Vision Analysis on Taiwanese Businesses in China

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This study utilizes the vision concept to construct visional indices for Taiwanese business in China. The study summarizes two dimensions: Vision Perception and Organizational Management. The research structure is based on two dimensions and the factors under each. FAHP is used to analyze the opinions collected from a sample of managers and members of Taiwanese businesses in China. The study found the top five critical indices to be Leader Philosophy, Leader Concept, Interactive Communication, Environmental Assumption Toward Leader, and Personal Life Planning. A discussion of the key findings and suggestions for future research is provided.

For historical reasons, Taiwan faced opposition and isolation from China since 1949. After 1988 however, China invited Taiwanese businesses to come and invest through several preferential regulations. Facing increasing wages, eco-awareness, and low-cost competition from developing countries, the attraction of cheap labor cost and ancillary regulations from China, some Taiwanese businesses still decided to invest there. After that, high-tech industries in Taiwan began entering China. There is a stream of literature that indicates that not all investments in China were successful. Some faced managerial dilemmas, such as employees' attitudes, values, and habitual problems. To solve these divergent problems, it became necessary for Taiwanese businesses to develop a general sense of direction to guide the organization and its employees (Adamson, 2004; Dionne et al., 2004; Barthélemy, 2006).

Businesses accomplished this with breakthrough management of divergent problems. Vision is a basic element of sustainable development (Duncan, 2001). A body of studies pointed out that the most successful strategy is based on a clear vision (Adamson, 2004; Barthélemy, 2006) and therefore, is necessary to have visionary leadership. Studies also argue that a leader could announce his/her goals to help the organization build a shared vision, promote resource translation, confirm commitments made by members and motivate them to make the shared vision come true (Ashcroft, 2002; Edgar & Nisbet, 1996; Godet, 2001; Patton, 2003; Reddington, Withers & Williamson, 2004). In this regard, the present study discusses the development of vision for Taiwanese business in China by constructing visional indices.

Literature Review

Organizational Vision

In building a global business or operating a high performance organization, there is often a conflict between managers and employees since both have different visions at times. Thus, once they resolve their conflicts and develop a shared vision and operating directions, it is possible for them to achieve high performance (Ananthanarayanan & Gibb, 2002). Extensive literature states that organizational shared visions bring a united voice, compliance, and nourishment for sustained growth from members (Barthélemy, 2006; Buklin, 2003; Christianson, 2003; Cole, Harris & Bernerth, 2006; Hodgkinson, 2002; Johnson, 1999; Karr, 2005; Krais & Bloomfield, 2005; Lipton, 2004; Rosenberg, 2003; Williams, 2005). Vision serves as an inspiration and a guiding idea. In addition, vision also offers an image of the future (Denton, 1997). The vision also has to be different from competitors (Killen, Walker & Hunt, 2005) and must contain unique meaning to help leaders produce special outcomes (Wibowo & Kleiner, 2005). An increasing amount of literature also reveals that an organization has the ability to change problems into opportunities by creating a shared vision to motivate the core value of members' behavior. Personnel transferring, organizational restructuring and consciousness revolution can also be used to develop more values (Denton, 1997; Friedman, 2006; Kouzes & Posner, 2007; Marquard, 2002; Saxberg, 1993; Skinner & Mabey, 1997). Organizational members can also use self-management first (Covey, 1994; Denton, 1997; McClendon, 2003; Wibowo & Kleiner, 2005) through shared vision.

Vision Perception

Many different forms of literature point out that shared vision comes mainly from a leader's vision. The leader not only spreads his or her vision, but also communicates with organizational member. The leader also tries to understand their thinking and personal visions in order to achieve a shared vision (Draper, 2006; Razeghi, 2006; Streharsky, 1997; Tanda, 2000). In this regard, this study argues that both the leader's and members' vision are the core values of the development of organizational vision.

Leader's Vision

Most importantly, the leader should have the ability to meet followers' needs (Day

& Schoemaker, 2006). Leaders who adopt transformational and visional leadership style must have a sense of the environment. Leaders also need to present viewpoints and assumptions for both the present and future (Glover, Friedman & Gordon, 2002a). They have to build self-awareness and create these four characteristics: cultural competency, knowledge management, synergy from diversity, and holistic vision (Faure, 2006; Glover, Rainwater & Friedman, 2002b; Landale, 2005).

The leader also needs to have intuition, creativity and imagination (Hackett & Spurgeon, 1998). Leaders can look ahead to a future direction (Landale, 2005) and produce a unique and profound "end in mind" vision by integrating factors like parascience, transpersonal science, philosophy, and management (Cacioppe, 2000). This can also be achieved by basing the vision on values and experiences (McEwan, 1998; Kowalski, 1999). Leaders can utilize personal philosophy, concept and thinking, in order to remain flexible and make assumptions for the future (Bolton, 2005; Gragnolati & Stupak, 2002; Reddy & Gupta, 2006). The visions they put forth must also be based on factual customer and market insights, leadership committed to perpetual innovation, alignment across the extended enterprise and organizational capabilities that make innovation habitual (Byrne, Lubwe & Blitz, 2007; Faure, 2006; Glover et al., 2002a; Tanda, 2000).

The creation and development of vision needs a shared concept (Hackett & Spurgeon, 1998; Johnson, 1999; Razeghi, 2006). The leader translates his or her vision into an organizational vision and improves that vision (Day & Schoemaker, 2006) by abstract concepts like hopes and dreams (Gragnolati & Stupak, 2002). He or she must enunciate clearly and share an eager vision (Gokenbach, 2003) to present conscientiousness and respect toward active followers (Williams, 2005) in order to rid those elements that cause members to lose their enthusiasm (Kouzes & Posner, 2007; Streharsky, 1997;)

Leadership is a philosophy that manifests itself in many ways in daily life, whereas management is an identifiable process (Gokenbach, 2003; Kibort, 2004). When considering leadership style, the leader needs to have an in-depth understanding, commit to self-actualization, and put self-concept and leading developmental plans into effect (Bolton, 2005; Hanna & Glassman, 2004). Before asking people, the leader first should present his/her working style and behavior (Gabris, 2004; Khan, 2006). He/she will create opportunities and shoot for their own concept by committed motivation (Allio, 2005; Byrne et al., 2007; Friedman, 2006; McKee, 2003; Patton, 2003; Senior, 2004; Wibowo & Kleiner, 2005). Based on the above literature, this study extracts four evaluating indices crucial for developing a shared vision: Leader Philosophy, Leader Concept, Environmental Assumption toward Leader, and Leadership Style.

Member's Vision

Related research has argued that the member's vision will have beneficial effects for people affected by it and will also incorporate the personal values of participants (Johnson, 1999). Personal value-based vision is the result of members' self-exam, learning, confirming self-value and knowledge skills. Increasing life desires and planning come from past experiences and future visions. Life planning concerns the

adaptability of self-skill and knowledge. It seeks speedy adjustment, continuous learning, job identification, and long-term activity on the job (Jans, 2004; Kouzes & Posner, 2007; Neck & Milliman, 1994). In this regard, leaders need to help members improve job satisfaction and find meaning in what they do.

Recent studies also indicate that members exhibit different behaviors and responsibilities through self-cognition (Glover et al., 2002a). Leaders upgrade members' knowledge, strengthen value-cost ratio and build up "outcome" concepts with their communication (Moorcoft, 2006). When shared vision and organizational commitment have been developed, members' learning will be a great benefit for an organization (Boyle, 2002). Thus, the process of developing organizational vision needs not only members' input but their agreement also. Such coherence must take into consideration members' lives, must upgrade members' commitment and also strengthen their self-cognition (Hackett & Spurgeon, 1998; Boyatzis & Akrivou, 2006). In accordance with this part of recent research, the study summarizes three evaluating indices crucial for the development of a shared vision: Personal Life Planning, Organizational Commitment, and Self-Cognition.

Organizational Management

Vision construction is a creative process. It involves the appearance of organization change and whole organizational performance in the future. Thus, it is necessary to create a suitable organizational culture and structure to motivate members and also to find a shared direction in order to make organizational vision come true (Allio, 2005; Day & Schoemaker, 2006; Faure, 2006; Gragnolati & Stupak, 2002; Karr, 2005; Kodama, 2006; Moorcroft, 2006; Zaccaro & Banks, 2004). Based on these recent studies, the present study deems that organizational culture and structure are key characteristics to developing a successful organizational vision.

Organizational Culture

To make the vision come true, it is necessary to build an appropriate organizational culture, to create an open and cooperative communicative atmosphere, to arouse members' needs, and to also change members' thinking (Eigeles, 2003; Friedman, 2006; Fuggett, 1999; Glover et al., 2002a; Kibort, 2004; Moorcroft, 2006). In addition, leaders need to handle the cultural diversity of members (Karr, 2005). Leaders should also promote the different backgrounds of members in order to emphasize organizational direction (Glover et al., 2002a; Moxley, 2004). Based on the above literature, the study argues that the organizational culture plays both an invisible and a critical role.

Numerous studies indicate that communication plays a crucial role in developing shared relationships (Hackett & Spurgeon, 1998; Kelly, 2000; Cacioppe, 2000). Vision gives an organization a "move-in" direction and vision-based communication offers a credible way to move towards that direction (Kouzes & Posner, 2007; Skinner & Mabey, 1997; Wibowo & Kleiner, 2005). In this regard, without interactive communication between leaders and members, it could be difficult to develop a shared vision within an organization.

Leaders who have vision should inspire members to perform at their best on a daily

basis (Lipton, 2004). Inspiring members in such a way requires visional delivery (Zagotta & Robinson, 2002). The process in visional delivery is to listen to members, to search for a shared direction, to inject life into vision, to state a core concept, and to search for shared value (Kouzes & Posner, 2007). Therefore, vision delivery and sharing are also critical in constructing organizational vision.

Vision is both dynamic and proactive (Louisot, 2003; Byrne et al., 2007). Vision also represents leaders' convictions, worldviews, values and long term-oriented meaning (Killen, Walker & Hunt, 2005). Based on the above statement, innovative thinking is very important (Doppelt, 2003; Karr, 2005). Vision offers a long-term goal in the work process (Draper, 2006), and innovative thinking reallocates organizational strategic behavior (Killen et al., 2005). Both of these reveal the core ability in promoting organizational competitive advantages (Zaccaro & Deanna, 2004). Thus, organizations which hold such visional capacity could challenge competitors and offer extensive advantages (Day & Schoemaker, 2006).

Vision is a description of a future state that contains crucial field identification, such as benefit, growth, and quality (Karr, 2005). It means that concern about members' rights in the development of vision is important. Therefore, leaders need to build up a suitable environment, appropriate entrepreneurship, and a flexible relationship with members (Senior, 2004) by listening, communicating about goals and their meaning, and developing a trusting organizational atmosphere to motivate members to make their vision come true. In addition to utilizing extrinsic rewards, intrinsic rewards such as prestige, innovative opportunity, job challenge, turning problems into opportunities, and innovative design and ideas are also preferable in order to upgrade job satisfaction, commitment, and performance (Robbins, 2002; Kouzes & Posner, 2002; Barthélemy, 2006). According to a stream of literature, the study summarized five evaluating indices critical to develop a successful shared vision: Interactive Communication, Long Term-Oriented Thinking, Innovative Thinking, Vision Sharing, and Motivated Planning.

Organizational Structure

Organizational structure represents the cooperative relationship of members in an organization (Cummings & Worley, 2001). An organization needs clear roles and suitable relationships that are based on visional strategy operations and keeping current members. Vertical and horizontal relationships in an organization are interdependent. Thus, it ought to be seen as a part of a whole business. In addition, it also needs an appropriate allocation. An effective framework also needs the right person, relationship, and resources (Senior, 2004). There are three types of organizational structure: Learning, Matrix, and Bureaucratic (Cummings & Worley, 2001). After interviewing related background experts, these three types of organizational structure were found to be suitable for utilizing Taiwanese business in China and thus, are adopted in this study.

Introduction of Taiwanese Business Invested in China

Since 1988, China has attracted many Taiwanese businesses by offering favorable regulations, especially for small and medium-sized industries. The investment in

China can be separated into three stages: explore (1981–1986), extent (1987–1991), and overall investment (after 1992). Based on information from the Taiwan Department of Statistics of Ministry of Economic Affairs, the speed of investment in China by Taiwanese business is increasing. The sum of Approved Chinese Investment in 1991 was USD 1.229 billion, and last year it was USD 7.642 billion. Total investment from February to September 2007 was USD 6.8567 billion. Compared to 2006, the annual growth rate was 28.8%, or 71% Outward FDI (Department of Statistics, Ministry of Economic Affairs, 2006). The main investment industry type is a traditional manufacturing organization. Computer, electronic, and optical industries are also increasing. With growth investment and expansive industrial fields, the economic-based interdependence between Taiwan and China is upgraded. However, Taiwanese businesses in China have to face problems from law and infrastructure as well as management issues. Some of these issues include different employee backgrounds and the communication between Taiwanese and China's managers (Department of Statistics, Ministry of Economic Affairs, 2006). According to the above information, it is critical for Taiwanese businesses to emphasize the problems of operational management.

Fuzzy Analytic Hierarchy Process (FAHP)

Fuzzy Set Theory
    Professor L.A. Zadeh first came up with the fuzzy set theory in 1965 while trying to solve fuzzy phenomenon problems such as uncertain, incomplete, unspecific, and fuzzy situations that exist in the real world. Fuzzy set theory has more advantages to describe set concepts in human language than the traditional set theory does. The theory shows unspecific and fuzzy characteristics in language on the evaluation and it uses a membership function concept to represent the field in which a fuzzy set can permit situations such as "incompletely belong to" and "incompletely not belong to."

Fuzzy Number
    We order the Universe of Discourse such that U is a whole target we discuss, and each target in the Universe of Discourse is called an element. Fuzzy $\tilde{A}$, which on U stated that random $x \rightarrow U$, appointing a real number $\mu_{\tilde{A}}(x) \in [0,1]$. We call anything above that level of x *under A*.
   Universe of real number R is a triangular fuzzy number (TFN): $\tilde{A}$, which means $x \in R$, appointing $\mu_{\tilde{A}}(x) \in [0,1]$, and

$$\mu_{\tilde{A}}(x) = \begin{cases} (x-L)/(M-L), & L \leq x \leq M, \\ (U-x)/(U-M), & M \leq x \leq U, \\ 0 & , \text{ otherwise} \end{cases}$$

The triangular fuzzy number above can be shown as $\tilde{A} = (L, M, U)$ where L and U represent fuzzy probability between the lower and upper boundaries of evaluation zinformation, as Figure 1 shows. Assume two fuzzy numbers $\tilde{A}_1 = (L_1, M_1, U_1)$ and $\tilde{A}_2 = (L_2, M_2, U_2)$:

(1) $\tilde{A}_1 \oplus \tilde{A}_2 = (L_1, M_1, U_1) \oplus (L_2, M_2, U_2) = (L_1, + L_2, M_1 + M_2, U_1 + U_2)$

(2) $\tilde{A}_1 \otimes \tilde{A}_2 = (L_1, M_1, U_1) \otimes (L_2, M_2, U_2) = (L_1 L_2, M_1 M_2, U_1 U_2)$, $L_i > 0$, $M_i > 0$, $U_i > 0$

(3) $\tilde{A}_1 - \tilde{A}_2 = (L_1, M_1, U_1) - (L_2, M_2, U_2) = (L_1 - L_2, M_1 - M_2, U_1 - U_2)$

(4) $\tilde{A}_1 \div \tilde{A}_2 = (L_1, M_1, U_1) \div (L_2, M_2, U_2) = (L_1 / U_2, M_1 / M_2, U_1 / L_2)$. $L_i > 0$, $M_i > 0$,

$U_i > 0$

$\tilde{A}_1^{-1} = (L_1, M_1, U_1)^{-1} = (1 / U_1, 1 / M_1, 1 / L_1)$, $L_i > 0$, $M_i > 0$, $U_i > 0$
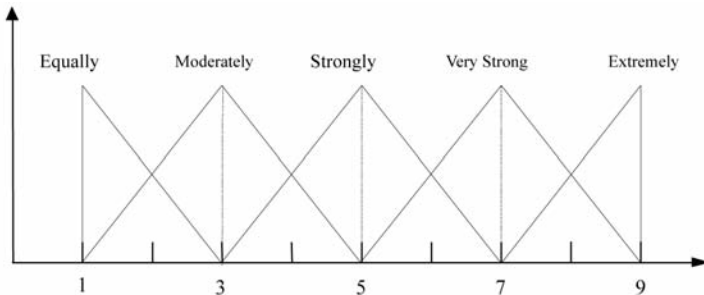
Figure 1: *Triangular Fuzzy Number*
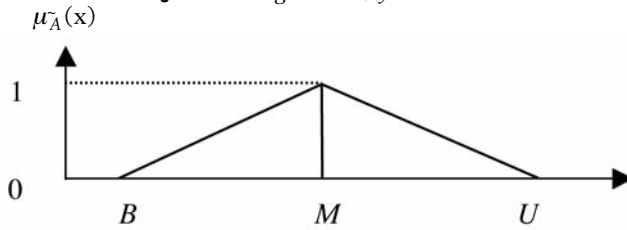
Fuzzy Linguistic Variable

The Fuzzy linguistic variable is a variable that reflects the different levels of human language. Its value represents the range from natural to artificial language. When precisely reflecting the value or meaning of a linguistic variable, there must be appropriate ways to produce change. Variables on a human word or sentence can be divided into numerous linguistic criteria, such as equally important, moderately important, strongly important, very strongly important, and extremely important (Figure 2). From these linguistic criteria, it can then be determined how specific fuzzy numbers, and their importance, correspond with a triangular fuzzy number (Table 1). For the purpose of the present study, the five criteria above (i.e., equally important, moderately important, strongly important, very strongly important, and extremely important) are used.

Figure 2: *Fuzzy membership function for linguistic values for attributes*

Table 1: *Definition and membership function of fuzzy number*

Fuzzy Number	Linguistic Variable	Triangular fuzzy number
$\tilde{9}$	Extremely important/preferred	(7,9,9)
$\tilde{7}$	Very strongly important/preferred	(5,7,9)
$\tilde{5}$	Strongly important/preferred	(3,5,7)
$\tilde{3}$	Moderately important/preferred	(1,3,5)
$\tilde{1}$	Equally important/preferred	(1,1,3)

Steps of FAHP Calculation

The four-step-procedure of this approach is given as follows:

Step 1: Compare the performance score

Assuming K experts, we precede to decision-making on P alternatives with n criteria.

Step 2: Construct fuzzy comparison matrix

We use a triangular fuzzy number to represent the meaning of questionnaires, and construct positive reciprocal matrixes.

Step 3: Examine consistency of fuzzy matrix $\tilde{A}_i$

Assume $A = [a_{ij}]$ is a positive reciprocal matrix and $\tilde{A} = [\tilde{a}_{ij}]$ is a fuzzy positive reciprocal matrix. If $A = [a_{ij}]$ is consistent, $\tilde{A} = [\tilde{a}_{ij}]$ will be consistent also.

Step 4: Calculate fuzzy evaluation of number $\tilde{r}_i$

$\tilde{r}_i = [\tilde{a}_{i1} \otimes \ldots \otimes \tilde{a}_{in}]^{1/n}$

Step 5: Calculate fuzzy weight $\tilde{W}_i$

$\tilde{w}_i = \tilde{r}_i \otimes (\tilde{r}_i \oplus \cdots \oplus \tilde{r}_m)^{-1}$

Step 6: Defuzzy

This study finds the best crisp value (or nonfuzzy value) in accordance with the Center of Area (COA or Center Index, CI), which was developed by Teng & Tzeng (1993), which means that we calculate clear weights to each index. The calculation method is as follows:

$BNP_i = [(UR_i - LR_i + (MR_i - LR_i)] / 3 + LR_i, \forall i$

Methodology

After summarizing from recent literature and interviewing relative experts for the purpose of this research, the study extracts 15 indices within four criteria which play a critical role in making a successful vision of Taiwanese businesses in China (Table 2). The study utilizes a sample of businesses owned by the Taiwanese in China; 165 questionnaires were sent and 144 were returned. The complete response rate was 87% (one questionnaire was discarded due to a statistical error).

Sixty-four percent of the respondents were male, 77% of the respondents were under 30 years old, and 23% were 31–35 years old. More than half (57%) of the respondents had an education level below a Bachelor's degree and 43% received a Bachelor's degree. Details of the demographic information are given in Table 3.

The rank of all indices is provided in Table 4. For the first evaluation, "Vision Perception" (0.670), it is better to construct a Taiwanese business's vision rather than

"Organizational Management" (0.330). The relative weights of the evaluation criteria in the second level are ranked as follows: "Leader's Vision" (0.563), "Organizational Culture" (0.274), "Member's Vision" (0.109), and "Organizational Structure" (0.053). The weights of the evaluation indices in the last level are as follows: "Leader philosophy" (0.274), "Leader Concept" (0.184), "Interactive Communication" (0.113), "Environmental Assumption of Leader" (0.077), "Personal Life Planning" (0.069), "Innovative Thinking" (0.051), "Leadership Style" (0.048), "Long Term-Oriented Thinking" (0.047), "Functional Organization" (0.034), "Vision Sharing" (0.023), "Organizational Commitment" (0.022), "Self-Cognition" (0.0160), "Motivate Planning" (0.0157), "Matrix Organization" (0.0145), and "Bureaucratic Organization" (0.011). The C.I. and C.R. value of the study both are less than 0.1.

Table 2: *Hierarchical Evaluation Structure of This Study*

Goal	Dimension	Evaluating Criteria	Evaluating Indices
Vision Analyze upon Taiwanese Businesses in China	Vision Perception	Leader's Vision	Leader philosophy
			Leader Concept
			Environmental Assumption Toward Leader
			Leadership Style
		Member's Vision	Personal Life Planning
			Organizational Commitment
			Self-Cognition
	Organizational Management	Organizational Culture	Interactive Communication
			Long Term-Oriented Thinking
			Innovative Thinking
			Vision Sharing
			Motivated Planning
		Organizational Structure	Learning Organization
			Matrix Organization
			Bureaucratic Organization

Table 3: *Hierarchical Evaluation Structure of This Study*

Variable	Item	Distribution	Percentage	Variable	Item	Distribution	%
1. Sexual	(1) Male	92	64	3. Educational Degree	(1) Under Bachelor	81	57
	(2) Female	51	36		(2) Bachelor	62	43
2. Age	(1) Under 30	110	77		(3) Master	0	
	(2) 31–35	33	23		(4) Doctor	0	
	(3) 36–40	0	0				
	(4) 41–45	0	0				
	(5) Above 46	0	0				

Table 4: *FAHP Result of This Study*

Goal	Dimension	Relative Weight	Evaluating Criteria	Relative Weight	Evaluating Indices	Overall Weight	Rank
Vision Analyze upon Taiwanese Businesses in China	Vision Perception	0.670	Leader's Vision	0.563	Leader Philosophy	0.274	1
					Leader Concept	0.184	2
					Environmental Assumption Toward Leader	0.077	4
					Leadership Style	0.048	7
			Member's Vision	0.109	Personal Life Planning	0.069	5
					Organizational Commitment	0.022	11
					Self- Cognition	0.160	12
	Organizational Management	0.330	Organizational Culture	0.274	Interactive Communication	0.113	3
					Long Term-Oriented Thinking	0.047	8
					Innovative Thinking	0.051	6
					Vision Sharing	0.023	10
					Motivated Planning	0.0157	13
			Organizational Structure	0.053	Functional Organization	0.034	9
					Matrix Organization	0.0145	14
					Bureaucratic Organization	0.011	15

Conclusion and Discussion

Research Findings

This study aims to develop visional indices for Taiwanese businesses invested in China. The sample of the study is managers and organizational members in China. The study found that vision perception is more crucial than organizational management, especially the leader's vision. After vision perception, organizational culture and member's vision are second and third in importance. Organizational structure is less important when compared to the above dimensions. Within the fifteen indices, the leader's philosophy, concept, and environmental assumptions toward the leader are the most crucial. Also, personal life planning is highly emphasized. Compared with organizational commitment and self-cognition, personal life planning is considered significantly important.

In accordance with the hierarchical evaluation structure of this study and the result, organizational vision ought to combine with leader's vision and member's vision. Therefore, interactive communication becomes critical. In communication

process, vision sharing is much more important. Organizational vision is a future-based shared direction. Thus, innovative thinking and long term-oriented thinking are also emphasized. As an organizational structure dimension, functional organization is more suited to develop organizational vision than the other two types of organizational structure.

This study also noted that the leader's philosophy, concept, and assumptions toward the future are the core values of Taiwanese business in China in developing an organizational vision. The leader should adopt vision-based interactive communication that is fully interactive with members. With a long term-oriented thinking culture and with vision sharing, an organization can acquire members' organizational commitment and self-motivation that come from self-concept. Finally, utilizing functional organization benefits the development of a successful shared vision.

Managerial Practice Recommendations and Future Research

In practice, leaders should think in-depth about their personal philosophy and beliefs. They should analyze the environment and make assumptions. Leaders need to create a personal vision about the future position of an organization through these processes. After that, leaders should adopt a vision-based leadership style and continuously communicate with members. The communication process needs to proceed under an open, long term-oriented, and innovative thinking situation. In addition to their personal vision, leaders need to consider members' visions. By going through such a vision-based communication process, both leaders and members share their views with each other and understand the importance of members' personal life planning. At the end of the process, leaders and members need to develop an overall shared vision together.

In academic research, most managers and members working in Taiwanese businesses in China were mainlanders. Although there are great differences in the economic systems, managerial style, and cultures of Taiwan and China, the findings of this study do have something in common with analysis in Taiwanese-based industries (Chen & Chen, 2007). Therefore, future research could discuss the similarities and differences of the two areas.

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