

By Shu-Min Li

The world markets are in too much turmoil, to be successful and competitive in today’s dramatically changing diverse business environment, firms must develop new products and promote cultural intelligence, especially during this period of economic recession. Buyers are seeking similar but value-added products at a budget price, therefore, developing new produce by investing specific asset, integrating social capital to reduce transaction cost and sharing knowledge to create more value is becoming critical. However, how to identify and provide efficient solutions which actually accommodate customer needs is one of the challenges for firms to gain a competitive edge.

Although previous studies have discussed extensively on how to promote the effectiveness of the firm’s new product development (NPD), they tend to take a more piecemeal approach that focus on only very limited constructs, such as team member experiences, commitments and culture, none of these studies have integrated these research constructs into a more comprehensive framework. Consequently, based on current environment, it is important to evaluate the impact of specific
investment, knowledge sharing/transfer, social capital, cultural intelligence on the performance of new product development; therefore, nine hypotheses were developed. This study implemented a thorough review of literature and four semi-structured expert interviews at the same stage to construct a more complete research model. In the collected data from 145 respondents who have experience in global new product development project, statistic software, SPSS 12.0, was conducted for various research methods: factor analysis and reliability test and Linear Regression Analysis.

The results suggest that NPD performance is influenced positively by asset specificity, social capital and knowledge sharing. In addition, cultural intelligence moderates significantly the effects of asset specificity, knowledge sharing/transfer, social capital, on new product development performance. Managerial implications drawn from the conclusions are: (1) even there is a significant relationship between asset specificity and NPD performance, it is suggested that managers consider more than just specific investment to promote global NPD performance, with cultural intelligence motivation for instance, will be more efficient; (2) structural social capital, comprising social interactions or network ties, contributes more to knowledge sharing compared with that of the other two dimensions, relational and cognitive, therefore, it is imperative for enterprises to create and develop their structural social capital to increase the knowledge sharing and thus promote new product development performance; (3) knowledge sharing through cultural strategic thinking will increase the performance level for a global NPD project. As cultural intelligence can be improved, managers may develop corresponding trainings and create such an environment to help team members and business partners increase the willingness or attitude toward sharing knowledge. Once the capabilities are enhanced, firms then have more chance to improve new product development performance and achieve goals (Guo et al., 2008); and (4) the moderating effect of cultural intelligence to the NPD performance is significant and positive. However, as cultural intelligence has different dimensions, it is suggested that managers should take this into consideration to establish proper solutions for their NPD projects. Suggestions for future research include: firstly, further availability of data from more diverse countries or more globalized insight as well as comparisons; secondly, further evaluation on other dependent variables to NPD performance or conduct focus group interview for more comprehensive discussions and primary data to further identify potential variables; and finally, more attention should be paid to the relationship between integration and NPD performance and other factors that affect NPD performance.

A Study of the Key Success Factors for New Technology Commercialization: An Indepth Study of High Tech Industry between Taiwan and Vietnam

By Tran Huyen

In this paper, the Analytic Hierarchy Process (AHP) has been presented to evaluate the major criteria that have the most affected on new technology commercialization. The AHP is useful method for evaluate the preferred alternatives decision such as finding key success factors for technology commercialization and given the cross-evaluating among two countries Taiwan and Vietnam. There are lacks of published papers in the comprehensive management system research fields demonstrating the AHP method compare between two countries. Based on the data collected in this paper, it is suggest that the AHP is applicable for managers in each country to solving the problem regarding technology commercialization. In this study, a comprehensive management system of the key success factor for technology commercialization was modeled to enhance the efficiency of commercialization in both countries. Several technology commercialization factors including technology itself, management expertise, process development and commercial viability with their respective components: technology strength, technology conceptualization, technology development, market strength, government support can be considered in decision process.

The Role of Endorsers, Framing, and Rewards on the Effectiveness of Dietary Supplement Advertisements

By Cho Thwe

In the last 10 years, the use of dietary supplements has increased dramatically. Due to consumers' willingness to take better care of their health through preventative measures and the influence of the advertisements in the media, the dietary supplements intake has become widespread in many countries including Taiwan. Thus, it has become important to study “how advertising affects the consumer on consumption of dietary supplements”.

However, reasons for consuming dietary supplements are likely to be complex, with a combination of social, psychological, knowledge and economic factors. In order to formulate more effective advertising strategies, the current study experimentally examines the effects of endorsers, message framing and rewards on consumers' responses toward the advertisement in terms of ad liking and ad believability, attitude toward advertisement, attitude toward brand, and behavioral intention. Furthermore women are found to be more likely to use dietary supplements than men. Hence, the 2(types of endorser: expert and celebrity endorser) x 2(framing message: positive and negative) x 2(types of reward: intrinsic and extrinsic) between-subject factorial design were conducted with two hundred and forty young female college students in Taiwan as subjects.

The endorsed product in this study is a weight-loss dietary supplement with a fictitious brand name. The results show that the viewers respond differently under different types of endorser, message framing and rewards. A celebrity endorser is perceived as more favorable toward ad liking and ad believability than expert endorser and higher liking and believability of
advertising are found while presenting positive versus negative framings. No effect of rewards is found on consumers’ liking and believability toward dietary supplement advertisement. However, to generate consumers’ responses, endorsers, message framing and rewards are inter-relating each other, especially, respondents present more favorable ad liking when celebrity endorser, positive framing and extrinsic reward are used in combination. Additionally, both ad liking and ad believability are found to have impact on attitude toward advertisement as well as attitude toward brand. Next, attitude toward advertisement is found to have relationship with attitude toward brand and behavioral intention. Finally, attitude toward brand is also found to have significant influence on behavioral intention. Hence, the results of this study can provide as a reference point for academicians for their further empirical validation. These results can also be very useful for marketers to develop and implement their marketing activities to specific customer segment.

**The Effects of Organizational Support and CQ on the Effectiveness of Expatriation: The Moderating of Mode of Adjustment and Leadership Style**

By Hsiu-Chen Chi

Since the open door policy of China in the 1980s, more and more multinational corporations have established factories or branches in China for reasons of market, labor or materials. Even many multinational corporations recruited many local employees, they also send key expatriates for management planning and supervision purpose. All expatriates have to face the dynamic management environment of the host country. In host countries, expatriates often play roles as managers, how they perform leadership is also an issue be discussed. Consequently, organizational support, expatriates’ cultural intelligence, and their adjustment are regarded as the key issues for the success of expatriation.

Taiwanese expatriates are educated by Chinese traditional cultures and use the same language as Chinese do. However, they may also face the similar challenges to other expatriates. This study is trying to investigate how organizational support and cultural intelligence affect the adjustment and performance of Taiwanese expatriates in China. This study is also interested in how expatriates leadership styles and mode of adjustment serve as moderating variables to expedite expatriation performance.

Survey methodology is adopted in this study to obtain relevant opinions from expatriates who are currently working in Mainland China. The results of this study indicate that (1) organizational support have significant effects on expatriate adjustment; (2) there is positive relationship between organizational support and expatriate performance; (3) the levels of expatriate adjustment will be positively related to the level of cultural intelligence; (4) the levels of performance will be positively related to the level of expatriate adjustment; (5) the mode of adjustment and leadership style have moderating influence on Taiwanese expatriates adjustment and performance in China. Since very rare studies have tried to integrate the influences of expatriate leadership styles on expatriates adjustment and performance, it is expected that the results of this study can provide valuable information for academicians and professionals on pursuing effective expatriate management.

**Exploring Consumers’ Multi-Motives on Knowledge Sharing in Online Brand Community: The Moderating Effect of Trust, Opportunity and Ability**

By Nongluck Limpisook

In cyberspace, more and more consumers interact each other and exchange knowledge within online communities which provides the new effective channel for marketers to hear the consumers’ voices. In order to maintain the customer relationship and commercial benefits, it is valuable for managers and marketers to understand the factors which encourage consumers to contribute and share their knowledge in the brand online community.

This study explores the relationship between three kind of motives (achievement motive, affiliation motive, and power motive) and community members’ behavioral intentions, together with the moderating effect of members’ opportunity, ability and trust. Based on the survey conducted with the 200 members of iPhone community in Thailand, the main findings indicated that achievement motive plays the most important role in motivating members to share their knowledge and lead to their intentions to participate, recommend the community to others and be loyal to a brand. However, marketers need to create the trustworthy environment within the community. Other findings, managerial implications and suggestions for future research are also provided in the paper.

**The Effect of Fear, Country of Origin, and Time on Consumers’ Evaluation toward Product-Harm Crisis**

By Sirion Bunphichet

One of the most recent problems faced by many businesses is product-harm crisis which caused by the reducing quality of material to compete with other companies, change manufacturing to be offshore in some developing countries to cut cost of production, and among other reasons. There are several studies with regard to product-harm crisis management but conversely just have a few studies related to the determinants that drive the crisis is growing more severe. These originated the motivation of this study. This study investigates the different effects of degrees of fear, types of country-of-origin, and period of time on
consumers’ response toward the product-harm crisis in term of attitude toward the product, attitude toward the brand, and also behavioral intention. Furthermore, this study examines the relationship among those research construct as well.

The conceptual framework is developed from previous researches by using 2 (levels of fear: high vs. low) x 2 (types of COO: developed vs. developing country) x 2 (types of period of time: last month vs. last year) are conducted with undergraduate and graduate students in Taiwan. The results present that the harmful product is produced from developed countries and happened last year with low level of fear has a more positive influence upon attitude toward the product, attitude toward the brand, and behavioral intention than the product is produced from developing country and happened last month with high level of fear.

**The Effects of Cultural Intelligence and Market Orientation on Guanxi and Internationalization: The Moderating Role of Risk Taking**

*Jose Romero*

Small and medium-sized enterprises (SMEs) play a fundamental role in the economic development of Taiwan. Globalization and the continuous increase of internationally active SMEs are key worldwide trends. Due to the globalization of markets, improvements in transportation and communications technologies, as well as other facilitating factors, more and more SMEs are looking for opportunities in international markets.

This research investigates the relationships between cultural intelligence, market orientation, customer and competitor related responsiveness, guanxi networks, and the internationalization of SMEs, while taking into consideration the moderating effect of entrepreneurial orientation-risk taking. Based on the survey conducted involving 349 managers and owners of SMEs in Taiwan, the main findings indicate that cultural intelligence as an individual factor, and market orientation as a firm factor, help to describe the internationalization process of SMEs, while cultural intelligence contributes positively on SMEs capability to develop guanxi. The findings also demonstrate that cultural intelligence plays a prominent role on the internationalization process when the owners and managers are more risk averse.

**2007**

**The Relationships among Internal Marketing, Job Satisfaction, Relationship Marketing, Customer Orientation, and Organizational Performance: An Empirical Study of TFT-LCD Companies in Taiwan**

*By Chia-Chun Tsai*

TFT-LCD industry has become one of the domain industries in Taiwan. It is expected that the TFT-LCD industry can achieve an annual production value of one trillion NTD in 2007. However, relevant studies regarding how internal marketing, relationship marketing, and customer orientation influence on the success of the firms operation is limited. In this research, we take Taiwan TFT-LCD industrial companies as the research objects and try to identify the interrelationship among internal marketing, job satisfaction, relationship marketing, customer orientation and organizational performance. Although these companies are classified to manufacturing industry, it is suggested that the service components could be applied for the success of business operations. Specifically, the influences of internal marketing, job satisfaction and customer orientation on relationship marketing and organizational performance are evaluated. A research model is developed based on a series of literature reviews and hypotheses developments. The research results include: (1) there are significant relationships between internal marketing, customer orientation, and relationship marketing; (2) relationship marketing has significant influences by internal marketing, job satisfaction, and customer orientation; (3) organizational performance has significant influences by job satisfaction, relationship marketing, and customer orientation.

**An Empirical Study of the Impacts of Internet Marketing on Perceived Quality, Value and Purchase Intention of Consumers**

*By Darryl Langlois*

The intention of this study is to integrate relevant literature and develop of comprehensive model of marketing in the area of Internet commerce. The study will identify whether this is an interrelationship among the research variables by testing the model through survey research. A 60-item survey questionnaire was developed to conduct a survey using six different mobile phone websites and products. It is believed that the study will identify that website content and design for advertising purposes is the key element in Internet marketing.
A Network Structure Approach for Chinese Leadership and Management Styles under Different Phases of Internationalization: An Empirical Study of Taiwanese Firms

By Zi-Xuan Liang

Under the trend of globalization, this study attempts to probe the prevalent Chinese styles of leadership behavior and the practical management practices in domestic firm, international (regional) firm, and global firms in Taiwan. This study would particularly focus on the finding of Taiwanese global firm, because there were fewer investigations about global firms explored up to now. At first, the relationship between Chinese leadership and management effectiveness will also be identified and explored. Then, data will be analyzed by using ANP methodology. The data will collected through face-to-face interview from 15 experts (the executives) in Taiwanese firm. Each phase of internationalization of the firms would conduct 5 experts with the dominant job characteristics in organization (financial, sales, marketing, etc.) from various industrials.

Results showed, the visionary, relations integrating, and benevolent, employee-developed leadership styles were prevalent executed by managers in Taiwanese firm. The priorities on importance of managerial practice for Taiwanese executives were “Influencing People- Decision Making- Relations Building- Information Exchange”. Furthermore, it is common situation that Taiwanese executive has vision to lead firm forwarding. However, the innovation usually has been ignored by executive. The research results also provided some insight for companies the next steps should be cautious with.

The Consequences of Psychological Contract: The Moderating Effects of Job Stigmatization, Interactional Justice, and Supervisor Support

By Anisa Pramudita

The growing literature on psychological contract has paid great attention to the antecedents and consequences to get favored behavioral outcomes. This study discusses the effects of psychological contract (relational and transactional contract) on organizational commitment (affective and normative commitment), organizational citizenship behavior (OCB – OCB Individuals and OCB Organization), and behavioral outcomes (intention to quit, job satisfaction, and job performance). Moreover, this study validates the effects of organizational commitment and OCB on behavioral outcomes. Differ from previous studies; this study also examines the moderating effects of job stigmatization, interactional justice, and supervisor support on the effects of psychological contract on dependent variables.

The developed hypotheses are tested on single leading oil company in Indonesia. There are 163 employees (permanent and temporary employees) who have joined this study. The results indicate that relational contract has positive significant effect on organizational commitment, OCB, job satisfaction, and job performance. While the employees’ intention to quit tend to decrease when the employees employs relational contract. Moreover, the use of transactional contract has opposite effect relative to relational contract.

In addition, this study shows that job stigmatization weaken the effect of relational contract and at the same time increase the influence of transactional contract. Moreover, when the employees perceive that they have been treated fairly from their colleagues and organization, the negative effect of transactional contract can be weakened and the positive effect of relational contract can be strengthened. Finally, managerial supports to the subordinates have generated similar effects. These results suggested that to promote the influence of psychological contract on behavioral outcomes, job stigmatization, interactional justice and supervisor support are three of the key issues that can accelerate or decelerate the above relationships.

Studying Entrepreneurship Start-up Process from Psychological Perspective

By Enkhbold Chuluunbaatar

The main purposes of this study are to investigate the preeminent predictors of entrepreneurial behavioral intention; to examine to what extend entrepreneurial behavioral intention predict entrepreneurial behavior; to investigate whether individual's emotional intelligence is a moderating variable of the relationship between personality and entrepreneurial intention. Furthermore, this study is also intended to explore whether social capital, motivational trait are moderating variables of the relationship between individual entrepreneurial intention and entrepreneurial behavior; to study of what differences exist among Taiwanese and Mongolian self employed individuals based on demographic factors such as gender, age, education, work experience, and business experience.

The empirical data analysis proved that the relationship between individual cognitive characteristics and intention exist; as well as the relationship between intention and entrepreneurial orientation. The study revealed that intention serves the mediating role between cognitive characteristic and entrepreneurial orientation. It is also found that there are moderating effects of social capital and motivational traits on the relationship between intention and entrepreneurial behavior. Moderating effects of emotional intelligence on the relationship between personality and intention was proved as well.

Most interesting findings from this study, from the researcher’s point of view, are as follow: There are no strong relationship between personality and intention. However, combined effect of personality and emotional intelligence has strong effect on
entrepreneurial intention. The other significant finding is that two country respondents significantly differ from each other in terms of trusting their business partners, having social networking, intention to do their own business, and self management skills. It is hoped that this study will give valuable contribution to both academic and business society.

The Effects of Organizational Responsiveness on the Internationalization Process: The Moderating Role of Entrepreneurial Orientation

By Chia-Lung Chiu

In the past decades, small and medium enterprises (SMEs) have played important roles in the Taiwanese economic development history. Till this moment SMEs are still a major contributor in Taiwanese economy and they are still playing an important role as supply chain members and partners for Taiwanese multinational enterprises (MNCs). Due to nowadays the global environment changes so quickly, more and more competition is coming from worldwide especially from emerging countries or developing countries. These competition and challenges are more severe and totally different from the competition in the early years. Especially, Taiwan is a just small island country owning a very small domestic market, probably the best way for Taiwanese SMEs to compete with worldwide competitors is to invest internationally and then try to utilize foreign resource like foreign human resource, natural resource and money capital. Besides investing internationally, SMEs should also pay more attention on market orientation, especially on the aspect of customer and competitor and also try to utilize guanxi networks to gain more resource from domestic government or foreign countries. However, research on this issue is limited and deserves further evaluation. Thus, this study focuses on how “customer-related responsiveness and competitor-related responsiveness” influence SMEs’ internationalization and how internationalization orientation influences guanxi networks and firms’ performance. In addition, one moderator, “entrepreneurial orientation” is proposed to examine the influences of competitor-related responsiveness on internationalization“ and on business performance.”

The data was collected from 153 companies and these respondents are all SMEs in Taiwan. In addition, these survey companies are all doing international business like exporting, etc.

The results of this study are summarized as follows: (1) Customer-related responsiveness has significantly influence on outward internationalization, especially for the information generation, dissemination and customer orientation of the affective organizational system. Customer-related responsiveness has significant influence on inward internationalization, especially for information dissemination. (2) Customer-related responsiveness has significant influence on non-financial performance, especially for the information dissemination and customer orientation of the affective organizational system. Customer-related responsiveness has significant influence on financial performance, especially for the information generation and information analysis. (3) Competitor-related responsiveness has significant influence on outward internationalization, especially for the information generation. Competitor-related responsiveness has significant influence on inward internationalization, especially for competitor orientation of the affective organizational system. (4) Competitor-related responsiveness has significant influence on non-financial performance, especially for information analysis. Competitor-related responsiveness has significant influence on financial performance, especially for information storage. (5) Internationalization has significant influence on domestic guanxi networks, especially for inward internationalization. Internationalization has significant influence on foreign guanxi networks, especially for outward and inward internationalization. (6) Guanxi networks have significant influence on non-financial performance, especially for domestic guanxi networks. Guanxi networks have significant influence on financial performance, especially for domestic guanxi networks. (7) EO has moderating effect for the influence of cognitive organizational system of competitor orientation on inward internationalization. (8) Innovativeness of EO has moderating effect for the influence of cognitive organizational system of competitor orientation on non-financial performance. Proactiveness of EO has moderating effect for the influence of cognitive organizational system and non-financial performance.

The Effects of Decision-Making Styles on Consumers’ Perceptions: The Moderating Effects of Religiosity and Type of Products

By Mungki Rahadian

The study proposed to understand the effect of consumers’ decision making styles on their perceptions. It also explore the relationship among extrinsic factor of consumers’ perceptions; perceived quality, perceived value, perceived sacrifice which influence on purchase intention. In addition, this study investigates the moderating effect of religiosity and type of products on the effect of consumer decision making styles in purchase intention.

This study surveyed and collected 472 questionnaires. Ten hypotheses are developed and tested with data from scenario-based questionnaires. In addition, Structural equation modeling was used to examine the hypotheses testing and fit measurements of research models.

The results indicate that consumer decision making styles are found to have relationship with perceived quality, perceived value and perceived sacrifice. Perceived quality is found to have positive relationship with perceived value and purchase intention. Perceived value also found to have influence on purchase intention. Finally, this study also found that religiosity and
product types tend to moderate the effect of consumer decision making styles on purchase intention. Specifically, consumers’ with higher level of religiosity and buying utilitarian products tend to have higher purchase intention.

**Location Selection Decision of MNC Subsidiary Using Analytic Network Process (ANP): A Case Study in Mainland China**

*By Budhi-Handoyo Nugroho*

In this paper, the Analytic Network Process (ANP) has been presented to select the best location for multinational corporation (MNC) subsidiary in Mainland China. The ANP is useful method for solving corporate decision problems such as location selection. There is a lack of published papers in the operational research field demonstrating the ANP method with a case study for location selection. Based on the case study in this paper, it is suggested that the ANP is applicable for company to solve the problem regarding location selection of subsidiary particularly in Mainland China in terms of Foreign Direct Investment (FDI) and can be accepted by managers as decision making process tool. Location factors consisting of labor cost, infrastructure, tax structure, market demand, labor quality, and political risk are the most importance of location determinants. Shanghai is yet the favorite location for building subsidiary in Mainland China followed by Guangdong and Fujian.

**Effects of Sound Stimuli Applied in Branding – An Empirical Study of Its Antecedents and Consequences**

*By Hua-Sheng Huang*

Recently, Intel and Nokia’s success of sound branding encouraged followers to emulate this branding strategy. This research is to explore the effects of sound stimulus applied to facilitate branding. A qualitative research was conducted to ascertain that consumers perceive pleasantness, relation to brand/product, distinctiveness, length and clarity, and accessibility as the five dimensions for sound trademarks. A sound trademark comprising brand name is most effective to relate with pairing brand. An empirical research was then conducted by questionnaire survey to measure consumers’ perception toward sound stimuli, and its influence toward brand preference. Consumers’ perception toward sound stimulus is further examined to identify its influences on attitude toward brand, brand awareness with brand association, and qualitative perception. Brand loyalty and preference are confirmed the consequent influences from those antecedents.

The research result suggests that sound trademarks should be carefully selected. Judiciously designed or selected sound trademarks can help consumers easily remember brand, elicit positive awareness, association, attitude and perception. Consequently, consumer’s loyalty and preference are affected. In contrast, slogan-alone sound trademarks, especially ambiguous meaning slogan, may cause negative attitude and lower preference.

**Measuring the Impact of Service Quality and Personality of Tour Leader on Tourist Satisfaction and Word of Mouth**

*By Kunal Kishore*

This article proposes the investigation of the influence of various dimensions of personality of tourists and tour leader in addition with their gap on tourist satisfaction. It also widens the span by analyzing five dimensions of expected SERVQUAL, perceived SERVQUAL and the SERVQUAL gap and its impacts on tourist satisfaction. Finally it searches for effect of satisfaction on word of mouth and almost all the proposed hypotheses are proved Big Five personality traits. Moreover to this, we also found that tourists do not prefer to have dominating personality of a tour leader and their expectations generally remain high. Most of the satisfaction is from tour leader’s actual work and not from the relationship management. Finally, if they are satisfied then the word of mouth will be positive, negative otherwise.

Through the compiled literature reviewed, previous findings and various methodologies development, this study proposed the importance of personality of both the tourist as well as the tour leader in addition this study also proposed the importance of gap between the personality of tourist and the tour leader which show influences on tourist satisfaction. Finally the results show that the word of mouth is beneficial to know the satisfaction of the tourists and also for higher level of satisfaction.

**The Influences of Fear and Risk on Consumer’s Attitudes Towards the Use of Genetically Modified Foods: An Empirical Study in Taiwan**

*By Jose Eduardo*

This research examines experimentally what are the influences of health fear and health risk on women consumer’s attitudes toward consume of three Genetically Modified Foods in Taiwan. Through an experimental in within design and using Protection Motivation Theory as conceptual research model and the posterior data analysis using the appropriate statistics tools the study reports that coping strategies (behaviors/attitudes) of the subjects exposed to appropriate stimuli to Genetically Modified Foods, follows the same patterns of the conceptual theory of Protection Motivation, but the outcomes will not
necessarily influence the continuous eating, buying and opinion behavior (daily behavior) of the subjects, because of, the harm effects attributed to Genetically Modified Foods laid on totally in a largely probabilistic range also the fears and risk arousal by the exposition to Genetically Modified Food are less strong than those generated by other events as occur for example in the exposition to the threaten and risk of tobacco or HIV/AIDS.

The Antecedents and Consequences of Dynamic Resource Management Model for Organizational Competitiveness

By Shih-ping Chien

As Taiwan’s industries are facing the dynamic change of the environment, the expandable industrial potential market also draws the increasing competitive challenges. Taiwan's future development will have to rely on further transformation to a high technology and service-oriented economy. And the industry has to create the industrial advantages and upgrade the added values in the global industrial value chain. And Taiwan’s economy has largely consisted of small and medium-sized enterprises with the people who are willing to take the risks involved to undertake a business venture. With such social entrepreneurship, Taiwan business entrepreneurs often are willing to accept a high level of personal, professional or financial risk to pursue competitive advantages.

This study intends to explore the status of dynamic resource management model of value creation in Taiwan industries which have not been tested in eastern developing countries. And this study also intends to empirically test the dynamic resource management model of value creation proposed by Sirmon et al. (2007) and to examines whether entrepreneurial orientation can determine the resource management process inside the firm.

This study evaluates seven major research questions and comes up with the conclusion as (1) environmental uncertainty, including dynamics of industry structure and environmental munificence has influenced on firm’s resource management, including structuring the resource portfolio, bundling resources to build capabilities and leveraging capabilities to exploit market opportunities. (2) entrepreneurial orientation, including innovativeness, risk taking and proactiveness, has influenced on firm’s resource management, including structuring the resource portfolio, bundling resources to build capabilities and leveraging capabilities to exploit market opportunities. (3) entrepreneurial orientation, including innovativeness, risk taking and proactiveness, has influenced on business performance, including non-financial performance and financial performance. (4) firm’s resource management, including structuring the resource portfolio, bundling resources to build capabilities and leveraging capabilities to exploit market opportunities, has influenced on competitive advantage, including competitive ability development and competitive performance. (5) firm’s competitive advantage, including competitive ability development and competitive performance, has influenced on business performance, including non-financial performance and financial performance. (6) environmental uncertainty plays a moderating role on the relationship between, however according to the test results, the results unveil that not all facets of environmental uncertainty play a moderator role on the relationship between firm’s entrepreneurial orientation and firm’s business performance. (7) firm’s entrepreneurial orientation plays a moderating role on the relationship between firm’s resource management and firm’s competitive advantage, however according to the test results, the results unveil that not all facets of entrepreneurial orientation play a moderator role on the relationship between firm’s resource management and competitive advantage.

2006

Social Capital, Social Support, and Cultural Adjustment for Expatriate English Teachers in Taiwan

By Darren Van

Managerial behaviors related to performance in a country such as the U.S. may not be related to performance in a country such as Taiwan, and vice versa. Therefore it is clear that an expatriate manager sent overseas will likely run into a number of complications and uncertainties. To gain insight in the area of cultural adjustment, this study analyzes Taiwanese co-worker support, expatriate co-worker support, social capital, and cultural adjustment for expatriate English teachers in Taiwan. The results show that Taiwanese co-worker support has a significant relationship with interaction adjustment. The other independent variables had less significant relationships with cultural adjustment. Control variables ‘length of time spent in Taiwan’ and ‘Chinese language ability’ had significant relationships with general adjustment and interaction adjustment respectively.

The Effects of Nostalgia, Emotions, and Consumer Ethnocentrism among Migrant Workers in Taiwan

By Anna Kurniawati

The study is purposed to understand the effect of nostalgia, emotions and consumer ethnocentrism among migrant workers in Taiwan. It also explain the relationship among nostalgia, emotions. Consumer ethnocentrism and theory of planned behavior...
on purchasing product. In addition, this study investigates the impact of three major components of theory of planned behavior: attitude toward product, subjective norm and perceived behavioral control on consumers’ purchase intention.

This study surveyed and collected 302 questionnaires. Eight hypotheses are developed and tested with data from scenario-based questionnaires. In addition, structural equation modeling was used to examine the hypotheses testing and fit measurements of research models.

The results indicate that nostalgia is found to have a relationship with emotions and consumer ethnocentrism. Emotions are found to have a positive relationship with attitude toward product. Consumer ethnocentrism is found to have a relationship with attitude toward product. Finally, this study also found that attitude toward product and subjective norm have a relationship with purchase intention.

The Role of Product Type, Endorser Type, and Endorser Ethnicity on the Consumer’s Response toward the Advertisement: A Study of Taiwanese and Thai

By Orathai Singhaudomchai

Designing the advertising across countries is one of the most challenging jobs for all advertisers and marketers. A great deal of research in international advertising involves the decision on message, appeal, endorser, and language to be used. Among these areas, the decision on the type of endorser seeks to obtain the increasing in interest. By extending the previous studies in endorser in international context, this study’s purposes are to investigate the difference effects of types of product, types of endorser and endorser ethnicity on consumer’s response toward the advertisement in terms of credibility, feelings, attitude toward the advertisement, attitude toward the brand, and behavioral intention toward the brand. Moreover, this study also attempts to figure the relationship among these research constructs.

Unlike other previous studies in international advertising, this study selects Taiwan and Thailand, due to their differences in term of national identity score based on Phau and Chan (Phau & Chan, 2003). The 2(types of endorser: expert and celebrity endorser) x 2(types of product: high and low involvement product) x 2(endorser ethnicity: similar and dissimilar) between-subject factorial design are conducted with undergraduate students in two countries as the subjects. The two mentioned products are notebook computer to represent high involvement and potato chip snack to represent low involvement. The results show that Taiwanese and Thai consumer’s response differently to different types of endorser with different endorser ethnicity under both high and low involvement product. Taiwanese consumers prefer endorser with different ethnicity rather than same ethnicity, opposite to Thai consumers which Thai endorsers are more prefer than endorser with different ethnicity. However, celebrity endorser works better than expert endorser in term of feelings, attitude toward the advertisement, attitude toward the brand and behavioral intention to toward the brand, but expert endorser only created more advertising credibility. As expected, consumer in both countries responses favorably on advertisement of high involvement product. Moreover, supported to ELM, advertising credibility is found to have a relationship with feelings, attitude toward the advertisement, and attitude toward the brand. Feelings and attitude toward the advertisement also found to have relationship with attitude toward the brand. Finally, attitude toward the brand also found to have relationship with behavioral intention toward the brand.

The Effects of Servicescape, Service-oriented OCB, and Service Climate on Service Convenience and Evaluation: An Empirical Validation of Hospital Nurses and Patients in Taiwan

By Khen Vichet

Since quality of services becomes the important facet for organizations in the competitive venue, understanding how both the service consumers and service employees’ perceptions of service delivery and consumption is what should be the main focus. Time and efforts are perceived vital during the service delivered, and consumed by the consumers, especially. Since the payment systems for hospitals in Taiwan have been changed into one-pay system of the National Health Insurance (NHI), Taiwanese hospital productivity change was reported that they experienced a significant productivity slowdown due to the declines in technology and quality of service, although the efficiency of most hospitals received significant improvement.

Through the compiled literatures reviewed, previous findings, and various methodologies development, this study proposed the importance of time and efforts perception perceived by nurses and patients at both public and private hospitals, which will show the influences on service quality and customer satisfaction. This perception can be identified to evaluate the convenience of the service, the quality of the service, and customer satisfaction received from the service sites. Moreover, the results of this study were found that service employees' (nurses) understanding of service climate and a set of extra role behaviors are important during the service delivery.
Software Piracy among Students in Taiwan: The Ethical Decision Making Process and Attitudes toward the Use of Pirated Software

By Nathan Funkhouser

This study looks at the influence of consumer moral intensity, perceived risks and moral judgment on the use of pirated software in Taiwan. Moral intensity includes magnitude of consequences, social consensus, probability of effect, temporal immediacy and proximity. Perceived risk is based on financial, performance, social and prosecution risks. Moral Judgment is related to cognitive moral development and reasoning. Seven hypotheses are developed and tested with data from scenario-based questionnaires. One-way ANOVA is applied to assess the differences of respondents’ intentions to consider using pirated software and to actually use pirated or legally acquired software. This will allow us to focus on the variables that form the hypotheses and also the influence of the demographic data that could have an influence on the outcome intention. To find out the relationships among moral intensity, perceived risks and moral judgment as they relate to the ethical decision making outcome, structure equation modeling is employed to test the interrelationships of all the variables in the entire model. In particular, how moral intensity and perceived risks relate to moral judgment. The results indicate that moral intensity, perceived risks and moral judgment are related to ethical decision making regarding the use of pirated software. Past use of pirated software was also an indicator. However, demographic variables like age, income and gender were not predictors in the way they had been hypothesized.

The Influences of Leadership Styles and Communication Modes on the Efficiency of Private University Operations in Taiwan

By Chiung-Min Wang

As the changing policy of Ministry of Education in recent years, and the rapid changing of the social environment; any private university attempting to be successful in the highly competitive environment. This research employed four constructs to build several relationships. The major objectives of this research are to identify the interrelationships among leadership style of board of directors, communication modes, university operation efficiency, and job satisfaction. This study obtained the valid samples from seventy universities in Taiwan. There were totally 296 useful questionnaires issued in this study, the major findings of this study were summarized as followed:

The first conclusion was consideration as part of leadership styles could be good contributor on organizational communication mode, especially in university context. The second conclusion was efficiency of the university’s operation could be affected by organizational communication mode, whereas the highest contributor was communication climate, followed by upward communication, and the least one was downward communication. The third conclusion of this study was when the university operates efficiently; the level of job satisfaction could be increase. The highest contributor was administrative performance, followed by developmental plan, students learned behavior, and the least one was teaching quality.

Tourism Destination Image as Perceived by International and Domestic Tourism Destination

By Nazarina Jamil

Nowadays, the competition of tourism destinations is not only between countries but the destinations become more viable as a result of globalization and the increasing flow of information. The images of a destination are built by variety of influences, which some can be directly or indirectly attributed to the actions of destination marketing companies and tourism authorities. It is important for the destination marketers and tourism authority to send out the right signals so that the tourists have the right image of a destination. Through a combination of previously developed methodologies, this study proposes to identify, analyze and evaluate the factors that could build up the destination image by comparing the destination perception from three different destinations that have similar characteristics; namely Sabah in Malaysia, Bali in Indonesia and Phuket in Thailand. A literature review of recent publications and marketing information was conducted.

Primary research comprised a survey of current international and domestic tourists to discover the Phuket, Bali and Sabah perceived image and the components that build up the perceived image. Namely, the information sources they seek prior travel, their travel motivations, the cognitive and affective image. Structured methodologies were used in order to capture the richness of the destination image construct. Statistical tests were employed to analyze the data gathered include t-test, ANOVA, canonical correlation analysis, regression analysis and structural equation model.

Results suggest that some significant differences existed among the international and domestic tourists in terms of information sources they sought before their travel and the motivation that drive them to travel. The result shows that escaping from their daily routines and life motivated international tourists to travel. Domestic tourists used the media and booklet as their source of travel information in planning a trip. These differences contributed to the images of the destinations and the
perceptions of the visitors towards the three target destinations; namely, Bali, Sabah and Phuket. However, international and domestic tourists are significantly indifferent in most of the image formation dimensions. These findings hope to help marketers and tourism authorities to identify their promotion and positioning strategies to the right target market.

2004

The Effect of Country of Origin on Taiwanese and Cambodian Consumers’ Attitudes towards Electronic Products from Four Countries

By Ao Bory

Most of developing and especially underdeveloped countries have the problems with the economic growth because they face the problems of finding the market for their products. Developed/advanced countries such as the United State or Japan have gained the advantages of home country bias. A consumer prefers to buy the products from the developed countries rather than developing or underdeveloped countries. The gaps between developed countries and developing/underdeveloped countries are very big. A study of country of origin effects has been begun since the 1960s, however most these researches involve in more developed countries. Therefore, this study tries to seek for investigating the consumers’ attitudes and purchasing intention in new developed and underdeveloped country—Taiwan and Cambodia—on the electronic products made in four different levels of economic development countries: Taiwan, China, Thailand, and Japan. This study also examines phenomenon of consumer ethnocentrism and consumers’ perception of products’ quality and price of the electronic products from different sources.

As the results indicate that both Taiwanese and Cambodian respondents perceive Japanese electronic products as the most favorable and high quality with high attitudes and intention to purchase. Taiwanese, Thai, and Chinese electronic products are perceived in a second, third, and fourth, respectively. Chinese electronic products are perceived as low and cheap price, while electronic products made in Thailand are getting stuck in the middle. On the other hand, high and low ethnocentric consumers also perceive Japanese products to be the most favorable, and they demonstrate high attitudes and intention to purchase Japanese electronic products rather than their own products (Taiwanese electronic products) that reverse with the consumer ethnocentrism concept. The major reasons might due to (1) the culture tied between Taiwan and Japan and (2) this study employs general electronic products, which are not specific on the brand name that cause respondents rely more on the country of origin.

Relationship between HRM Practices and the Perception of Organizational Performance, Roles of Management Style, Social Capital, and Culture: Comparison between Manufacturing Firms in Cambodia and Taiwan

By Sang Chan

The study to find out the effects of HRM practices on business performances (operational performance and overall firm performance) is conducted in this research. Total sample sizes of 160 respondents were collected from supervisors and managers in manufacturing firms in two countries, Cambodia (80 data) and Taiwan (80 data). The questionnaire includes nine HRM practice factors, HR planning, staffing, incentives, appraisal, training, team work, employee participation, status differences, and employment security, to explore the relationships with the perception of firm performance (non-financial and financial performances). At the same time, the HRM practices are tested to observe im-pacts on four operational performance contents such as product quality, product cost, product delivery, and production flexibility, as well.

There are three main objectives in this research. Firstly, this study is to confirm the HMR practices-organizational performance relationship, which has been popularly amassed by many authors of the field. The results of this study showed that HR planning, staffing, incentives, appraisal, training, team work, and employee participation positively influence employee productivity; Moreover, the similar HRM practice criteria: HR planning, staffing, incentives, appraisal, training, team work, employee participation, and employment security were found to have positive relationships with perceived financial performance (market share and sale growth) of manufacturing firms. In addition, HRM practices-operational performance positive relationship was also confirmed in this study.

Secondly, the study includes the observations of moderating roles of management style (decentralization), social capital (trust), and corporate culture (proactive culture) aligning with HRM practices to see the effects on organizational performances. The results show that decentralization moderates HRM practices-employee productivity relationship; trust moderates HRM practices-operational performance relationship and HRM practices-financial performance relationship; proactive culture moderates the relationship between HRM practices and financial performance.

The last objective of this research is to explore the differences and similarities between HRM practices of manufacturing firms in Cambodia and Taiwan. The t-test results present that status difference and employment security practices are different from the two countries. The perception of status differences in Cambodia’s manufacturing firms is lower than the perception of
those in Taiwan. On the other hand, employees in Taiwan’s manufacturing firms perceive that they are provided more employment security than employees in Cambodia’s firms. Moreover, the results of regressions analyses illustrate that employee participation is the common adoption found in the two countries’ current HRM practices, and employee participation itself is the most effective HRM factor that can be used to improve operational performance and overall firm performance.

**Evaluating the Balanced Scorecard with Data Envelopment Analysis to Measure Management Efficiency of Hotels in Taiwan & Vietnam**

*By Minh-Phuong Ha*

Besides the boost of tourism industry in both Taiwan and Vietnam, hotel industry has been facing with many serious problems. In the case of facing a highly competitive environment, the formulation of business strategy, strengthening business operations and upgrading the quality of service has become essential for survival. In formulating strategies to take hotels’ competitive advantages, one major problem is the measurement of management performance and efficiency of the entire industry, prior to an assessment of one’s advantages and disadvantages.

The first purpose of this study is to develop the useful framework to evaluate the interrelationships among four output perspectives of the balanced scorecard. The second purpose is to empirically test the research framework through conducting survey research in the area of hotel performance. The next purpose is to apply DEA into the BSC to measure efficiency of hotels in Taiwan and Vietnam through the identification of efficient frontiers, benchmarking partners, and inefficient slacks.

Through a series of questionnaire survey, the results of this study indicated that the comprehensive model is valued and that there are significant relationships among four output perspectives of the balanced scorecard. Furthermore, the results of applying DEA into the balanced scorecards showed the benchmarking hotel groups and the efficiency frontiers to know more about the strength & weakness of their hotels as well their competitive positions.

**Costume, Action Impulse and Music influence on Attitude towards the Advertisements of Commercials: Taiwan and Myanmar**

*By Mon-Htwe Naing*

This study provides Culture effects on Elaboration Likelihood model of peripheral route plays in commercials between Taiwan and Myanmar. The persuasion of peripheral cues: costume color, dancing and music influence on attitude towards the advertisement in Taiwan and Myanmar. The results significantly show that the peripheral cues of consumers preferences are vary between Taiwan and Myanmar even both of them are East Asia countries. Taiwanese do not prefer that bright costume, dancing and loud music in commercial while Myanmar prefer bright costume, dancing and loud music in commercial.

This study found out not only different segment has different preference for commercial combination, but also Myanmar culture is influenced by Indian culture according to historical bonds and colonial period. Economy, technology and cultural alter the preference of commercials from Taiwan and Myanmar. The advertisers should modify or differentiate their advertising strategy due to the consumers’ preference of market segment.

**Advisor: Tsing-Zai Wu**

**2008**

**Determinants of Competition of Commercial Banks in Mongolia**

*By Lkhamjav Tegshee*

This study examined to determine major factors affecting banking sector’s competitiveness and profitability and methods for evaluating competitiveness of a commercial bank. Specifically, it emphasized strength of competition in Mongolian’s banking sector and investigating possibilities of improving profitability and competitiveness of Golomt Bank.

Four hypotheses were developed with four measures of competition of commercial banks: Market Share, Market Structure or Concentration, Scale Efficiency and Productive Efficiency (X-efficiency). The econometric model equations were applied and calculations were made by Eviews and SPSS software. This study was conducted in secondary sources and empirical results provided.

The empirical results of this study indicate that profitability, X-efficiency, scale efficiency of commercial bank can positively and significantly relate to their competition. Thus, banks having higher level X-efficiency and scale efficiency display more competitiveness then those with lower costs and higher profits. Empirical results show that the most important factor affecting is the efficiency of banks.
Similarly, Mongolian banks are also evaluated based on other five criteria, that is total assets, loan and advances, deposit, liquid assets and product differentiations and results were drawn for each criterion. Empirical study on internal environment was conducted for Mongolian banks focusing on investigation of competitors and comparison with other commercial banks. The results show that during 2008, Khan bank is first bank and Golomt Bank became the second bank in Mongolia when measured by total assets, total loans and deposits. Also, The Golomt Bank became the third bank when measured by total equity and liquid assets and Khan and Trade of Development Banks became the first and second bank when measured by total equity and liquid assets.

The empirical results of this study, we can see that The Golomt bank’s major competitors are Khan Bank (ranked the first with profitability, market share and the second with scale efficiency) and Trade of Development Bank (ranked the first with scale efficiency and the second with profitability). The Golomt bank ranked the second with market share, X-efficiency and the third with profitability.

**Comparisons among Credit Ratings for Public Companies in Mongolia**

By Bayasgalan Sanduijav

This study examines the best available proxy for probability of default assign credit rating for listed companies in Mongolia. In order to achieve the aim of this thesis, I analysis and incorporate two major frameworks for probability of default assessment which are Merton’s model and Accounting based measures (financial ratios, Z-score, O-score, updated Z-score, and updated O-score). The result after using Ordinary Least Squares and Logit analysis to define the best available proxy of probability default for credit rating shows that Z-score and MM-score are the best proxy for credit rating. Merton’s model gives an advantage to users because it does not require any statistical information of bankrupted company. Therefore I can straightforwardly employ and assign the credit rating of companies. Based on this condition, Merton’s model is more easily applicable in Mongolia.

**2007**

**Detecting Fraud and Discovering the Warning Signs to Protect the Individual Investor: A Study of Corporate Fraud**

By Brian-Cutler Hale

In today’s turbulent financial markets, fraud and corporate scandals have become increasing common. New technologies have made it much more difficult for individual investors to detect and safeguard themselves from these increasingly complex scams. Over the past ten years corporate governance principles have been tested, and the weaknesses found in ethical values have made it even more important to be exceedingly aware of the inner workings of corporations. Much research has been done analyzing these companies and their leadership to find the reasons behind the perpetrated fraud. With the help of archival data we can find ways to alert the individual investor, making him more aware of the possibility that accounting figures that seem ‘too good to be true’ – may actually be false. In this paper we examine the internal and external causes of fraud in order to discover methods of early detection and prevention.

**The Impact of Environmental Disclosure on Stock Price: An Evidence from Taiwan**

By Nan-Thanda Htun

With the attempt to explore whether the favorable (positive signal) and or adverse (negative signal) environmental disclosure information influences market price changes of TSE listed firms, this study incorporates 551 samples from 14 different environmentally sensitive industries across the periods of 2003-2005. According to “Regulations Governing the Preparation of Financial Reports by Securities Issuers” by SEC Taiwan, all public companies in Taiwan shall provide material related environmental information in their financial report environmental disclosures. Event study method is employed to capture the impacts of environmental disclosure on market price changes. Besides, content analysis method is used to rate the disclosures into scores of 0-3 base on the information content revealed. Consequently, the results show that companies with environmental losses and incremental environmental losses suffer negative market reactions. Companies, which plan to have estimated future environmental capital investment, however, enjoy significantly positive market reactions. The companies’ possession of environmental certifications, particularly OHSAS18001, has significant positive relation with market price changes. Overall finding, in short, suggests that investors value quantitative environmental disclosure information much more than qualitative one.
Factors Affecting Consumer Perceived value and Purchase Intention of Mobile Phone in Cambodia and Taiwan

By Channa Sok

Mobile phone markets are one of the most unstable market atmospheres nowadays due to increased competition and change. Thus, the growing concern requires the marketers to strictly look at consumer buying decision process and more focus on the factors such as Prices, Perceived quality, Perceived sacrifice, Perceived value, and Purchase intention that subsequently determine willingness to purchase between different mobile phones. On this basis, this research deals with consumers’ sacrifice and willingness to purchase criteria in mobile phone markets by studying factors that influence customer perceived value and purchase intention to acquire new mobile phones on one hand and factors that influence on mobile phone change on the other hand. It was found that although the willingness to buy of a mobile phone is a subjective choice situation, there are some general factors that seem to guide the willingness to buy. The study between Cambodia and Taiwan shows that while technical problems are the basic reason to change mobile phone among consumers, prices, brands, interface, and properties are the most influential factors affecting the actual choice among brands.

In addition, the results show that Cambodian consumers slightly focus on prices but sacrifice. However, Taiwanese customers sensitively emphasize on prices but sacrifice and also less willing to purchase mobile phone. Accordingly, it is useful to consider the age, gender, income, and education of consumers to predict consumer decision more precisely.

Service Quality in an Asian Academic Library: A Qualitative Approach

By Margaret Richardson

Library information services (LIS) has undoubtedly done more for determining quality service attributes and implementing them than any other support service to academic institutions. However, the majority of the studies and the resulting changes to service quality in academic libraries have occurred in western cultures. Therefore this thesis focused on finding the aspects of service quality in an Asian academic library from the student’s perspective to determine if the LibQUAL+ survey should be used in Taiwan academic libraries.

A total of 228 responses were collected. Of these responses, 114 indicated satisfaction while the other 114 indicated dissatisfaction. Totally 146 satisfied and 149 dissatisfied critical incidents emerged from the responses for a total of 295 critical incidents.

The four categories found in this study; Service, Access to Information, Personal Control and Library as Place matched those of the LibQUAL+ survey, however the definitions are slightly different and dimensions indicate that the survey should be used with caution. Occidental dimensions of service quality dimensions are influence by North American cultural values and Asian students assess service encounters along a far broader set of criteria (Begay et al., 2004; Hernon, 2001, 2003). So the survey may not cover all or even the most important dimensions of library service quality for Asian students.

Further qualitative research focused on Asian service quality dimensions for research libraries should be concluded before final decisions are made to use the LibQUAL+ survey.

Self Services Technologies: Chinese Passenger Responses to Airport Check-In

By Craig D. Black

Self service technologies (SST’s) are increasingly being installed for consumer use in filling stations, banks, government offices and transportation settings. A varying portion of consumers resist technology as they are unfamiliar and uncomfortable with its use. Facing the singular option of an electronic, automated service they negotiate the service reluctantly or not at all. Conversely, there are others who prefer self-service finding it simple, liberating and pleasurable.
With ample previous research regarding dimensions of service and service quality with recent exploration of the rise of technology and implications for service, researchers have encouraged the extension of their study to other cultures. In late 2007, self-service check-in kiosks were installed and web check-in was added as additional service options in some airports within China. As Chinese innately value relationships and personal service, it is important to explore how Chinese travelers now respond to self-service check-in. Research regarding this subject has not been published in literature.

The case study method was utilized as was appropriate for exploratory qualitative research. Within interviews, the Critical Incident Technique was also incorporated in gaining insight into passenger response and industry personnel’s perceptions of the facilitators and impediments to Chinese passenger use of airport check-in self-service technologies.

2007

Determinants of Incident Satisfaction and Dissatisfaction: Service Quality of OEM/OED Firms in Taiwan and North American Buyers

By Shane Michael

Satisfied customers do not switch service providers as often, purchase more goods and can raise the profits of a firm. This research looks at what determines satisfaction and dissatisfaction in small and medium sized North American customers who purchase goods from suppliers in Taiwan in the business to business market. There is very little written about service quality in the business to business setting involving small international players.

Using the critical incident technique and grounded theory we looked for behaviors and actions that resulted in incident satisfaction and dissatisfaction. We found two broad categories of determinants. Longitudinal factors included time/money and relationship. These longitudinal factors are developed over time and cannot easily be used to determine satisfaction or dissatisfaction in one specific instant. Episodic factors are attitude, ability, flexibility, recovery and specification conformance. These factors occur within episode between the buyer and seller and actions at that time can help do determine satisfaction or dissatisfaction.

2006

Exploring Herzberg’s Two-Factor Theory with Foreign Workers in the Taiwan Industry

By Rudy Kuo

According to official statistics, there are currently more than 338,000 foreign workers in Taiwan. Most of them come from Southeast Asian countries like Indonesia, Thailand, Vietnam, Philippines and Mongolia. Their culture and language are completely different from those in Taiwan. During the last few years there has been an increase in the numbers of temporary foreign workers in Taiwan industry. Their performance is increasingly instrumental in delivery of economic and social benefits in Taiwan. This research is to enlarge our understanding of Herzberg’s two factors theory as applied to these temporary foreign workers. The objective of this paper is to research the conditions contributing to the motivation by local Taiwanese managers/supervisors of foreign workers.

Qualitative research in the grounded tradition used the critical incidents technique to investigate the foreign workers’ motivation-hygiene factor in Taiwan industry. The result of this study shows that Herzberg’s theory is not entirely applicable to the foreign workers in the Taiwan industry. Motivation factors are found to achievement, recognition, work itself, advancement, possibility of growth and salary, Hygiene factors are company policy and administration, supervision-technical, working conditions and job security. Responsibility, interpersonal relationship with supervisor/manager and peers, personal life, status contributed to both satisfaction and dissatisfaction for Taiwanese managers/ supervisors and foreign workers.

Service Relationship: Satisfying and Dissatisfying Incidents in Bank Service

By Shufen Chang

From the investigation of service relationship, several components such as relationship quality, customer relation benefit and empathy are seen as essential antecedents of successful long-term consumer relationships. Most articles agreed that customers’ expectations are rarely concerned with a single aspect of the service package but rather with many aspects.

Furthermore through understanding customer’s perspective, the main purpose of this study is to investigate what kinds of incidents can be classified as dis/satisfactory from the customers’ point of view who belong to the wealth management group in a Chinese bank, a case of Bank S. This study focuses on the interactions between customers and bank employee/financial specialists in the service process. Following the line from Bitner et al. (1990,1994) study to Johnson R. (1995) and Johnson L. (2002) studies in relational benefit field, data for this study is collected using the critical incident technique (CIT).
The procedure of data analysis followed open coding, axial coding and selective coding. Using critical incident method, this study collected 114 incidents from bank customers and employees. The incidents were categorized into four groups: Staff and interpersonal, Operation process, Convenience and Cost. The research findings were also compared with previous articles and found some new findings. These new findings are issues about competence, dignity, the pressure from hard sell and the amount of fee/commission.

Advisor: Hsi-An Shih

2008

General Causality Orientation and Job Outcomes: The Roles of Managerial Autonomy Support and Self-determined Work Motivation

By Do Thi Hong Ninh

The purpose of this study is to investigate the factors affecting job satisfaction, identification commitment, creativity and knowledge sharing as job outcomes; explore the roles of autonomy support as well as the individual differences (general causality orientation and self-determined work motivation) in understanding job outcomes, which has been still ignored in the literature. In addition, this current study would like to assess whether general causality orientation predicts self-determined work motivation and job outcomes in interaction with the working environmental variables, such as managerial autonomy support; as well as the direct effect of the last on job outcomes. Finally, the mediating roles of relative autonomy index on the relationship between general causality orientation and job outcomes and on the relationship between managerial autonomy support and job outcomes were also explored.

252 questionnaires from both managers and employees in Vietnamese business companies were used for the thesis investigation. Multiple regression analysis was used to assess the relationships in the model. The empirical results show that autonomy orientation has positive effect on self-determined work motivation, which leads to positive job outcomes; whereas control orientation has negative effect. Managerial autonomy support is not related to self-determined work motivation. However, it is found that managerial autonomy support makes a significant distribution toward promoting employees’ job outcomes and helping the controlled-oriented employees to actively transform the supported autonomy value into their own, which improves job outcomes in the workplace.

A Multilevel Investigation of Job Satisfaction and Cultural Adjustment of Teachers in International Schools in Taiwan

By Sean Sartison

The purpose of this study was to analyze the relationship between cultural adjustment and job satisfaction of foreign teachers in Taiwan. Using a multilevel design we tested the relationship between the individual level variables of personality and demographics and the group level variables of social support and human resource practices. Teachers and administrators from six accredited international schools in Taiwan completed the online questionnaire. Cultural adjustment was found to be significantly affected by; (1) the length of time living in Taiwan, (2) and previous time spent in Taiwan prior to the current contract. It was also found that general adjustment and work adjustment have a significant affect on job satisfaction. Group level variables did not have a significant impact on cultural adjustment or job satisfaction. In addition there was no significant relationship between personality and cultural adjustment. Overall this multi level study did find some significant results, but there were limitations to the study due to the small sample size and new research constructs.

The Relationship among Organizational Culture, Leadership Style, Job Attitude, and Organizational Citizenship Behavior: An Empirical Study of Manufacturers in Tainan Technology Industrial Park

By Pao-Chin Wang

The purpose of this research attempts to investigate the relationship among organizational culture, transformational leadership style, job attitude, and organizational citizenship behavior in samples of manufacturers that located at Tainan Technology Industrial Park. Questionnaire survey was used as a major method to this study. A total of 500 surveys were sent out, 312 effective samples were collected from targeted respondents and their superiors. The questionnaire retrieve rate is 62.4%.

The results support that organizational culture is positively and significantly related to both transformational leadership style and job attitude. Also, organizational culture has a powerfully direct influence on job attitude than transformational leadership style does. Transformational leadership style reflects directly a great impact on organizational citizenship behavior.
than organizational culture does. Meanwhile, Organizational culture has stronger indirect effects on organizational citizenship behavior via mediating variable job attitude. Also transformational leadership style affects much on organizational citizenship behavior through mediator job attitude than direct influence of transformational leadership.

**Employee-Organization Relationship and Employee Retention in State-Owned Enterprises in Vietnam**  
*By Bach, Hoang Van*

This study explored the dimensions of employee-organization relationships (EORs) and the relationship between them and employee commitment. Subsequently, the relationship between employee commitment and employee quit propensity was also investigated. A total of 315 employees and 63 line managers from 20 state-owned enterprises in Hanoi, Vietnam participated in the survey.

The findings demonstrated that there are four types of EORs categorized by combinations of low and high level of inducements-investments (II) and expectation-enhancing practices in Vietnamese SOEs. High II approaches, which are mutual investment and overinvestment, generate high employee commitment while low II approaches, which are underinvestment and job-focused, yield low employee commitment. More spherically, mutual investment positively affects employee commitment more strongly than overinvestment, while underinvestment negatively impacts on employee commitment more strongly than job-focused. In addition, the result proved that there is a negative association between employee commitment and employee quit propensity.

The findings made both theoretical and practical contributions to human resource management field by providing useful information about employment relationship and giving updated understanding of the current situation of HRM in SOEs in Vietnam.

**Job Seekers Information Privacy Concerns, Trust in Social Networking Sites (SNSs) and Behavioral Intentions to Use SNSs as Job Seeking Tool**  
*By Tatiana Lishchenko*

Internet Social Networking sites (SNSs) are formed on the Internet allowing individuals with similar interests to interact on a social level. Companies regard this platform as a new market place, and its members as current or future customers. Recently companies have started to treat social networking sites as recruitment tool in order to avoid missing out on highly-qualified candidates who frequent these sites. It is believed that SNSs are giving employers the ability to connect with job seekers on a more personal level than before. Due to innovativeness of the topic, previous studies have not combined together recruitment and SNS, and therefore there is no model that would integrate relevant research variables to verify the cause of job seekers’ behavioral intentions to use SNS as job seeking tool. This research was intended to fill in the gap, and investigates influence of information privacy concerns and trust in SNSs on job seekers’ behavioral intentions concerning the use of the SNS as a job source.

This study surveyed and collected 154 questionnaires. The results indicated that trust in SNSs and SNS experience have significant influences on job seekers behavioral intentions in SNSs, while the influence of privacy concern on job seekers behavioral intentions is fully mediated by trust in SNSs.

**The Effect of Leader-Member Exchange on the Innovative Work Behavior**  
*By Yordan Gunawan*

The aims of this study are to investigate the affect of leader-member exchange on the innovative work behavior of the selected bank and university in Indonesia; to explore the relationship among leader-member exchange, trust, perceived organizational support and perceived distributive justice as well as innovative work behavior at the selected bank and university in Indonesia; and to investigate whether trust, perceived organizational support and perceived distributive justice are the mediating variables of the relationship between leader-member exchange and innovative work behavior or not. The respondents of this study are the officer of selected bank and university in Indonesia. Of 250 questionnaires, 200 return back and was used to do further analysis.

This empirical study found that the leader-member exchange was not positively significant associated with the trust, perceived organizational support as well as perceived distributive justice. Another finding of this research is that the trust and perceived distributive justice was not positively associated with the innovative work behavior, only perceived distributive justice was significant to contribute in predicting innovative work behavior. Finally, trust and perceived organizational support would not mediate the relationship between leader-member exchange and innovative work behavior, only perceived distributive justice would be mediating variable of the relationship between leader-member exchange and innovative work behavior and leader member exchange. In addition to these results, details of relationship among these variables were also discussed, including suggestion and implications.
A Function Based Approach to Recruitment Messages: Effects on Person-Organization Fit, Organization Attractiveness and Application Intent

By Philip McAndrew

This study attempts to contribute to academia and the business world by showing support for the development of more effective recruitment messages through the implementation of Functional Theory. It focuses on the attraction phase of the recruitment process, specifically, at the relationship between function-based messages, person-organization fit, organization attractiveness, and application intent. It is predicted that people exposed to job advertisements that could satisfy personally relevant motivations (functionally matched messages), would find these ads more persuasive and attractive than those with messages unrelated to their motivations (functionally mis-matched). A two-part study was conducted surveying the responses of 250 students and recent recruits in efforts to determine the effectiveness of a functionally targeted job advertisement and its effects on person-organization fit, organization attractiveness, and application intent. The results show strong support for the use of Functional Theory in the creation of more effective job advertisements, as well as the manipulation of applicant pools. Further details, implications, and limitations of this study are presented.

The Influence of Personal Reasons, Country Image and Institutional Image on the Choice of a University: A Study Using Conjoint Analysis

By Graeme A. Bone

This study sought to gain an understanding of the relative importance of attributes involved in choosing an international school by potential students. Through the use of conjoint analysis, it was shown that the most important of the attributes measured was institutional prestige, followed by personal improvement, financial incentives, academic reputation, socioeconomic reputation, and advice. Further analysis showed that there were some significant demographic influences with regards to the importance of the attributes. Although advice and institutional prestige showed no differences, personal improvement showed differences in gender, cultural background, and when comparing local Taiwanese and international students. Socioeconomic reputation showed differences in gender, age, cultural background, Taiwanese/international students, and income. Academic reputation and financial incentives showed differences in gender and Taiwanese/international students respectively. Based on the findings in this study, university recruiters have the opportunity to gain a further understanding of the decision making factors in choosing an international study destination. Therefore, the practical implications of the study will be discussed, along with academic contributions and suggestions for future research.

2007


By Nguyen Thi

This study intends to determine the relationship between perceived HRM practices and individual performance. The moderating effect of psychological contract fulfillment and reward orientation towards the relationship between perceived HRM practices and individual were also examined.

This study conducted survey in Hanoi, the capital of Vietnam with 123 employees and 41 managers. In order to avoid the bias, the respondents of managers were asked to evaluate their employees’ performance to ensure that there is no much difference between employees’ self-valuation and managers’ evaluation on their subordinates’ performance. The ICC method was used to analyze this.

Based on the results of this empirical study, the findings show that there is a strong relationship between perceived HRM practices and individual performance. The moderating effects of the reward orientation and psychological contract fulfillment were examined and the results showed that relationship of psychological contract fulfillment moderates the relationship between employee test and survey, and individual performance. Also, the result represents pay of psychological contract fulfillment moderates the relationship between training and development and in-role performance. In addition, the finding on investigating the moderating effect of reward orientation indicates that the intrinsic reward moderates the relationship between employee test and survey, and individual performance. And, the extrinsic reward moderates the relationship between information exchange and individual performance.
Impact of HRM Practices on Service Climate, Turnover Intention and Job Satisfaction Influencing Service Quality among Cruise Line Employees

By Girish V. G.

The purpose of this study is to know the impact of HRM practices on service climate, turnover intention and job satisfaction influencing service quality among cruise line employees. The study was conducted among the cruise line employees of a cruise ship of a leading cruise line located in North America. Despite extensive research on service quality, very little research has been carried out to know the service quality prevailing in cruise lines. The study found that there is positive and significant impact of HRM practices on service climate and job satisfaction. It has also been found that HRM practices are negatively related to turnover intention of the employees. From the findings, it may also be concluded that service climate and job satisfaction is showing positive effect on service quality where as turnover intention is having negative impact on service quality. Main implication of the research outcome is that cruise authorities should take utmost care in retaining the work force through some clear and distinct career development programs, for maintaining and enhancing the service quality of the cruise ship.

Specificity of Job Information: A Predictor of Acceptance Intentions for Job Seekers

By Jason Dennison

This study attempted to add to the body of literature that has focused on how individual job seekers view the attraction phase of the recruitment process. We looked at the relationship between the specificity of job information and its influence on job seekers’ perceptions of organizational attractiveness and acceptance intentions. Three different job attributes (company information, type of work and pay) were manipulated and placed into 8 hypothetical job advertisements. Results were based on data collection from 252 graduate students who responded to the job advertisements. Empirical findings indicated that subjects who received specific information about a) the company and b) pay were more attracted to the organization and had higher acceptance intentions. However, the specificity of type of work information did not affect individual respondents’ perceptions of organizational attractiveness nor acceptance intentions. Practical implications and limitations of these research findings as well as the direction for future research were discussed.


By Doan-Thai-Ngoc Thuy

This study explored the effective dimensions of HRM practices and the relationship between HRM practices and firm performance. The moderating effects of HR value and HR competency toward the relationship between HRM practices and firm performance were also investigated. A total of 85 companies in all kinds of industries and types in Vietnam were included. Data were collected from two different target respondents including one HR manager and one member of board directors (i.e.: line managers/supervisors, and general manager) in a company.

The findings demonstrated that there is a strong relationship between HRM practices and firm performance. Further, the moderating effect of HR value also showed that competitive advantage, valuable asset and capability of HR value strengthened the relationship between HRM practices and firm performance. In addition, the moderating effect of HR competency indicated that knowledge of business of HR competency moderated the relationship between HRM practices and firm performance.

The results had both theoretical and empirical contributions to the field of HRM and organizational management by offering useful information of HRM practices, and giving an understanding of the current situation of management and HRM conditions of firms in all kinds of types and industries in Vietnam.

The Relationships between HRM practices, Leadership Behavior, HR Multiple-Role and Business Performance in Taiwanese Small and Medium-Sized Enterprises

By Chia-Wei (Charlie) Wang

The Small and Medium-Enterprise (SME) is vital support of economical growth in Taiwan. There are 76.66% employees employed in SME as well as $10,241,215 mil NT of income is generated by Taiwanese SME. However, due to China economical abruptly growth, Taiwanese SME facing rigid competition. Therefore, this study will focus on the relationship between HRM practices, business performance and the moderating effects of leadership behavior, HR Multiple-Role on the relationship between HRM practices and business performance.

The data was gathered from 1000 Taiwanese SME. The respondents of this study are 124 respondents are valuable. The results of this study summarized as follows: (1) Combining seven HRM practices which have significant influence business performance.(2) Both supportive and participative leadership behavior have no significant moderating effects on the relationship between HRM practices and business performance.(3) Three types of HR multiple-role, the knowledge of business has significant
moderating effects between HRM practices and business performance, the second role, functional expertise has significant moderating effects, the third role managing change has no significant moderating effects.

**Multi Level Investigation of Employees’ Knowledge Sharing: Observing Software Companies in India**

*By Arivoli Elangovan*

The purpose of this study is to investigate factors influencing employee’s willingness knowledge sharing, such as Sense of Self worth in individual level and Socialization, trust, work design in Group level.

This study is using multilevel analysis, including individual level and group level to get the comprehensive data about knowledge sharing and trying to do in-depth analysis of employee’s knowledge sharing in organization. At individual level, this research tries to identify the employee’s cognitive feelings to sharing knowledge. At group level, the manager’s knowledge sharing behaviors with employees, the factors affecting knowledge sharing behaviors in teams. We also test moderating factors in group level to willingness to share their knowledge in organization. The respondents of this study are the software engineers and project managers/team leaders in Indian Software companies.

This empirical study found in the individual level sense of self worth has the relationship with employees’ willingness to share their knowledge. In group level, it was found that managerial level trust and socialization can improve an individual employee’s willingness to share knowledge. However the group level variable work design is found negative relationship, which generates interest in further research. No moderating effects were found significant, probably due to small sample size.

**2006**

**Linking HRM Practices, Job Satisfaction and Service Climate to Improve Service Quality for Customers in Service Organizations in Cambodia**

*By Sou Veasna*

In particularly, this study intends to explore the relationship among HRM practices, job satisfaction, service climate, service quality, which influence on customer satisfaction and loyalty. In addition, the quality of service is the main topics and issues in service industries are practicing by paying attention to investigate how to improve and enhance the best service quality for customers on time by reducing their waiting time as well. More importantly, this study surveyed and collected 756 questionnaires, including 108 questionnaires answered by managers, 324 employees, and 324 customers in 108 service units in Cambodia. In addition, by conducting SEM software packages to examine the hypotheses testing and fit measurements of research models and the results indicated that eight hypotheses are positively and strongly relationships with providing very good evidences for the research study. From point of views of the findings indicated that customers were satisfied and loyalty with those service providers by implementing HRM practices, service climate, and employee job satisfaction to enhance the quality of service for customers. However, both of job satisfaction and service quality do not receive support in a sample of 108 service industries. Anyway, this study assumes that the questionnaire designed procedures and educational levels can effect on the relationship between job satisfaction and service quality that lead both relationships are not significant.

**Multilevel Investigation of Employee’s Knowledge Sharing: A Case of a Telecommunication Company in Indonesia**

*By Hensi Margareta*

The purpose of this study is to investigate factors influencing employees’ knowledge sharing, such as personality, leadership-member exchange, HR practices, and empowering leadership.

This study is using multilevel analysis, combination between individual level and group level to get a comprehensive data about knowledge sharing and trying to cover more stories than single level study. At individual level, this research try to identify kinds of employees’ personality and leadership member exchange (LMX) that are willing to share their knowledge. At group level, it will explore whether HR practices and leaders empowering their subordinates will affect the knowledge sharing or not. We also test moderating factors in group level to get data whether HR practices and empowering leadership can moderate the relationship between personality and knowledge sharing.

The respondents of this study are the employees and branch managers of one Indonesia firm. The questionnaires were distributed to employees and branch manager in 42 branches. Among 42 branches, the questionnaires from 30 branches was returned back and was used to do further analysis.

This empirical study found that the Big Five factors of personality (agreeableness, openness to experience, and conscientiousness) have relationship with employees’ willingness to share their knowledge. Besides, leadership member exchange also can influence the knowledge sharing. How employees perceive their leaders in a company are considered to affect the knowledge sharing, here.
In group level, it was found that Human Resource Practices can moderate the relationship between personality and knowledge sharing of employees in the individual level. It means that HR Practices can be used as tools to influence the employees' personality to improve their ability to share their knowledge to others. Empowering leadership in group level also has a moderating effect to employees' knowledge sharing. A leader empowering their employees can be effective ways to let them interact, work and deliver their ideas and information to their teams. However, this study was not found the relationship between HR Practices and knowledge sharing since perhaps, HR Practices were not implemented very well in every branch of the company.

**Knowledge Sharing within a Group – Cross Level Analysis**

By Altanzaya Sukhbold

In this dissertation, guided by the conceptual framework of the knowledge sharing in group model, I investigated (1) the relationship between individual factor and knowledge sharing (2) the relationship between group factor and knowledge sharing, (3) Moderating effects of HR practice and individual factors such as collectivistic orientation, self-efficacy, identifiability and shared responsibility. This dissertation is composed of a general introduction, literature review, research methodology, analysis and a general conclusion. While past research had identified several factors that affect knowledge sharing, some of them known predictors of cooperation such as identifiability, shared responsibility, collectivistic orientation and group efficacy haven’t been adequately examined for their relationship with knowledge sharing. 206 employees from 55 companies 55 teams located in Southern part of Taiwan responded to the survey. Using hierarchical linear modelling I inspected positive relationships between knowledge sharing and individual level factors such as self-efficacy, identifiablity and there were no relationship between knowledge sharing and shared responsibility and collectivistic orientation. As well as group level factor group efficacy have strong relationship with knowledge sharing. Somehow HR practice no moderating impact between individual variables and knowledge sharing.

**2005**

**Emotional Intelligence, Conflict Management Styles, and Job Performance: A Case of Public Organization in Indonesia**

By Ely Susanto

The purposes of this study are to investigate of what differences exist in the civil servants of the selected local government in Indonesia about their emotional intelligence and conflict management styles based on the demographic factors such as: gender, age, marital status, education, and seniority; to investigate the relationship among emotional intelligence, conflict management styles, and job performance at the selected local government in Indonesia; and to investigate whether perceived organizational climate is a moderating variable of the relationship between emotional intelligence and integrative style as well as compromising style or not. The respondents of this study are the govern-mental officer at the selected local government in Indonesia. Of 300 questionnaires, 228 was returned back and was used to do further analysis.

This empirical study found that the respondents tended to use the integrating style, followed by the compromising style when they faced a conflict with their boss. The respondents also tended to use their emotion to facilitate performance. Regarding to respondents’ emotional intelligence based on the demographic variables, the respondents with college degree were better than the respondents with the senior degree at the use of emotion. The respondents with the college degree holder in this study tended to use the dominating style more frequent than the respondents with the senior high school degree holder. Other findings were that the integrating style as well as emotional intelligence was significant positively associated with job performance. In addition, emotional intelligence was significant positively associated with the integrating style as well as the compromising styles. Finally, the perceived organizational climate would not moderate the relationship between emotional intelligence and compromising style as well as the relationship between emotional intelligence and the compromising style. The relationship between emotional intelligence and compromising and the relationship between emotional intelligence and the integrating style would not be stronger in the supportive (less restrictive) organizational climate than in the unsupportive (much restrictive) organizational climate. In addition to those results, details of relationship among these variables were also discussed, including suggestions and implications.

**A Study of Expatriates Effectiveness in Taiwan**

By Huan-Wen Chen

The purposes of this study are to evaluate the influences of job factors, non-job factors, and individual characteristics on expatriate adjustment; and to evaluate the influence of expatriate adjustment on expatriate effectiveness. This study involves one hundred and ten expatriates’ professionals working in Taiwan. The results of this empirical study indicated that role clarity as
job factor is significantly important for expatriates’ adjustment in terms of general adjustment and work adjustment. In addition, for the non-job factors, the support of family in terms of family support to the job is significantly important for expatriates’ adjustment in terms of interaction adjustment, general adjustment, and work adjustment. And for the organization socialization, only host companies’ supportive dimension has an influence to the expatriate adjustment in terms of general adjustment. Meanwhile, cross-culture training and prior international experience are not significantly associated with the dimensions of expatriate adjustment. Finally, expatriate adjustment in terms of work adjustment is significant and positively related to expatriate satisfaction in terms of satisfaction with company and expatriate adjustment in terms of general adjustment, and work adjustment also is significant and negatively associated with intent to leave.

Advisor: Jeh-Nan Pan

2007

Translating the Balance Scorecard into Action - Use the Application Case in Delta Electronics Incorporation

By Chih-Jun Lai

The purpose of this study is to explore the relationship between Balanced Scorecard (BSC) and Delta’s “i-BEAT” Program, and to examine their common success factors. This study will also point out critical issues for implementing a BSC program. Three common non-parametric methods are used to conduct the survey questionnaire survey. They include the Likert Scale and open questions. Having experience and knowledge in implementing both BSC and Delta’s “i-BEAT” Program, thirty well-known management employees at Delta were selected to participate in this survey.

The data analysis results suggests that the implementation experience of Delta's “i-BEAT” Program will help to launch BSC in other companies. On the other hand, the results indicate that the number of years taken to implement the “i-BEAT” Program has no significant impact on launching a BSC. Moreover, the successful implementation of Delta’s “i-BEAT” Program may serve as a useful reference and Standard Operating Procedure (SOP) for creating an effective BSC action plan in other companies.

A Study on Service Recovery Efforts, Relationship Quality and its Effects on Customer Attitudes and Behaviours in Taiwan’s Fastener Industry

By Yi-Shan Lee

Taiwan has had the reputation of “Kingdom of Fastener” for decades. Its export amount is growing significantly every year. With the technology maturing and with many competitors in the field, the market selling concept has changed from a transaction market to a relationship market. In addition, when the market is more competitive and a few new customers enter this market, the suppliers must turn their attention to customer retention, especially after customer complaints.

The purpose of this study is to explore the relationship between Service Recovery Efforts, Relationship Quality and Behaviours on Post-customer Complaints, and then point out if Relationship Quality has a mediating effect between Service Recovery Efforts and Behaviours on Post-customer Complaints in Fastener Industry. Cross table analysis, Factor and Reliability analysis, Pearson Correlation, and regression analysis are used to perform the statistical analysis for the survey data. The analysis results indicate that Recovery Efforts and Relationship Quality have significant impacts in “Repurchase Intention,” “WOM Intention” and “Price Tolerance.” Moreover, “Satisfaction & Trust” and “Commitment” have mediating effects on “Repurchase Intention”; while only “Satisfaction & Trust” has mediating effects on “WOM Intention” and “Price Tolerance.”

2005

An Empirical Study for Exploring the Relationship between Balanced Scorecard and Six Sigma Programs

By Ming-Yueh Cheng

The purpose of this study is to explore the relationship between Balanced Scorecard (BSC) and Six Sigma programs and to point out the critical issues for implementing a BSC program. Delphi method and Analytical Hierarchy Process (AHP) are used to conduct the questionnaire survey. Having experience/knowledge in implementing both BSC and Six Sigma programs, seven well-known companies in Taiwan were selected to participate two rounds of survey.

The analysis results suggest that the implementation experience of a Six Sigma program helps in launching BSC, while the number of years in implementing Six Sigma program has no significant impact in launching BSC. Moreover, the ranking of six
perspectives and eighteen (18) critical decision criteria highlighted in this research may serve as a useful reference in setting up an effective action plan for launching BSC.

Advisor: Chin-Ho Lin

2008

Strategy Development for Higher Education in Vietnam

By Dao Kim-Nguyen-Thuy-Hang

This study intends to determine the relationship among RBV (reputation, architecture, innovation capability, core competencies, and knowledge based advantages) and funding and higher education performance. The moderating effects of psychological contract fulfillment and reward orientation on the relationship between funding and higher education performance were also examined.

In order to avoid the bias, the way to distribute the questionnaire survey was mostly to contact directly, via phone or email to distribute all questionnaire sheets to all members, managers, experts, directors, vice directors, presidents and vice presidents. And based on the results of this empirical study, the findings show that there is a strong relationship among RBV (reputation, architecture, innovation capability, core competencies and knowledge based advantages) and funding and higher education performance. Thus, we employ the RBV of strategy development to explore the strength and the weakness of higher education in Vietnam. The paper also explores whether or not universities in Vietnam can apply, improve or learn more the RBV concepts. Then, the next step is to examine how funding and higher education performance are related to the university’s mission and objectives, so as to influence the government policy.

On the Process of E-payment Adoption in Vietnam

By Pham ThiMaiHuong

With the development of IT, e-commerce and international trade, e-payment becomes an indispensable payment trend in a modern society. E-payment has been developed and introduced in many developed countries for a long time, but it is still the phase of developing in Vietnam. E-payment in Vietnam has been applied for more than 10 years, marking a significant development in recent years, in which personal innovativeness should be mentioned as an impulse factor. Therefore, the primary purpose of this study is to examine the factors affecting to the adoption of e-payment using in Vietnam and use personal innovativeness as a moderator to those relationships.

The study based on the Technology Acceptance Model (TAM) with two important factors: perceived ease of use and perceived usefulness, along with two other factors: perceived risk and information on e-payment system, and those factors are predicted to have huge impact on the e-payment adoption in Vietnam. The study uses a quality approach to survey 370 Vietnamese users in two main cities Hanoi and Ho Chi Minh. The results support almost hypotheses, however, the role of personal innovativeness as a moderator does not clearly, but it defines that personal innovativeness in IT tends to effect directly on e-payment use more than moderator effect that is out of our predicted. This study exploits and analysis the process of e-payment adoption in Vietnam, a developing country case. We expect to provide bankers and government with more information about the adoption of e-payment in Vietnam. Discussions and suggestion are explained the results in research and practice.

Integrating the Kano Model into QFD for Designing a Smart Phone: A Case Study for Taiwanese Main Brands

By Ching-wen Chen

As the rapid development of technology in recent years, the electronic consumer market is more and more complicated. A new product or model not only represents a renewed or improved design but also symbolizes a change in consumers’ preference structure. Traditionally, Quality Function Deployment (QFD) uses data about importance and customer’s satisfaction with different requirements to identify the attributes that should be incorporated or improved in a product. As customers tend to rate basic requirements with high importance, the traditional QFD method tends to give higher priority to these requirements to the detriment of innovative ones. The Kano Model allows the identification of exciting requirements, usually associated with innovations. Then, the integration of the Kano Model in the QFD can allow innovative requirements to receive the necessary attention in the product’s development process.

It has been indicated that the growth and competition of smart phone market is increased rapidly, smart phone has become one of the most desired electronics for consumers. Our research would like to know what services or functions of smart phone
are necessary for consumers. Integrating the Kano Model and QFD for designing a new model of smart phone, and following issues will be addressed in our research:

1. Understand the importance of each quality dimension of smart phone from the views of consumers.
2. The competition analysis between ASUS, HTC, and Gigabyte in smart phone market.
3. Categorize each quality dimension of smart phone into Kano Model.
4. Applying QFD to collect voice of customer (VOC), and to examine the existing product design and recommend the new product development.

2007

The Influence of Service Convenience and Service Climate on Service Quality and Its Influence on Customer Satisfaction, Customer Value and Behavioral Intentions of Banking Service in Cambodia

By Phy Sovadhana

This study aims to explore the relationship among service climate, service convenience and service quality, which influence on customer value, customer satisfaction and behavioral intention.

More importantly, the quality of service is the main concepts and issue in this paper by paying attention to investigate how to improve service quality on banking service to customers and how to provide them the best service by focusing on service climate and service convenience. Moreover, customer satisfaction, customer value and behavioral intention are also influenced by service quality. Simple linear regression was used to test the relationship among constructs. The result found that among each construct such as service climate, service convenience, service quality, customer value, customer satisfaction, and behavioral intention have positive influence on each other. Thus, nine hypotheses are supported in this paper.

Hence, the finding suggests that service quality is perceived to be the most important factor and manager of banking service should further understand about customer behavior to improve service quality in order to create value and satisfy customers.

Customer Perceptions, System’s Characteristics and Online Banking in Bangladesh

By Benazir Quadir

Now a day’s information technology is important not just for developed countries, but also important for developing countries. Online banking adoption is one of the rich sources in information technology adoption, in developing countries. This study focuses on to know the customer perceptions and system’s characteristics, through examining the relationship among six constructs through online banking in Bangladesh as a developing country case based on the Technology Acceptance Model 2.

One of the objectives of this study is to explore the demographic variables differences in perceptions of online banking adoption. Online banking in Bangladesh just have only seven years history, but rapid development of online banking is important for researchers trying to determine factors influencing online banking adoption, based on literature review and theory, a framework was developed. A questionnaire survey and sampling was conducted for quantitative analysis. Furthermore, the study results suggest trust is important determinant to use online banking. In gender perceived ease of use and actual usage are significant. In education perceived ease of use is not significant. For age subjective norm, behavioral intention and actual usage are significant and different from other groups and income level only actual usage is not significant. Conclusions, Implications for research and limitations are discussed.

Factors Affecting Consumers’ Purchase Intention in Vietnam Helmet Market

By Duong-Dinh Thang

This study intends to determine the relationships among consumers’ perception of price, country of origin, perceived product safety, perceived quality, purchase intention. The moderating effect of purchase motivation towards the relationships perceived quality, perception of price and perceived product safety to purchase intention was also examined.

This study conducted the surveys in the two big cities are Hanoi capital and Ho Chi Minh city and other eight provinces selected (including Bac Ninh, Hung Yen, Binh Duong, ...) which are those next to those big cities that can represent the best the situation in country-side of Vietnam. The research used 382 helmet consumers which were randomly selected.

The study finds that perceived product safety and country of origin play important roles in the model. Moderating effect of purchase motivation was found statistically significant.
Exploring Vietnamese Consumers’ Perceptions and Repurchase Intention to Made-in-China Toys

By Nguyen-Thi-Thu Ngan

Nowadays, along with the incessantly economic growth, made-in-China products are burgeoning in the world market. In Vietnam, a numerous of Chinese products are also flooding everywhere. This study tries to seek for investigating the Vietnamese consumers’ perceptions and repurchase intention to one typical product – made-in-China toys.

A 32-item survey questionnaire was developed to conduct a survey on Vietnamese consumers with 512 subjects in order to identify the relationships among product experience, perceived product quality, perceived price, customer expectation, perceived value, and repurchase intention. The primary objective of this study is to investigate the perceptions of Vietnamese customers and their intentions to repeat purchase to made-in-China toys. Moreover, the study examines the importance of different factors influencing perceived value and repurchase intentions of Vietnamese customers.

This study applied the structural equation modeling to test the research model. The results indicated that perceived product quality, perceived price and customer expectation tend to significantly influence perceived value. And perceived product quality, perceived value and customer expectation are all have significant impact on repurchase intention. From managerial perspective, the findings of this study can improve understanding about the consumer behavior in purchasing Chinese products, and Chinese toys in detail. The findings also displayed a researched result to Chinese toys manufacturers who need to adjust their product qualities if necessary to keep their market.

The Choice of Apparel Brand Endorsers and its Influence on Purchase Intentions: A Study of Philippine Consumers

By Karina Rodriguez

Each year, marketers spend a huge part of their budget on advertising. Hiring endorsers to represent a brand remains a very popular advertising strategy. Some advertisers believe that hiring celebrity spokespersons will result to higher sales as compared to hiring anonymous models. However, some theories like the Source Credibility Model and the Elaboration Likelihood Model state that endorsers who are perceived to be credible will yield higher brand recall and would have a more positive influence on consumer’s attitudes and behavior. Since hiring spokespersons remains an important decision, this study was conducted to make a contribution to Filipino managers and advertisers by examining the influences of endorser type (celebrity and anonymous) and endorser credibility on consumer’s attitude and purchase intentions. It also investigates the moderating effects of culture as measured through Hofstede’s cultural dimensions; Collectivism and Power Distance, to the relationship between the endorser and attitude towards the advertisement.

This study conducted an experiment and employed the 2X2 research design. The 2 independent variables were endorser type and endorser credibility. The results showed that Filipino consumers had more positive attitudes and had higher purchase intentions towards advertisements featuring celebrities. It also showed that the qualities under endorser credibility that significantly influenced attitude towards the advertisement and purchase intentions were Experienced, Knowledgeable, Qualified, and Trustworthy. In addition, Collectivism and Power Distance were shown to moderate the relationship between Endorser Type and Attitude towards the Advertisement, and Endorser Credibility and Attitude towards the Advertisement respectively.

The research outcome supports previous literature which state that celebrities have the ability to generate more purchase intentions and more positive attitudes towards a brand. However, managers and advertisers should also consider the results of other researches that yielded different results when deciding on which endorser to hire.

Relationships among Information Technology, Knowledge Transfer, and Innovation

By Ta-Thi Dao

The study sets out to examine the influence of Information technology, credibility and communication on knowledge transfer and innovation. The primary purpose is to investigate knowledge transfer facilitators, processes, and innovation results in one complete model. Based on a survey of 310 employees from 20 companies both foreign invested and local in Vietnam, this study applied the structural equation modeling to test the research model. The results show that IT application significantly affects credibility and communication among employees. The results also indicate that credibility and communication can improve knowledge transfer. This study also finds out that knowledge transfer effectiveness can enhance individual innovation. The findings of this study provide the evidence that the relationships among knowledge transfer facilitators, processes and innovation may be a clue regarding how companies promote knowledge transfer to foster innovation capability of their own employees. Future research can investigate how personal traits (position in the company, income, age) and company types may moderately influence the relationships among knowledge transfer facilitators and processes.
Customer Intention of using Self Service Technology of Bank in Cambodia

By Pan Sophea

Cambodia is developing country, the technology in the bank such as self service technology just to be a new born in bank society, as we can see ATM just to be popular in year 2007. By extending the technology acceptance model (TAM), and Technology of Reasoned Action Model (TRA) with trust, this study aims to investigate the attitude toward use and behavioral intention to use of self service technology in bank of Cambodia towards perceived usefulness, attitude toward, subjective norms and trust. Furthermore, this research also attempts to figure the relationship among these research constructs. The result that based on regression found that trust, attitude toward use, subjective had positive influence to behavior intention to use, and as well as perceived ease of use, perceived usefulness, trust, subjective norms also influence attitude toward use. The outcome of this study offers the precious finding for bank systems of self service technology in Cambodia in order to realize customer attitude and customer intention to use of SSTs which can get better providing service of SSTs in bank of Cambodia.

The Impact of Service Quality, Customer Value, Customer Satisfaction, Corporate Image, Switching Cost and Customer Loyalty for Telecommunication Service Providers in Indonesia

By Hesti Novianti

This research aims to examine mobile customer’s perception of service quality, customer value, customer satisfaction, corporate image, switching cost and customer loyalty. An empirical investigation of the relationships between service quality, customer value, corporate image, customer satisfaction, switching cost and customer loyalty was conducted based on a structural equation modeling (SEM) approach.

The results found that service quality, customer value and switching cost have positive influence on customer satisfaction. In addition, result also indicated the impact of customer satisfaction; customer value and switching cost have positive influence on customer loyalty. This study investigates how customer satisfaction and switching cost influence customer loyalty. The adjustment effect of switching cost on customer satisfaction and customer loyalty is also analyzed. These findings provide valuable information for mobile service operators to increase the number of customers and customer loyalty by improving service quality, customer value, corporate image and customer satisfaction.

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The Effect of Prior Experience on Online Banking Acceptance In Mongolia

By Oyungerel Padsuren

Today, banking is an information-intensive business in which information technology (IT) is increasingly important. The nature of financial intermediaries made banks improve their production technology by focusing on distribution of products. Online banking (Internet banking) is a term used for performing transactions, payments etc. over the internet through a bank’s secure website. This can be very useful, especially for banking outside bank hours (which tend to be very short) and banking from anywhere where internet access is available. Therefore, with the help of the Internet, banking is no longer bound to time or geography. Customers all over the world have relatively easy access to their accounts 24 hours per day, seven days a week.

Nevertheless, customers interact with their banks in several ways. Most of the transactions traditionally occurred at the branch counter. This points out the need for research to identify the factors that determine acceptance of online banking by the customers. It also examines effect of based on the technology acceptance model the current research re-specifies and validates an integrated model for predicting actual use via behavioral intention service by adding one construct “perceived credibility” that reflects the user’s security and privacy concerns to the TAM’s original structure and re-examining the relationships between the proposed constructs.

Based on a sample of 264 customers from four banks which offered online banking service in Mongolia, this empirical study found that the core TAM relationships hold just as well in a Mongolian setting as they do in Western and some Asian countries. The majority of hypothesized relationships are strongly supported the appropriateness of using extended TAM to understand the intention of people to adopt online banking by the data. Therefore, our results provide evidence of the significant effects of the individual different variables (computer experience) on customer attitude through perceived ease of use and perceived usefulness. Also, the results of the study also propose that demographic factors impact heavily online banking behavior.

Specifically, education and household income were significant variables. The result suggests that a typical online banking user is relatively young, well educated with high level of income, a family members with a good job.
Personal Innovativeness, Subjective Norm and Adoption of Internet in Mongolia: Moderating Effects of Gender

By Enkhjargal Dorjgotov

In general, the internet and ICT or IT are important not just for developed countries for developing countries as well. Despite, the internet adoption literature is rich in facts about technology adoption, in developing countries the studies are at a very early stage of growth. Therefore, the primary goal of this study is to identify the factors influencing internet adoption in Mongolia as a developing country case. The use of the Internet in Mongolia has only 10 years history, but rapid development of the internet is assuredly important for researcher trying to determine factors influencing Internet adoption.

Based on the Technology Acceptance Model, one of the objectives of this study is to explore gender differences in perceptions internet adoption. The research uses a quantitative approach to survey 292 Mongolian students and employees examining their decision-making process to adopt internet. Consistent with TAM predictions, perceived usefulness, attitude toward use, subjective norm and personal innovativeness were found to significantly impact on intention to use internet. Thus a extended TAM model was found to offer the best explanation of behavioral intention to use internet in Mongolia. Furthermore, the study results suggest that perceived usefulness is important determinant of intention to use among female users, and the influence of subjective norm on intention to use internet is stronger for males. Implication for research and limitations are discussed.

Exploring the Effect of Job Characteristics, Job Adjustment and Social Support on Job Satisfaction and Job Performance of Vietnamese Workers in Taiwan

By Nguyen Cong Hoang

Nowadays, all South-East Asian countries have a number of their human resources overseas in most areas in the world. And the Vietnamese Government also adapted a policy for workforce export based on bilateral cooperation agreements with the receiving countries. Taiwan has become attractive to a huge number of Vietnamese workers. It is reason why a big number of Vietnamese are working in Taiwan. Some have worked in Taiwan for a long time, some just arrived. Issues involved foreign workers’ lives and jobs need a big consideration in any organization where they work.

The first purpose of this study is to integrate relevant literature and develop a comprehensive research model of job satisfaction to identify its antecedent and consequential research variables. The second purpose of this study is to empirically test the research model through conducting survey research in the area of Vietnamese working in Taiwan. To make a clear understanding, a comparison between Vietnamese and Taiwanese workers at the same organizations was developed. A 47-item survey questionnaire was applied to conduct a survey with 322 subjects in order to identify the interrelationships among job characteristics, job adjustment, social support, job satisfaction and job performance.

The results of this study indicated that job characteristics, job adjustment and social supports tend to significantly impact on the job satisfaction. And a couple of interesting points were come out when taking comparison. First, the results of factor analysis and the interrelationships among constructs for Vietnamese and Taiwanese seem similar to each other. Second, Vietnamese workers’ perception of job satisfaction is not different from Taiwanese’s, which raises an opposite idea about foreign workers about their job satisfaction, especially for Vietnamese workers in Taiwan.

Factors Affecting Level of Trust and Performance in Supply Chain Relationships: Study of Small-Medium Size Enterprises (SMEs) in Taiwan

By Momodou Zakariah

The popularity of supply chain partnerships has exploded over the past few years with an increasing interest in the role of trust in facilitating the relationship. There has been a noticeable increase in the last quarter of the twentieth century of the importance of trust in partnerships and alliances in management literature.

Trust plays a key role in fostering performance in supply chain relationships. A lack of trust among supply chain partners often leads to ineffective and inefficient performance. This study aims to explore a relationship between trust and performance based on Knemeyer and Murphy’s framework. The study’s findings indicate that the level of trust is strongly related to the level of performance. In addition, a firm’s trust in its supply chain partners is highly and positively related to satisfaction, partner reputation in the market, communication, specific investment. Furthermore, a partner’s opportunistic behavior leads to a strong negative impact on trust. The study presents some insights for supply chain managers from which they can examine their own partner relationships and provides supply chain managers with an in-dept analysis of how to manage their supply chain relationships.
The Effects of Price and Brand on Consumers' Perceptions of Quality and Value of SportBoots (Sneakers): Comparison between Taiwan and Cambodia

By Phan Atolteja

Sports have become more and more popular around the world nowadays not only in developed countries but also underdeveloped and developing countries as well. Thus, many businesses are concerned about the sports markets. The purposes of this study are to examine how respondents in Cambodia and Taiwan evaluate the quality and value of sport boots product based on perceptions of brand and price, and do the comparison between both countries.

The results have shown the significant differences between respondents in Cambodia and Taiwan. The hypotheses as developed and tested in this study to confirm the interrelationships among research constructs and more importantly, the result is likely to show that the customers’ behaviors between Cambodia and Taiwan are different. In this study found that brand perceptions has significant impact on the perceptions of price but insignificant impact on perceptions of quality and value. Dissimilarly, the perceptions of price confirmed significant impact on both perceptions of quality and value. Therefore, perceptions of brand would influences on perceptions of quality and value by using price as an intermediary. Also, perceptions of quality demonstrated slightly significant impact on perceptions of value. Another issue indicated that there was no significant difference among demographic variables of Cambodian respondents toward sneakers assessment, however, ages and family incomes of Taiwanese respondents resulted significant differences toward product evaluation, and other demographic variables were not show significant differences among dependent variables.

Comparison of the Role of Operations Management Activity between Cambodia and Taiwan with Respect to Academic Study

By Yun Poleak

Since the role of operations management activity is a very critical factor in manufacturing and service sectors from practitioners and academicians’ perspective, this study attempts to compare the different perceptions and usage of 16 items in production and operations management field between two countries; namely Cambodia and Taiwan with respect to academic study. The importance and difficulty of the usage of those items are illustrated as well.

Half of 200 questionnaire surveys have been sent to manufacturing firm and service company managers in Cambodia and another half in Taiwan. Statistical tests were employed to analyze the data gathered including t-test, one-way ANOVA, and Spearman rank correlation coefficient.

The results indicated the perception on the importance and difficulty of those 16 items was different depending on the sector and location area. Moreover, the number of employees, organization age, and annual revenue were counted as factors influenced by the level of use of those items. It also demonstrated the rank correlation of the importance of field factor’s use in the two countries with the rank of the articles published in POM journals. These findings hopefully can assist businessmen, practitioners and academicians to understand more the differences of practical field and academic field.

Advisor: Don Jyh-Fu Jeng

Examining the Impact of the Level of Trust, Asset Specificity, and Environmental Uncertainty Towards Level of Collaborative Processes: A Study of Manufacturing Firms in Taiwan

By Claude Mortel

This study empirically examines the impact of Trust, Asset Specificity, and Environmental Uncertainty on the level of Collaborative Processes practiced by manufacturing firms in Taiwan with their suppliers.

Based on the data collected from 132 respondents, structural equation model analysis was used to test the factors impacting level of Collaborative Processes, as well as the impact of Environmental Uncertainty on Asset Specificity, and finally the impact of Asset Specificity on Trust. It is found that Trust, Asset Specificity, and Environmental Uncertainty all positively affect the level of Collaborative Processes practiced by the firms with their suppliers. In addition, the results also show that Environmental
Uncertainty positively affects Asset Specificity. Finally, it is observed that Asset Specificity positively impacts Trust of a firm in its supplier.

**A Chain from Firms, Green Purchasing to Customers, Purchase Intention: A Study of Firms in Taiwan**

*By Nguyen Ngoc*

The purpose of this study was to investigate the role of firms’ green purchasing in the chain leading to customers’ purchase intention. In particular, the chain consisted of five main dimensions: green purchasing, firm performance, green marketing, firm reputation and purchase intention. The idea was generated due to increasing pressures from environmental concerns and the fact that consumers now are more and more considering the environmental consequences of products before making purchase decisions. In order to achieve the objectives, two surveys were conducted aiming at managers and customers. In addition, intraclass correlation coefficient and regression are the two main methods to aggregate the responses and to test the model, respectively. It was found that there is a positive link from firms’ green purchasing to customers’ purchase intention through firm performance and firm reputation. Additionally, the result revealed that although green purchasing is not a good predictor for green marketing, green marketing still takes its effects on purchase intention via firm reputation.

**Determining the Sustainable Purchasing Intentions of Taiwanese Adolescents**

*By Jacqueline Swim*

This study investigates sustainable consumerism amongst adolescents in Taiwan. Since Taiwanese adolescents’ sustainable purchasing intentions have been overlooked in previous literature, this study provides a unique cultural perspective. The Expanded Theory of Planned Behavior (ETPB) is utilized in this study in order to analyze the sustainable purchasing intentions of adolescents. ETPB includes two additional concepts to TPB, which are Self-Identity and Perceived Responsibility. Self-Identity and Perceived Responsibility yield robust results in confirming a relationship in the determination of sustainable purchase behavior. Human Values is proven to have a moderating effect on the determinants of the Theory of Planned Behavior. This study is significant because it proves that Taiwanese adolescents are aware of sustainability and realize that they do impact the environment. Moreover, this study shows that adolescents do feel responsible to change these negative impacts through sustainable purchases and have the intention to do so. Thus, the strength of the relationships between the constructs of ETPB and other self-related concepts, such as Human Values and Confidence are examined and conclusions are made.

**The Effect of Knowledge Enablers and Knowledge Creation on Enterprise Resource Planning System Success**

*By Nicolas Dunk*

Evaluating the success of enterprise resource planning systems (ERP) for adopting organizations is an emerging area of study. Many organizations both large and small have been victims of unsuccessful ERP implementations. Recently the value of ERP systems has been extensively debated in academic literature and public press. This study attempts to complement the ongoing research dedicated to better understanding ERP systems and what drives its’ success. Knowledge is more and more recognized as a strategic tool within organizations for sustaining competitive advantage and companies are now beginning to manage organizational knowledge. Many studies have been focused on knowledge management and its’ relationship to overall organizational performance. The emphasis of this study is on knowledge creation and factors that enable its’ use and how it relates to ERP success. The model proposed in this study includes organizational culture, structure, IT support, knowledge creation and ERP success.

This research study uses information gathered from managers and employees within the footwear and apparel industry. This industry is unique due to product demand challenges and supply chain inefficiencies. 187 respondents provided information in the form of an electronic questionnaire to assess the impact of knowledge creation on the success of their ERP system.

Results indicate that knowledge creation does have an impact on ERP success. Specifically organizational culture was found to be a significant of knowledge creation, while knowledge creation demonstrated a strong relationship to the success of an ERP system.

**The Effects of Information Quality, Information Sharing and User Attitude towards System Use on Delivery performance**

*By Anthon Te*

Since the prevalence of measuring supply chain performance, information technology that supports the process of the supply chain and supply chain practices have created a great deal of attention. Many companies have invest a lot on supporting
technologies to improve supply chain performance and spend a lot of time trying to figure out what supply chain practices is fit for a certain industry. However, looking to a different perspective, measuring user attitude in utilizing the SCM system to improve SCM performance is yet to be developed.

This study attempted to add to the body of literature that has focused on how user attitude towards system use, information sharing, and information quality affects SCM delivery performance. We looked at the relationship between the usefulness and ease of use of a system and its influence on user attitude, and also the relationship of environmental uncertainties with three different attributes (customer uncertainty, supplier uncertainty and technology uncertainty) and its influence on information sharing, and information quality.

The Results were based on data collected from 103 respondents (Operations Department Director, Plant Managers, Project leaders, and Engineers) who are working on a manufacturing company in Taiwan. Empirical findings using multiple regression indicates that System Ease of use and System Usefulness tend to significantly impact on the User Attitude toward System Use, which eventually influence Delivery Performance. Furthermore, Environmental Uncertainty does affect Information Quality but found no relevant result that direct us to the conclusion of Environmental Uncertainty affect the sharing of information between chain partners.

The Study on Behavioral Intention of Use Towards a Clinical Decision Support Systems: A Case in CNS La Paz - Bolivia

By Pablo-Manuel Cardenas

This study discusses the role of behavioral intentions towards a Clinical Decision Support System in La Paz – Bolivia, more specifically Caja Nacional de la Salud (CNS) - La Paz. Specific Research on clinical decision support systems (CDSSs) is limited in the area of computer science and engineering and is rarely seen in behavioral intention analysis. Additionally, previous studies on CDSS are not focused on diagnosis of patients. This study identified whether there is an interrelationship among the research variables by testing the model developed through survey research. A 47-item questionnaire survey targeted at CNS doctors and specialist in the area of Aneurysms was conducted to develop and validate a measure of users behavioral and to assess its impacts and antecedents. Performance Expectancy, Effort Expectancy were found to exert a significant influence on Attitudes Towards Use. Behavioral Intentions was found to be positively influenced by Attitude Towards Use. Thus, Social Influence does not have a positive impact on Behavioral Intentions, it does not have a positive impact on Attitudes Towards Behavior. Understanding Behavioral Intentions, then, is important to the successful implementation of the clinical decision support systems in the medical area.

The Effect of Project Management on Transnational Team Performance

By Ying-Hua Hsu

In the last decade, the number of transnational teams has grown rapidly due to the global economic environment and the growth of multinational companies. The advantages of transnational teams are many. They are seen by companies as an important human resource; they are able to connect a creative and flexible work force in order to successfully face global competition.

However, with their distributed geography, time zone differences, cultural differences and language barriers, the efficiency of transnational teams decrease. In addition, conflicts due to miscommunication and difficulties in managing and monitoring teams increase. Thus the uncertainty of transnational team performance becomes a big challenge for both companies and team members themselves.

The objective of this study is to investigate the relationships between communication, trust, knowledge sharing, and transnational team performance in order to determine which factors influence transnational team performance and exam whether project management has a positive effect on communication and knowledge sharing behaviors in transnational team.

A 48-item survey in both Chinese and English is developed to obtain data for the above research purpose. Respondents with transnational team and project experience are carefully selected to fit the objectives of this study. Distribution of the questionnaire results in 370 collected responses, where 340 of those are usable. These were then analyzed with the help of SPSS and AMOS software.

Based on the analysis results it can be concluded that in transnational teams: (1) There are positive relationships between communication, trust, knowledge sharing and transnational team performance; and (2) Project management has a positive effect on communication and knowledge sharing. These findings provide managers and transnational team members with a better understanding of the potential barriers in building and working through transnational teams, and show that project management is a useful tool that companies and managers can use to help them manage transnational team members.

In short, this research provides findings that are significant within both the academic field and business field alike: It fills a gap within project management and transnational team research, and provides useful and comprehensive information to scholars and practitioners regarding project management and transnational team performance.
The Influence of Environmental Issues on Ecological Concerns and Pro-environmental Behaviour Intention Employing the VBN Model  

By Magdalena Anna

The environmental concerns identified concentrate on climate change; other concerns include: pesticide use, burning fossil fuels for energy consumption, rising of sea levels, and that Nature's balance, once lost, will never be recovered. Ecological worldviews are tested in this thesis. The main research targets Canadian respondents, because Canada is one of the greatest carbon dioxide emitters and has planned to implement new sets of regulations aimed at its industries and the impact of individual citizens. In the face of climate change, Canada fails to emerge as a leader in policy and environmental protection. The purpose of this study is, first, to empirically test the VBN research model through conducting a survey questionnaire regarding the pro-environmental behaviour of Canadians. Second, the study uses six datasets to identify and then compare Canadians to other population samples in terms of pro-environmental behaviour intention, and their relationships between constructs.

The VBN constructs was confirmed and most causal relationship hypotheses were supported pointing out that more emphasis should be given to Egoistic reasons for PBI. The most significant socio-demographic variables differentiating respondents’ pro-environmental behaviour intention was found to be the respondents’ perception of ‘climate change’, ‘transit use’, ‘income’, and ‘car access’.

The thesis concludes with managerial implications and future research recommendations.

Impact of Switching Barriers, Perceived Fairness, Perceived Service Quality and Socio-economic Classification on Intentions to Switch and Switching Behavior  

By Theresa Rodriguez

The past two decades, Filipino telcos have reaped the benefits of the dramatic growth of prepaid mobile subscribers due to the decreasing prices of mobile phones, the poor fixed line infrastructure in the Philippines as well as the large percentage of the Filipino population with low to middle incomes. However, in recent years, the mobile telecommunications industry has began to reach maturity as mobile penetration approaches saturation and new firms enter the industry. This means that, more than ever, it has become critical for telcos to shift strategic focus to customer retention. In order to do this, firms must first understand what drives their prepaid subscribers to switch service providers. Thus, this study aims to further the understanding of prepaid circumstances, customer perceptions and social influences surrounding subscriber’s decisions to change service providers.

Through a survey among 545 prepaid subscribers in Metro Manila, Philippines, the study makes three major findings. First, it was found that demographic factors have greater effects on prepaid switching than perceptions or social influence. Second, it was found that the drivers of switching intentions were different from drivers of actual switching behavior. Finally, the third major finding was that past switching behavior also has a significant effect on a subscriber’s future intention to switch.

The Impact of Political Instability, Destination Image, and Cultural Distance on Tourist’s Intention to Revisit or Recommend: An Example of Bangkok  

By Narudee Poolprasert

Tourism is one of the major industries for many Asian countries. Tourism also generated countries’ main revenues. It is important for the destination marketers and tourism authority to promote and create strategy in order to get tourist’s intention to travel to the destination. It has been widely accepted that the more favorable the image of destinations, the greater the potential tourists will visit them. However, it is interesting that destinations with positive images have not always been selected as the final vacation choice. It is also interesting why some tourists do not want to return to the same destinations although they were satisfied with the first visit.

This study examined the impact of political instability, destination image, and cultural distance on tourist’s intention to revisit and intention to recommend Bangkok as their destination. A questionnaire survey was given to more than 350 randomly selected international tourists at Suvarnabhumi International Airport in Bangkok, Thailand. The structural equation model and ANOVA were used to identify the impact of each factor on tourist’s intention to revisit and recommend. Also this study provides useful information to the Thai hospitality industry and the travel and tourism research.
An Investigation of International Student’s Learning Performance Affected by Stressor, Living Support, Adjustment in Taiwan

By Saing Sodanine

International education has increased significantly and is widely recognized as a vital asset for individual’s career outcome. The development of advance technology helps extent the power of competition not only locally but also globally. For educational institutions in this century become educational markets compete globally for the fame of student’s capability and learning performance. For international students, international education constitutes an important set of multicultural life experiences contributing for their career performance. This research revealed the factors that have an effect on learning performance of international students in Taiwan.

This research examined the interrelationship between stressor adjustment and support adjustment then the relationship between this three dimensions and learning performance of international students in Taiwan. A survey has been conducted to collect data on participant’s perceptions of stressor, support, adjustment and learning performance. The data has been analyzed using structural equation model, regression and multivariable analysis of variance (Manova).

The findings can help educational institution and international students assess the likelihood that knows about the factors that affect the learning performance as well as help increase the performance in the educational institution to strengthen performance of international students.

Learning Styles and Disciplinary Differences: Testing the Predictive Value of the Kolb Learning Style Inventory in the Confucian Heritage Culture, a Look at Taiwan

By Jacob Erlich

This study is focused on investigating the usefulness of the Kolb Experiential learning theory as well as the affiliated Learning Style Inventory, in the Confucian Heritage culture of Taiwan. It was predicted that learners from different academic backgrounds would differentiate along the two pairs of dialectical learning modes of the Kolb Experiential Learning model: Abstract Conceptualization vs. Concrete Experience and Active Experimentation vs. Reflective Observation. Additionally, it was predicted that Taiwanese learners, as a result of cultural influences on the education style, would, on a whole, prefer more abstract and reflective learning styles. A survey, based on the Kolb Learning Style Inventory – version 3.1, was distributed to 394 Taiwanese undergraduate students enrolled at National Cheng Kung University. The results, support Kolb’s theory that learners from similar academic areas prefer similar learning styles whereas those from distinctly different academic areas prefer different learning styles. However, as predicted the sample of Taiwanese learners differentiated from prior samples not from Taiwan, especially Western samples. Overall, the study affirms the usefulness of the Kolb Learning Style Inventory as a tool to evaluate one’s learning style. The hope is that this study will create a dialogue around learning how to learn.

The Effect of Motivation and Expectation on Tourist’s Satisfaction

By Hicham Erraji

Tourism is one of the major industries for many Asian countries. Tourism also generated countries’ main revenues. It is important for the destination marketers and tourism authority to promote and create strategy in order to get tourist’s intention to travel to the destination. It has been widely accepted that the more favorable the image of destinations, the greater the potential tourists will visit them. However, it is interesting that destinations with positive images have not always been selected as the final vacation choice. It is also interesting why some tourists do not want to return to the same destinations although they were satisfied with the first visit.

This study examined the effect of tourist motivation on their expectation and satisfaction and of course their intentional behavior. A questionnaire survey was given to more than 250 randomly selected international tourists at Kaohsiung International Airport hotels, tourists’ sites in Tainan, Taiwan. The structural equation model and ANOVA were used to identify the impact of each factor on tourist’s intention to revisit and recommend. In addition, this study provides useful information to the Taiwan Bureau of Tourism and the travel and tourism research.

The Preferences of Budget Accommodation in Backpackers’ Travel Plans: A Motivation and Choice Study in UK

By Sanchita Panja

With the recent increase in backpacker traveling there has been a corresponding worldwide growth in the backpacker market during past few years. This research aims to provide a better understanding concerning different characteristics of the backpackers in Europe particularly in UK, who usually prefer to stay at budget accommodation. Emphases have been made to extract deeper insight into their motivation, preferences and limitations in order to establish the potential of this market.
This quantitative study compares between backpackers traveled in UK, who prefer to stay in budget accommodation and who prefer to stay in hotels, in terms of attitudes and activities. A sample of backpackers (n= 528) responses were collected by means of a structured questionnaire. The current study is based on the assumption that apparent differences would exist between the two groups in terms of their motives, planning patterns and kinds of transportation and accommodation they prefer.

The present findings suggest that backpacker’s choice differ in terms of motivation and demographics status. This could be used in further research on decision-making, distribution patterns, geographical visitation, and economic impacts, which would enable marketers and managers to better, target their efforts. The study also reveals that different countries of origin are characterized by their preferences for specific travel styles. While travel styles exist across nationalities, the trip origin has a modifying influence on the specific behavior and the types’ profiles. The findings of this research also lead to the suggestion that backpackers are a potentially valuable niche market with specific and complementary advantages over other more general forms of tourism which should be seeking to develop.

**Location and Country Investment Decision: A Case Study on a French Global Minerals Company**

By Frank Chang

Finding the most suitable facility location for multinational enterprises is one of the most strategic components of globalization so it is important to consider how multinational corporations operate with different opportunities and risk confines of each individual country to obtain the greatest economic benefits in order for the investment to be successful.

Most of the real world decisions involve some aspects that are unknown and difficult to predict. This type of decisions is referred as decisions under uncertainty. The decisions under uncertainty can be further subdivided into fuzzy and Probabilistic be further subdivided into fuzzy and probabilistic decision-making.

The study try to find out to a set of systematic procedures and knowledge used in the decision analysis to find the most suitable facility location The AHP model provides a framework to assist managers in analyzing various location factors, evaluating location site alternatives, and making final location selections. The model requires that a number of potential sites have been proposed. Alternatives are then evaluated and compared under both quantitative and qualitative factors to allow managers to incorporate managerial experiences and judgment in the solution process.

In this study we classify many different types of criteria from reference and experts’ opinions which relate to the goal. Fuzzy Delphi was used to screen out the important criteria. Then by using the AHP (Analytical Hierarchy Process) method we obtain the relative weight of criteria. Since experts’ evaluations might have varied due to different operating environments this could have easily biased the weighting process by using the Triangular Fuzzy Number of FAHP theory to consolidate the experts’ opinion. In addition, we use Linguistic Variable to obtain the Fuzzy performance evaluation of alternatives.

**2007**

**Consumer Choice to Visit a Specific Festival: A Comparison Between Bolivian and Brazilian Carnival**

By Jeanette Lopez

Festivals are increasingly being used as instruments for promoting tourism and boosting the regional economy. Festivals are a type of cultural events and are travel attractions with unique features. Much research, undertaken from a variety of perspectives, exists on festivals. However, very few studies related to carnival festivals have been done even when the carnival for these two countries represents one of the most important contributions in the overall growing in the tourism industry. The main objectives of this study are to identify the principal motivations for visitors attending the Bolivian and Brazilian Carnival as well as how the destination image and the information sources affect in their decision.

The research reveals that the cultural exploration about the carnival and the family togetherness during the carnival, among other motivational dimensions are the most important factor attracting tourists to the Bolivian Carnival and the destination image factors like the infrastructure resources or natural environment among others become factors which moderates tourist decision of visiting Brazilian Carnival. In addition, the socio demographic variables like the religion, the marital status, the education and specially the country of origin signify important in the analysis and the final results. Furthermore a binary logistic model is the appropriate model to gain a deeper approaching to into what lead festival tourists to choose between two festivals Bolivian Carnival and Brazilian Carnival.

**The Effect of Stressors, Support and Adjustment on Career Outcomes of Expatriates**

By Paola Giwencer

International work experience has gain increasing significance and is widely recognized as a vital asset for multinational companies and also for individuals. The competitive advantage for firms is competing in the global marketplace and for
expatriates is developing their careers; international assignments constitute an important set of work experiences. This research revealed the factors that have an effect on the career outcomes of expatriates in Taiwan.

This research examined the relationship between stressor and support on adjustment and then the relationship between this three dimension and career outcomes of expatriates in Taiwan individually. A survey has been conducted to collect data on participant’s perceptions of stressors, support, adjustment and career outcome. The data has been analyzed using structural equation model, canonical correlation analysis and analysis of variance (t-Test and ANOVA).

Similarly to previous studies was found that stressors, including language, culture novelty and promotions, and support, including organizational support and social support have an impact on expatriates adjustment. Besides, stressors, including language, culture novelty and promotions, and support, including organizational support and social support have a significant impact on career outcomes of expatriates. Finally, the three facets of adjustment also have and impact on career outcomes of expatriates.

The findings can help organizations and expatriates assess the likelihood that know about the factors that affect the career outcomes of expatriates is successful or increase the performance in the organization and career outcomes for expatriates.

2006

Determinants of Individual Creativity and Innovative Behavior in Organizations

By Parimalam Einsteine

While the capability of an organization to become more creative must start at the individual level of creativity but it shouldn’t stop at that level ignoring the important component of creativity which will occur at the organizational level. This study is conducted to gain a better understanding of the factors influencing organizational creativity and to determine the relative influence of individual personality characteristics and organizational characteristics on individual innovative behavior. Moreover this study also explores the direct and indirect casual pathways between the organizational culture and leadership style on the organizational creativity and individual innovative behavior. This research assumes that individual innovative behavior is related to organizational creativity and the work environment. Structured and appropriate methodologies were used in order to find the most influential factors that are significant and the maximum correlation between the constructs. Statistical test were employed to analyze the data gathered includes multiple regression analysis, canonical correlation analysis, cluster analysis and MANOVA. From this empirical study, we found that the organizational culture characteristics are positively and significantly associated with organizational creativity, particularly open communication and, in terms of individual experimentation it is autonomy. Additionally, higher levels of transformational leadership result in higher levels of organizational creativity. On examining individual level personality factors no direct relationship between employee personality and organizational creativity are found. Though a strong relationship is found between the personality traits to innovative behavior for the openness to experience personality factor.

The Influence of Destination Quality and Service Aspects on Travel Satisfaction and Intentions: An Analysis of Taiwanese and Dutch Tourists

By Ivo Groot

This article proposes the investigation of the influence of destination quality and service aspects on travel satisfaction and tourist intentions to recommend the destination or to revisit the destination. This article looks at tourism satisfaction in two main cities in China: Beijing and Shanghai. For our sample we compare the satisfaction level of the East and West travellers. We selected 172 Taiwanese tourists and 144 Dutch tourists who visited Beijing and Shanghai as our respondents.

Moreover, this study is built upon a model to explain the role of travel satisfaction with leisure travel and tourism service quality plus destination quality and how tourist’s post-visit evaluations affect their holiday experience, their future intentions regarding to revisit or recommend the place to others. Besides, this paper examines the importance and the power of different factors on revised travel intentions such as shopping, dining, lodging, and local attractions. Statistical tests were employed to analyze the data collected including descriptive data analysis, reliability test, factor analysis, t-test, and lisrel. Results should suggest that the proposed conceptual framework is applicable for tourism managers to apply in their research or for their marketing purpose.
A Study of the Relationship between Taiwanese’s and Vietnamese’s Tourist Shopping Involvement and Travel Behavior

By Nguyen-Quang Huyen

Recognizing the importance of the interrelationship between tourism and shopping, destinations are now increasingly interested in developing a variety of shopping opportunities for tourist customers to increase their attractiveness. For example, in recent years, many Asian countries such as Hong Kong, Singapore, Malaysia, Thailand, and Philippine have been holding many shopping festivals as tourism strategies to attract foreign tourists from different countries in the world. Not surprisingly when many destinations in this region have invested a lot of money and efforts in developing their tourist shopping malls, precincts, shopping services, and shopping advertisement campaigns, etc. with variety of motivations such as tax-free shopping programs, discount shopping seasons, discount shopping malls, etc. to attract and encourage tourists to come and shop. However, despite its popular and important roles as a major tourist activity, destination attraction feature, and motive for travel, the subject of an individual’s tourist shopping involvement in the relation with his or her travel behavior has not been researched in previous studies, especially in Taiwan and Vietnam. This study, therefore, is designed to address this gap. The purpose of the study is to examine and understand the nature of the relationship between a Vietnamese/Taiwanese individual’s tourist shopping involvement and his or her travel behavior with travel motivations, information searches, destination perceptions, and travel intentions. In addition, a conceptual model will also be developed to explain this relationship.

Advisor: Victor Jeng-Chung-CHEN

A Study on the Impact of Hotel Registration Processes on the Perceived Service Quality of Business & Leisure Travelers

By Kimberly Dunk

The hospitality industry services many types of travelers but fall into two main categories; leisure and business travelers. Each needs to be analyzed differently in order to accurately measure service quality attributes and customer delight. Technology plays an important role in the competitive advantages that hotels can gain over other properties. Self-service kiosks and guests service agents are used in this study to obtain empirical results in order to analyze the outcome each has on the experience of leisure and business travelers separately. It is easy for service gaps to accumulate in the hospitality industry and it is important for hotel managers to understand how to shorten these gaps. This study provides results that further investigate how to increase the service quality for travelers during the registration process. This process is the first physical interaction between the guest and the hotel and this can leave a lasting impression.

Results indicate that business travelers view a self-service kiosk as a viable means for the registration process, using speed of service, fulfillment of transaction needs, adequate information and responsiveness as their top attributes when rating the service. Leisure travelers have a closer relationship with guest service agents and use speed of service, convenience, personal interactions and adequate information as their top attributes when rating the service quality of the registration process.

Each traveler is also examined to investigate the relationship between self-service kiosks, guest service agents and differentiation. Specific attributes from each type of service option lead to a view of uniqueness for the hotel and lead to an increase in customer delight.

A Study of Mongolian Mobile Phone Users’ Attitude toward LBA (Location-based Advertisement)

By Chuluunbaatar Byambojargal

The purpose of this study is to find out the characteristics of the location-based advertisement that mobile phone users prefer. Four factors studied in this research are ad format, product involvement, privacy and credibility. Experiment was conducted in Mongolia, including 464 staffs of MobiCom corporation, the largest mobile phone operator in the country. Experiment process starts with sending location sensitive advertisement to participants’ mobile phones during working hour and then asked them to answer online questionnaire. And through the questionnaire, respondent’s attitude toward the LBA and attitude toward the brand were measured. Data analysis show that animated LBA, foreign brand advertised through LBA, and less personal information embedded ad message lead to more positive attitude toward the LBA which has a positive effect on attitude toward the brand.
Investigating Taiwanese and Thai Internet User Satisfaction and Attitude toward the E-Commerce Web Sites

By Duangjai Rungruengsamrit

DeLone and McLean IS success model suggests that Information, System and Service quality are measures of User satisfaction, while Attitude toward the site proposed by Chen and Wells (1999) is underlined by the three content dimensions—Informativeness, Organization and Entertainment. The three content dimensions are tested in this study whether they can represent Information quality of IS success and some System and Service measures, such as Usability and Trust are tested if they are Attitude toward the e-commerce Web sites antecedents. The proposed model is tested by Taiwanese and Thai university students evaluating florist e-commerce Web sites. The model and all the hypotheses in this part were supported in Taiwan data, but some hypotheses were rejected in Thai data.

Furthermore, the moderating effects of National identity, Uncertainty avoidance and Attitude toward the online shopping on the relationships of IS success measures and Attitude toward the site are also tested. The results from the two data were completely different. It was found that that in Taiwan data, National identity, Uncertainty avoidance and Attitude toward the online shopping moderated the effect of IS quality constructs on User satisfaction but not on Attitude toward the site. However, in Thailand data, the moderating effect of National identity, Uncertainty avoidance and Attitude toward the online shopping was found on Attitude toward the site, not on User satisfaction. The research findings and implications for practitioners are discussed at the end of this thesis.

Privacy Awareness and Online Education: A Field Study into the Learning Effectiveness of Online Privacy Ethics Training on International Business Students in Taiwan

By Timothy-Ross O’Connor

Corporations have suffered recently from a negative view of the ethics of its business practices. In the Information Technology field, this has lead to Corporate Social Responsibility policies including new “Green IT” initiatives. But ethical duties go beyond environmental responsibilities. Public concerns over the misuse of information in the modern world, especially with the exponential growth of information communication technologies, such as cyberspace, are being loudly expressed. Organizations must effectively train their IT staff in privacy issues. Managers of IT departments must be trained effectively and the universities where they are educated must also seek effective measures. This study will examine how factors, such as learning environment, learning activity, teaching pedagogy, curriculum development, and learning behavior, effect the efficient instruction of ethics. To do this, this study will measure their effects on the development of ethical reasoning, learning effectiveness, and their individual privacy concerns. This study found strengths and weaknesses with both integrated and non-integrated ethics instruction and a strong relationship between social interaction, context, and learning effectiveness.

Factors Affecting the level of Trust and Commitment in Supply Chain Relationship

By Chen-Lin Wang

The purpose of this study was to investigate the role of information sharing, information quality, and information availability in the development of trust and commitment in supply chain relationships. Samples of the auto-parts industry is one of the major business sectors in Taiwan from The Taiwan External Trade Development Council (TAITRA). There are about 2,500 auto parts companies in Taiwan, and most of them are small to medium sized companies. Its annual export value, aftermarket parts account for about 80% and international automakers’ OE parts make up the rest.

Samples were gathered from samples in using a field questionnaire. Multiple regression and SEM were used to analyze the data. It was found that low level of environmental uncertainty with higher level of intra-organizational facilitators and inter-organizational relationships will have influence on the level of information sharing, quality, and availability.

As expected, it was found that there is a positive relationship between the level of information sharing, quality, and availability, and the level of trust. Additionally, it was also found that there is a positive relationship between levels of trust and commitment in supply chain relationships.
The Impact of U.S. Corporate Data Breach Events on the Stock Price of North American Information Technology Consulting Firms

By Kenneth Vincent

Despite all the research done in assessing the impact of data and Information Technology (IT) breaches to the market value of breached firms, there is no study on how the breach events affect the stock price of consulting firms that supplies the know-how and infrastructure to create, implement and maintain Corporate Information Technology Systems. The application of IT to business or commercial uses is not totally secure; as more data breaches occur every year, investors, clients and customers may well look beyond the faults of the individual firms, and place some responsibility on the shoulders of these IT Consulting Firms.

The sample of breach events were from the year 2006 and 2007. A total of 83 breach events were identified affecting a wide range of US firm in various industries. Based on the empirical findings, no clear impact on the stock price of data breaches can be found, nor do the the type of firm being breached influence the results. However, breaches that affect a higher number of records will have lower two day cumulative abnormal return.

The influence of Project Management on Coordination, Cooperation, Uncertainty, Interdependence, and Project Performance in Taiwanese Auto Parts Industry

By Mu-Yuen Chiu

Projects are a major process structure to accomplish many tasks in organizations. A project is a non-routine, complex, one-time effort limited by budget, resources, time and performance specifications designed to meet customer needs. The benefits of project management have been well documented, but project failure rates remain. Given the fact that there has been a low success rate for projects, organizations are in growing need of searching out new means and control for projects. This suggests continued exploration of new process models and organizational structures to foster strong project performance. Projects depend upon the effectiveness of teams to be successful. Formal project management often is critical to the effective and efficient application of scarce organizational resources to compete demands within and across projects. This research took Taiwanese auto parts manufacturers as the research objects, and focused on how to improve project performance in order to promote business competitiveness in Taiwanese auto parts industry by exploring the effects and influences of project coordination, project uncertainty, project interdependence, project cooperation on project performance. The data were collected from 237 manufacturers from the 2008 membership directory published by the most important Taiwan Transportation Vehicle Manufacturers Association (TTVMA). The targeted respondents were team leaders, section chiefs, managers, and top managers who actually execute projects and project management in their firms. A research model was developed based on a series of literature reviews and hypotheses development.

The research results indicate: (1) there are significant relationships between project coordination, project uncertainty, and project interdependence; (2) administrative coordination and expertise coordination have significant influence on project cooperation; (3) reduced requirement uncertainty and technological uncertainty have significant influence on project interdependence; (4) reduced requirement uncertainty and technological uncertainty have significant influence on project cooperation and project performance; (5) project interdependence has significant influence on project cooperation and project performance; (6) project cooperation has significant influence on project performance.

2006

Privacy Concerns and Consumers Ethical Perceptions of RFID

By Paul Pfeuger, Jr

With the use of RFID expanding from the supply-chain to the retail arena, consumers will be regularly exposed to the technology. Recent reports have suggested that consumers are concerned with the potential for privacy loss as a result of RFID-tagged items in retail stores and there is a need for research that establishes linkages between perception and behavioral constructs and privacy concerns. This paper presents a research framework that can be applied to examine consumer’s ethical perceptions of RFID technology use by way of privacy concerns. Research models are developed that incorporate theoretical constructs such as deterrence theory (perceptions of information assurance policy), self-regulation theory (self-regulation), social exchange theory (reciprocity), and self-construal (interdependent and independent self-construal) and examines the effects they may have on consumer’s ethical perceptions of RFID. Research findings indicate significant results regarding interdependent self-construal and self-regulation and their effects on privacy concerns. Also, reciprocity and perceptions of information policy displayed significant effects on consumers’ ethical perceptions of RFID.

Practitioners, consumers and researchers may enrich their understanding of what may lie behind consumers’ impressions of RFID through this study’s examination of the role of the aforementioned factors to assure that appropriate service and product retail strategy approaches are put forth.
The Role of Information Sharing, Quality, and Availability in Building Trust and Commitment in Supply Chain Relationships

By Nathan Alexander

The purpose of this study was to investigate the role of information sharing, information quality, and information availability in the development of trust and commitment in supply chain relationships. Data was gathered from samples in Taiwan and Canada using a field questionnaire. Multiple regression and ANOVA were used to analyze the data. It was found that there is a positive relationship between the level of information sharing, quality, and availability, and the level of trust. Additionally, results revealed that behavioral uncertainty and individualism/collectivism both moderate this relationship. It was also found that there is a positive relationship between levels of trust and commitment in supply chain relationships. The results and implications of this study are discussed.

User Satisfaction with Decision Making Process and Outcome: An Empirical Study among Electronic Meeting Systems

By Kyaw-Phyo Linn

Today’s organizations are becoming more and more complex and the complexity of organization’s resource management makes it difficult for individual organizations to deal effectively with decision making. There is a need to develop a collaborative approach that can facilitate strategic decision making and improve the effectiveness and efficiency of resource management. The complex environmental and organizational pressures lead to business teams distributed along the dimension of space, time and computing. Distributed teams often need to collaborate to solve complex problem together. Much needed as well is integrating into this collaborative decision-making process a computer-based GDSS to support and facilitate strategic decision making.

This thesis has addressed the following research issues: (1) Can technology help improve organizations’ decision making? (2) Can type of task influence on group decision making performance? (3) Can location of meeting and synchronicity effect to the group meeting performance?

The objective of this thesis include: (1) To determine the influences of task type on different meeting styles and technology. (2) To evaluate the effect of meeting location on organizations’ decision making. (3) To determine the effect of synchronicity on organizations’ decision making. (4) To compare the effectiveness of various communication technology such as chat room, discussion forum and GDSS systems.

Through addressing the above research objectives, this thesis has made a number of findings. Results show a direct effect of synchronicity on satisfaction with the process and outcome, which confirm media synchronicity theory. Most interestingly the interaction effects of the four independent variables are significant and show that participants most satisfaction in simple task using with synchronous CMC technology at the same place.

Measuring the International Tourists Satisfaction Adapting Uses and Gratifications and Flow Theories: A Case Study of Myanmar

By Sein Htaik

Satisfaction with a tourist destination is not only regarded as an important outcome of a relationship between tourists and their desire destination but also an emotional state that occurs in response to an assessment of tourist experiences in the destination. In other words, satisfaction can be defined as a tourist’s affective state resulting from an overall appraisal of his or her psychological preference and needs towards the tourist destination. To sum up, increased satisfaction with a tourist destination brings with it an improved relationship of intention to visit again.

The objectives of this study are to examine what tourists’ needs are motivate to travel, what are the criteria in flow, optimal experience and how the perceived risk impact on tourist satisfaction. The study explores measuring the international tourists' satisfaction in Myanmar. Also covered are discussions of the international tourist as a form of satisfaction, and related literature on this issue. This study adapted uses and gratifications theory and a theory of optimal experience called "Flow" by researcher Mihaly Csikszentmihalyi. In doing so, 465 sample sizes are drawn from paper and pen and online questionnaire. Based on the findings of this study, the empirical results indicated that the consequence of both need gratification and flow positively impact to the satisfaction and perceived risk was negatively affected on satisfaction. Moreover, satisfaction has the predominant effect on revisit intention.
The Effect of Types of Banner Ad, Web Localization and Types of Product on Internet Users’ Attitudes: The Case of Thai and Taiwanese Internet Users

By Akhapon Lersuwankij

The purpose of this study is to find out the characteristics of the web site that internet users prefer. The three factors studied in this research are types of banner ad, web localization and types of product while the dependent variables which were measured are attitude toward the site and attitude toward the brand. Lab experiments were conduct in Thailand and Taiwan by asking the test subjects to browse the manipulated versions of Kodak web sites consisting of different types of banner ad and types of product and then complete the information searching task questions. Each subject browsed the standardized web site and localized web site consequently; after finish browsing each web site, attitude toward the site and attitude toward the brand were measured. The data analysis results show that animated banner ad, localized version of web site and high product involvement lead to higher attitude toward the site which has a positive relationship to attitude toward the brand.

Advisor: Shao-Chi Chang

2008

Factors Affecting the Implementation of Crowd Sourcing

By Garret Clarke

This thesis defines the business model known as crowdsourcing. The literature review provides an in depth analysis of this phenomenon based on literature from Howe, Brabham and other leading writers on this subject. The idea is also defined through using the examples of Istockphoto, Innocentive and Threadless. In order to fully understand the ideas behind this business model and the companies that utilize it, the theoretical underpinnings have been linked mainly with the work of Surowiecki, Von Hippel and Tapscott (Eric Von Hippel, 2005; Surowiecki, 2004; Tapscott & Williams, 2006). This provides the theoretical support in order to understand collective intelligence and the benefits form user interaction.

The data collection is a two prong qualitative approach where interviews and observational data were used in to help identify factors that affect the implementation of crowdsourcing. A conceptual model has been developed in order to understand the factors involved with this business model. The final result revolves heavily around the idea of community development.

Impact of the Thailand Futures Exchange on the Stock Exchange of Thailand

By Piyawat Thammanant

Recent empirical researches heavily discussed over the impact of derivatives trading on spot market in three aspects: efficient market hypothesis (EMH), lead-lag relationship and pattern of spot index volatility. This paper examines the impact of the introduction of stock index futures on the Stock Exchange of Thailand (SET) using daily data for period April 2003-April 2009. To test the efficient market hypothesis, cointegration analysis is used for this study. The lead-lag relationship is investigated through the error correction model and the impact on spot index volatility is detected by EGARCH model. The results found that there is long-run equilibrium for spot index and futures prices. This implies futures can be unbiased estimator for future spot price. The results also suggest that the direction of both long-and short-run causality is from spot prices to futures prices and the introduction of futures trading increases the conditional volatility of SET50 index.

Do Sport Outcomes of Major Sporting Events Affect the Foreign Exchange Market?

By Euston Slabbert

The Foreign Exchange Market, which is the largest and most important market in the world with an average daily turnover estimating to be $3.98 trillion, is still continuing to grow. The evolution of sport from a mere pastime to a multi-billion dollar industry has infiltrated every aspect of society. This paper researches and reports the findings of sport outcomes on the Foreign Exchange Market and effect it has on the exchange rates returns. It investigates 76 countries in four sports, football (soccer), rugby and cricket over the last five World Cup competitions as well as ice hockey using data from the Winter Olympics. The data collected is from 1990 until 2007. Additionally this research is motivated by literature on the effect of sports success on the stock market that showed sport results have an effect on stock returns and the strong link between sport outcomes and mood, which is significantly noted in sports like football (soccer). Psychological evidence also unveils a strong relationship between a sport team’s success and fan self-esteem. The findings in this paper show a statistical significance of sport outcomes on the exchange rate returns especially in football (soccer) being. The overall sport sample shows a p-value of p = 0.084 whereas football (soccer) shows p-value of p = 0.034. The sample of football (soccer) matches especially for group matches, which show that there is a
Advertising Expenditure Announcement and Stock Market Reaction

By Nguyen Ngoc-Dang-Chau

Advertising is pervasive. Nowadays, advertisers bombard us with appeals or reminders from the moment we wake up till the moment we fall asleep. Why have firms being spent so much on advertising? Of course it has impact on sales and firm’s profit, but does advertising spending really affect to investors’ perspective? And is it a weak force or strong force? Should firms spend on advertising as much as good? Answers to these questions are critically important because advertising plays an important role in our economy, society, and entrepreneurs, besides still there are a lot of controversies and considerations around advertising expenditure and its effectiveness. In order to clear these issues somehow, this thesis will use event study methodology to capture the market investors’ attitude toward advertising expenditure by testing how the stock market’s response at the very moment a firm announce its advertising budget.

Related Party Transaction, Managerial Ownership and Corporate Governance Mechanism: Evidence from Indonesia

By Iman Harymawan

This paper examines relationship of related party transaction on managerial ownership and corporate governance mechanism. Using 91 publicly traded Indonesia firms during 2004-2006. Data were collected from Indonesian Capital Market data
(ICMD), firm annual report and financial statement which are published in Indonesia Stock Exchange official website. Regression method and SAS software helped us examine relationship of related party transaction (dependent variable) on managerial ownership and corporate governance mechanism (independent variables).

Our results show that managerial ownership is negatively correlated to related party transaction especially for firms which is the managers hold ownership above 3% in that company. For corporate governance mechanism, our results show that only number of the directors in the board variable has positive relationship with related party transaction. The remaining corporate governance mechanism variables show not statistically significant result with negative coefficient. Our findings remind principal that the manager will be work more effective when their ownership is high.

2007

Credibility of Stock Repurchase Announcements and Market Reaction in the Taiwan Stock Market

By Cory Toner

Despite the popularity of firms doing open-market share repurchases, there is still a large degree of uncertainty regarding the announcement of a repurchase plan. Firms are not obligated to follow through with the actual repurchase and as a result in many markets firms often fail to repurchase the target amount. The objective of this paper is to use the Taiwan market to study if investor reaction to a stock repurchase announcement will be greater if a firm has a good reputation of following through with repurchase plans.

Insider Trading and Long-run Performance of Bank Loans

By D. Anhadi Lompo

Bank credit announcements have been considered in the financial press and finance literature as a special corporate event with significant positive announcement period returns. Indeed, bank credit does have some economic advantages for their beneficiaries and the market positive reaction to their announcements is not surprising. However, recent studies have documented that credit agreements are followed by a poor performance in the subsequent three years. This long term underperformance prompts us to look into insiders’ incentives in entering the credit agreement. Do they really contract the credit for positive net present value project? To answer this question we analyze their own trading in their firms’ stock prior to the credit announcement to figure out if they try to protect themselves from the poor long term performance of their firms by selling their own stocks. We find that, on average, insiders sell their shares before the bank credit announcement.

Insider Trading and Stock Market Reactions to Announcements of Capital Reduction

By Su-Yin Shen

In the past, companies listed on the Taiwan Stock Exchange usually conducted Seasoned Equity Offerings (SEO) to take advantage of valuable investment opportunities. This phenomenon has gradually shifted to companies reducing capital because, by the end of the 1990’s, many Taiwanese companies started to see decreasing profits and an over-issue of shares.

This research was conducted through use of event study methodology to calculate abnormal returns under different types of capital reduction. In terms of making up for losses, the event day abnormal returns are -0.4253% which is significant at the ten percent level. The market shows a positive response with 0.3155% abnormal returns after one day of the event day regarding share repurchases, which is significant at the one percent level. For firms returning capital to shareholders, the market has a noticeable positive response. The event day shows positive abnormal returns of 0.9590% significant at the ten percent level.

To explore the real meaning behind capital reduction, insiders’ behavior will be observed for the twelve months preceding the capital reduction announcement. The report finds that making up for losses and share repurchases are associated with insiders abnormal selling their firm’s share. However, the result for returning capital to shareholders is positive, which indicates that insiders will buy. Our results demonstrate for making up for losses and returning capital to shareholders that abnormal trading by insiders is in accordance with the expected market reaction.

Why Bank Loans Default? The Case of Khanbank in Mongolia

By Ariunjargal Chuluunbaatar

This study examines the loan characteristics, relationship characteristics and lender characteristics as determinants of credit default for sample of business loans of the Khanbank in Mongolia. The result after using Logit analysis to define determinants of credit default for overall sample shows that relationship characteristic and lender characteristics are the main factors that influence credit risk. Result proves that number of banks that relationship with borrower and loan officers’ experience has negatively associated with credit default possibility while ratio of loan size and borrowers’ total assets has positively related with
credit default possibility. Moreover, logit analysis for loans issued in city and loans issued in rural area presents that loan officers’ experience is important factor for credit risk in both areas. However, for loan issued in rural area ratio of loan size and borrowers’ total asset is positively related with credit default, while loan officers’ education specialty significantly affects on credit risk in the city.

The Effects of Absorptive Capacity of Exploration and Exploitation on Market Reactions to R&D Announcements

By Monirainsey Ung

The study discovers the effects of the absorptive capacity of exploration and exploitation on the market reactions to R&D increase announcements. We expect that firms with greater absorptive capacity of exploration (ACE) and/or absorptive capacity of exploitation (ACEi) generate more market returns when firms announce R&D expenditure. Moreover, we also expect that the firms get more positive reaction from the market in the case of absorptive capacity of exploration than in the case of absorptive capacity of exploitation when the increase of R&D expenditure is announced.

The study examines 226 firms which announce the R&D expenditure and the results show that the market negatively reacts to firms with greater ACEi in the window period (-10, 10), but positively reacts to firms with greater ACE when those firms announce the increase of R&D. Furthermore, the result supports the argument that firms with greater ACE generate more returns than firms with ACEi.

A Study of Long-Term Operating Performance for Taiwanese Firms after Capital Deduction

By Ching Nan

Under normal circumstances, companies would increase their capital in order to generate more business opportunities and make more money. However, when facing a dramatic change of operational environment, in order for the company to survive and keep up with appropriate financial ratios, companies will maintain their original capital or even deduct it.

The trend has been more and more obvious and yet we do not know much about that. Here we want to discuss the reasons for which companies do capital deduction and the types of capital deduction currently used. More importantly, we want to know the long-term performance of those companies after the capital deduction under various circumstances.

This study will review the reasons behind capital deduction and the procedure of doing it. We will also review three major methods to do capital deduction and then look at the long-term operating performance of those companies that do capital deduction.

Innovation and Analysts’ Forecast Revisions A Study of Patent Grants

By Sharlene-May-Chua Cua

An extensive body of finance literature documents the role of innovation on business performance. Specifically, previous literatures have examined analysts forecasts of future earnings around firm-level events, but not patent announcements. Moreover, the high uncertainty of information conveyed in patent grants poses an interesting challenge for analysts. This study investigates whether the level of innovation has any effect on analysts dispersion and analysts forecast revisions of future earnings around the announcements of patent grants. By means of the analysts dispersion measure and the expectations model of earnings forecast revisions, the results demonstrate that greater analyst followings and lower volatility of forecasts produce lesser analysts forecast dispersion, more so in discrete industries than in complex industries. This evidence implies that the more information about uncertain earnings exists, the more expectations are created and hence, the greater standard deviation is produced among analysts. On the other hand, the lack of an association between the current-year forecast revisions in earnings and industry classification indicates that while there is unfavorable information being conveyed by the patent grant announcement, it is information which is not in any way related to the industry classification. These results present an important managerial implication, which is on average, financial analysts do not significantly react to all patent grant announcements, rather, they only respond toward earnings forecast revisions if the patent grant poses a big impact to its field of industry.

Bank Reputation and Borrowing Firm’s Long-Run Stock Performance

By Pornpun Mesomboonpoonsuk

Recent empirical researches not only documented the disappearance of specialty in bank loan, but also pointed out that borrowing firms become suffer from poor long-run stock returns following bank loan announcement, which is not different from other types of financing. Nonetheless, it is believed that high reputation banks may contain more efficient monitoring on borrowers, and thus it may mitigate negative long-run stock abnormal return. Consequently, this paper assembles 1482 bank loan announcements from 1997 to 2003 to test whether obtaining loan from high reputation banks mitigates the negative magnitude of long run abnormal return on borrowing firms’ stock. Bank’s total deposit, bank capital ratio and bank loan loss ratio
are employed as three proxies of bank reputation. By using Buy-and-Hold abnormal return, the finding reinforces the previous literature that borrowing firms suffer from stock underperformance three year following loan announcement. More importantly, this paper finds that borrowing from bank with higher capital ratio and lower loan loss ratio could alleviate the magnitude of borrowing firms’ long-run stock underperformance. However, lending bank’s total deposit becomes no significant relationship with long-run stock abnormal return of borrowers.

2006

**Firm Diversification and Information Asymmetry: A Case Study from R&D Announcements**  
*By Suda Orankijanan*

Information asymmetry and firm diversification has been studied by a large size of researchers. Past literatures appear to have a consensus towards diversification increases degree of information asymmetry. This consensus no longer harmonizes since a new finding reveals that diversification alleviates information asymmetry. This paper is based on works of Hadlock et al. (2001), Thomas (2002) and Clarke et al. (2004) whose studies indicate that diversification reduces information asymmetry problem. The hypothesis is re-tested with research and development announcement as previous literatures suggested that R&D activity creates asymmetric information. The result after using event-study to capture abnormal return between focused and diversified firms shows that diversification does not help reduce degree of information asymmetry in case of R&D announcements. The finding is in accordance with previous literatures which argue that diversification increases level of information asymmetry due to differential information among firm’s units and accounting natures. However, a few concerns are to be aware of. First, the methodology used in this study observes only quantity, and not the quality, of the R&D announcements. Second, past R&D performance and firms’ creditability when making announcements are not factored in this analysis given that this is only an initial study.

**Long-run Performance and Risk Changes Surrounding Private Placement of Equity**  
*By Manil Khov*

This study examines the long-run performance and risk changes for a sample of 901 firms with 1100 announcements of private placement of equity. Those firms experience positive prior three years stock price returns and negative post three years stock price returns. Specifically, this study shows the downstream of the equity risk surrounding the placements. The decline in equity risk suggests that the stock price does not underperform after the private placement of equity. Moreover, the study also generates some more findings such as the decline in asset risk and the increase in financial risk. These findings demonstrate that the firms that sell equity through private placement convey information about the underlying riskiness of firms’ assets and convey information about capital expenditure.

**The Effect of the Fubon-Taipei Bank Merger on Peer Institutions**  
*By Eric Chang*

Previous bank merger studies have used event study methodology to look at abnormal returns of firms in order to analyze merger performance. Using event study methodology this study will examine the effect the Fubon-Taipei Bank merger had on peer institutions within the Taiwanese financial industry. This study will use stock price reactions to examine the merger between Fubon Financial Inc. and Taipei Bank that was announced on August 8, 2002. The Fubon-Taipei Bank merger was important because it was the first of its kind in Taiwan between a private and state-owned bank.

**Slack Resources, Firm Capability, Industry Environment, and Operational Mode**  
*By Schief Chen*

Recently, Taiwan’s companies face the global competitor from BRIC and other Southeast Asia countries. The competitive force and profit margin that built the Taiwan’s economic miracle a decade ago is declining drastically, because the raising labor cost and market are occupied by the late coming competitors. Recently, for reduce the impact and shift the attention of OEM and upgrade the level by conducting the advanced operational mode, change the original engineering manufacture to own branding manufacture is a good strategy.

This study reviewed the literatures about the operational mode, and the relative factors that affect the operational mode decision making. The factors included slack resource, firm capability, and industrial environment. The slack resource includes absorbed and unabsorbed; the firm’s capability includes R&D, manufacturing, and marketing; the industry environment includes the munificence, dynamism, and complexity. Article regarding to the OEM/OBM and above factors are not easy to find in the academic paper, but in the long run, the literatures were collected for this study.
The sample for this study was drawn randomly from the population of the public companies list of invested in China provided by Investment Commission, MOEA of Taiwan. The industries chosen for response include Agriculture, Food, Textile, Plastic Products, Machinery, Electronic, and Trade. There are total 740 questionnaires sent, the response are 117, the valid are 110, the invalid are 17, the valid response is 15.2%.

The result shows that the absorbed slack resources, marketing capability, and complexity of environment have the significant influence on operational mode decision making. Compare to the unabsoberd slack resources, R&D and manufacturing capability, munificence and dynamism of industry environment is not so significant to operational mode strategy.

2005

Analyze the Abnormal Return of International Greenfield Investment Announcement to Suppliers and Customers

By Panatda Tuntipark

International expansion has increasingly become an important phenomenon in the world economy. This research examined customer and supplier wealth effect when international Greenfield investment is announced. There were two powers in this research. One was productive efficiency and the other was market power. Then, industry concentration, firm size and other control variables were used to testify supplier industry and customer industry in order to determine which hypothesis was valid. The sample data was obtained from the world wide M&A Section of the Securities Data Company (SDC) in 261 publicly-traded firms which have announced international Greenfield investment and the sample period is from 1989 to 2003. This study categorized suppliers into main suppliers and dependent suppliers, and the same to customer industry. This study measured the cumulative abnormal return of suppliers and customers and used the cumulative abnormal return to be dependent variable for the regression model. In term of suppliers, this study found that market power is stronger than productive efficiency. Also, there was a negative effect to suppliers. In term customers, customers had benefit effect from larger announcing firms. The study also found that dependent suppliers and dependent customers give a significant result which is more consistent with the hypothesis than those of main customers and main suppliers.

The Wealth Effects of New Product Introduction on Corporate Customers and Suppliers

By Hoang-Dinh Kien

In this thesis, the impacts of new product introduction on corporate customers and suppliers are studied. There are three main findings of this thesis. First, using the event study methodology for researching the samples of 804, 584, 634, 580, and 628 observations of announcing firm, dependent customers, main customers, dependent suppliers, and main suppliers respectively during 1989-2000 period, this study shows that corporate customers and suppliers experience significant positive abnormal returns surrounding the announcement day. Second, using the different regression models, which use the Herfindahl index, Logarithm of assets (Size), Debt ratio, Dividend yield, or Tobin Q’s of announcing firms as independent variables, and the Abnormal returns of corporate customers and suppliers as dependent variables, this study presents that concentration of announcing industry has significant positive impacts on abnormal returns of main customers, but not for those of dependent customers, or suppliers. Finally, this study also finds the evidences to show that size of the announcing firm has significant negative impact only on the abnormal returns of dependent suppliers but not for those of the customers or main suppliers.

Analysis of Horizontal International Strategic Alliances’ Effects on Abnormal Returns of Corporate Customers and Suppliers

By Duy Khanh

By using the data set of 344 horizontal international strategic alliance announcements from 1989 to 1997. This examines the effects of horizontal international strategic alliances on abnormal returns of suppliers and corporate customers. Event-study methodology is applied to investigate announcement-related stock market revaluations. We find little evidence consistent with the relation between alliance firms’ size and main customers. However, we do find evidence consistent with the market power in term of customers. We also find that different types of horizontal strategic alliance have different effects on suppliers. Though, market power hypothesis is not supported in terms of suppliers, the results provide us a new view about market power.
The Impact of Corporate Governance on Firm Value: The Case of Procomp Informatics Limited Event in Taiwan

By Julian-Shih-ChenCheng

Greenspan (1999), Chairman of the Board of Governors of the Federal Reserve System, in his address to the World Bank Group and International Monetary Fund points out that weak corporate governance is one of the causes of the East Asian financial crisis of 1997 to 1998. We examine the period return of all the listed companies except for those belong to financial industry in Taiwan during the domestic crisis (PIL event) to find how corporate governance affects a firm’s value, especially in such a crisis. Besides, we also examine whether there is a difference in the effectiveness of corporate governance between Taiwan and East Asian countries. The report released by McKinsey & Company (2000) points out that investors are willing to pay for the shares of well-governed companies a premium of 18% to 28%. In our study, the evidence we find also strongly supports the viewpoint that firms with good corporate governance would have higher performance in cumulative stock returns than those without it during a crisis. Nowadays corporate governance is getting more attention than ever. Also we deeply believe its value would highlight much more over time, especially when firms confront the impact of crisis.

The Impact of Corporate Governance on Firm Value: The Case of SARS Event in Taiwan

By Sunny-Wan-LingHuang

Corporate governance differs in different capitalistic countries and has very important significances for a company management. It is said that corporation always aspires to maximize its value. The issue, however, is that structural conflicts inherent inside the large-scale corporations bring about many difficult corporate governance problems. Many foreign studies showed that corporate governance has created a great deal of attention on many empirical financial crises over the whole world, such as the bankruptcy of Enron Corporation, Worldcom and AOL. Besides, a research with sample of 398 firms from East Asia in 1997, the firm-level difference in variables related to corporate governance had a strong impact on firm performance during the East Asian financial crisis of 1997-1998. However, there are few studies about corporate governance while the unexpected crisis happened, especially in Taiwan.

In this paper, we examine if difference in corporate governance at the firm level can explain difference in firm performance during the SARS (Severe Acute Respiratory Syndrome) crisis. We use stock return over the crisis period as a signal for measuring firm performance in Taiwan’s listed companies. In this study, we make many variables, such as monitoring from international institution shareholder, ownership structure and so on, to control for factors that could affect firm performance.

Significantly, better stock price performance of Taiwan’s listed companies is associated with firms that had indicators that firms have outside ownership concentration, and with firms that were monitored by institutional shareholders. The results suggest that individual firms have some power to predict expropriation of minority shareholder if legal protection is inadequate.

Impact of Strategic Alliance Termination on Firm Valuation

By Desiree Ang

Most studies on strategic alliances have focused on specific issues relating to strategic alliance formation and its valuation implication. Less is known, however, about strategic alliance termination which is equally valuable in understanding the net benefits firms obtain, or fail to obtain from partnering. Using real options perspective and the dynamics of market entry and exit decisions, this paper examines the circumstances under which strategic alliance terminations create value for the shareholders of the partnering firms. Specifically, this study identifies the reason for termination as well as the consent to terminate as factors that can affect termination outcome. The findings show that strategic alliance termination may not often be detrimental to parent firms. This study suggests that terminating an alliance as a means of exploiting emerging opportunities creates shareholder value while terminating an alliance as a means of sequential adaptation dissipates value because the market perceives the unexpected termination as a signal of instability or alliance failure rather than as an act of sequential adaptation by parent firms. In addition, this study also suggests that mutual consent of the parties to terminate the alliance alleviate the negative effects of terminating an alliance. Furthermore, this study illustrates that parent firms’ performance consequences from forming and terminating an alliance are generally complementary in nature.

The Delay of New Product Introduction and the Abnormal Return on Customers and Suppliers

By Long Mamid

This research analyzes the announcement returns of new product introduction delay on announcing firms, customers and suppliers. The sample is collected from SDC during 1989 to 2001. The customers and suppliers based are identified based on Benchmark input-output accounts. The event study methodology is used to compute abnormal stock market reactions.

The result suggests that abnormal return of the announcing firms is negative significant day -1, day 0 and day 1. CAR provides negative significant lose of market value for our entire testing window. Customers and suppliers abnormal return effect
from the delay announcement with negative stock market reaction especially for day (-1, 1). Finding suggests that there is evident support hypotheses prediction. The announcing firm, dependent customers and dependent suppliers is significant related to frequency of delay. Degree of competitive is positive significant to dependent customers. The empirical result provides the negative related the length of delay to main customers and suppliers. There isn’t supported result announcing firms’ size. Overall result shows the effect of delay on customers and suppliers negative abnormal return.

The Announcement Effects of Alliance Experience in Acquisitions – Evidence from Taiwan

By Hsiang-Ting Ni

For last two decades, acquisitions and alliances have become popular strategies employed by modern corporations. However, it has been extensively discussed by researchers that the expected improvements in profitability and in the wealth of shareholders often do not materialize.

The fundamental interpretation why some acquisitions perform poorly was the existence of information asymmetries. Meanwhile, information asymmetry poses serious valuation challenge for acquisition transactions, such as the risk of overpayment. To explore the factors that affect acquisition performance, alliance experience may be an advantage-producing resource in acquisition due diligence. Alliances create opportunities for firms to gain a variety of experiences in exchanging and integrating resources with various similar and dissimilar partners and thus can reduce the information symmetry of acquisitions.

This research investigates whether alliance experience is beneficial to value creation of acquisition for the sample of Taiwan, one of the most important emerging markets. We adopted event study methodology for firms’ acquisition performance from 1987 to 2006. It measures cumulative abnormal returns around acquisition announcement. Data were collected from Fare Trade Commission and Securities and Futures Institute of Taiwan. To be considered for the research, both the acquiring and target firms involved have to be listed in the database of Taiwan Economic Journal (TEJ) Data Bank one year before acquisition announcement.

The result we examine shows slightly evidence that alliance experience has a negative relation with acquisition performance. Our research contributes to the literature by providing the different inspection on the wealth effects of acquisition in emerging market as most of other studies focus mainly on U.S. and Europe data.

2004

The Wealth Effects of International Diversification on Innovation: The Case of New Product Announcements

By Phan Pijeivibol

Prior studies document positive relationship between international diversification (ID) and innovation. Their findings evidence the ID-enhanced quantity of innovative outputs. In addition to past empirical findings, this research tries to provide extra evidence in another perspective, where market reactions to new product announcements used as proxy of innovation were investigated to explore the wealth effect of ID on innovative product performance. Event-study methodology is employed to conduct a thorough examination of the announcements of these groundbreakings. Data of 330 new product announcements made by 160 companies over 4 years (1997-2000) show a consistent U-shaped relationship between ID and innovation. Moreover, this research finds that R&D intensity and technology opportunity have upbeat moderating effect on this relationship. The results of this study provide evidence of the importance of R&D intensity and technology opportunity for creating competitive advantage but also advocate the costs associated with the development of these advantages.