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## Organizational Culture in Taiwan in Trade and Commerce

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### ABSTRACT

*Taiwanese culture is unique and renowned for its complexities. To understand the repercussion of culture on Taiwanese management style, this study investigates the key 'dynamics' of culture in the Taiwan's trade and commerce sector. This study mainly examines how Taiwan's trade and commerce sector works currently. The study tries to understand all the cultural aspects kept in mind while working in an organization. Also understand, in what ways has Taiwan managed to set follow the old traditions, beliefs and practices even in today's world while working. While working has Taiwan adopted, accepted the path of western culture in to its work style.*

**Keywords:** *Taiwanese Culture, Complexities, Management Style, Dynamics, Cultural Aspects, Old Traditions, Western Culture.*

### INTRODUCTION

The concept of organizational culture defines the system of shared assumptions, values, and beliefs, which governs how people behave in organizations. The work style of what people believe in and follow while they work in an organization. The dynamics of organizational culture explains what people believe in and what they follow. It clearly explains their practices while they work and according to them what is right and what is wrong. So to get a clear understanding in what Taiwanese people still follow and what they have adopted in.

### STATEMENT OF PROBLEM

Lack of primary data collection, the study could not understand the employee behaviours and the impact of changing culture on the results. Due to lack of funding the primary research was not done properly, because which the study couldn't find out about various other aspects such as employee behaviour, company goals, expatriates cultural shock, sustenance of foreign company start-ups in Taiwan's trade and commerce sector.

Research questions which lead to this study:

- Are Taiwan employees still following their old traditions, beliefs and practice in their work style?
- Is Taiwan's management style influenced by the western culture?
- Do the Taiwan's employee resist in adopting the western culture of working?
- Is it easy for people looking forward to start a business or an expatriate to work in the complex organizational culture and adopt their working style?

### NEED OF THE STUDY

It is crucial to understand the dynamics of the working environment, and the organizational culture to help the organizations and employees sustain and reach their goals. It helps expatriates to know the work culture before joining the host-country. It is required to understand how the organizations work, what they follow, and if the western culture is adopted, adopted to what extent. People looking for scope in Taiwan for business will get a clear picture about the working style before entering the market.

## **IMPORTANCE OF THE STUDY**

It is important to study on the organizational culture of the current trade and commerce sector in Taiwan. To help out the organizations and employees understand the difference in their working style, what have they adopted from the western culture, what they still follow (their old traditions, beliefs), how does it effect in good results for the company. And also how does one cope up with the Taiwan's organizational culture to sustain.

## **OBJECTIVES**

The objective of the entire research is to understand the organizational culture of trade and commerce in Taiwan. Also to understand how the western culture has an impact on the work culture in Taiwan and if it has adopted their work style or not.

At the same time several hypothesis to find out whether there is a significant effect of other factors such as old traditions and beliefs on today's working style of Taiwan's trade and commerce companies.

## **METHODOLOGY**

Data will be obtained from various published and unpublished data with authentic reliability and adequacy of the data.

- Publications of Government
- Technical and Trade Journals
- Reports of various businesses, banks, etc.
- Public records
- Statistical or Historical Documents

## **LITERATURE REVIEW**

### **(Mulder, 1994)**

Taiwan's believe in many influential concepts such as 'Jong Tum Dee Ta Ya Den Ja Pen Pai' which means that do the best thing but do not stand out because it will bring harm to you. This believe of doing the right thing as per the group's standard and requirement is perfect. But people can't see anyone more outstanding than themselves. Being outstanding from the group can bring disappointment and bad reputation to you because you can be seen as a problem/ threat for the leader as well as the group. Also, the positive effect is that the relationships between the employees, between employees and heads/leaders is built out of sincerity, personal motivations based on goodness or usefulness which is known as 'Boon Koon' and obligation on the need for safety, security and affiliation. Also the more immense and strong the motivations are the stronger the relations will be. This create stable relationships among the people working in the organization.

### **(Thanasankit & Corbitt, 2000)**

Leaders in Taiwanese organizations will have to press the position to make sure others don't feel repressed in loathsome. People in the organization don't consider Taiwanese leaders to be a colleague but more like a controller. In Taiwan it is commonly referred as 'superior-inferior' concept. It is more like the leader will have to more friendly and polite. They will then be able to work out things and that is when the subordinates and others may appreciate and accept the work.

### **(Hofstede, 2001)**

Taiwan's working class people have low level of individualism and tend to be one of the highest in being collectivistic society. Everyone in the group take care of each other. Also take responsibility of their fellow mates. They have strong believes in being loyal to the organization and especially the group they work in. They believe in 'TEAM' together we can achieve more.

### **(Corbitt, 2002)**

Giving respect and not disturbing others are core values of Taiwanese employees in trade and commerce sector which referred as 'Greng Jai' in Taiwan. People in Taiwan don't really want to be rude and don't really question back and confront. But according to me this concept can result in negativity. It is very important to at least minimize this concept. In recent times Taiwan leaders have started being more caring and have started to take feedback from their leaders. In order to understand, improvise their performance.

### **(Boatman, Wellinis & Chuensukswadi, 2011)**

The organizational culture in Taiwan is more about "working together" and understanding each other for better results so that there are less conflicts among the people working in the organization. The Employees in Taiwan work hard but also have a gratitude towards their heads, leaders. Also it is two way as the managers and supervisors also respect and take in the point of their subordinates. This indicates that people work on networking and building good relationships and not just be self-centric. Organizations works keeping in mind the global values of creativity, empathy and need for achievement. Even though, Taiwan's working people consider themselves as being less creative than other global leaders, but they also accept the fact about the need for nurturing creativity and innovation in the workplace.

**(Gollan,Lewin & Marchington , 2011)**

It is observed that Taiwan companies plays significance much on creativity and innovation in workplace regardless of the sector of the industry. Many organizations have placed utmost importance for budget gaps from innovation to original promotion of the company on the global market. Organizations in Taiwan focussed on improving company spirit by more and more involvement of the people working in the company. This helps in getting better results as well as satisfied employees as the employees feel that they are also an important part of the organization and are also held responsible for the company results.

**(Liefoghe, 2012)**

I feel that the organization culture of Taiwanese employees is similar to that of other global organizations functioning but with few extra dimensions. Taiwanese employees have an in built characteristic and believe in their old traditions in order to have a mix of both western culture as well as the important Taiwanese values of working. They believe in helping and building up strong relations .their old traditions of working have a significant impact on the acceptance in the society also somewhat helps them in sustaining by getting preference over their work style. After so many years of development and growth Taiwanese organizations still follow their traditions and value it. "BUNKHUN" one of the tradition still being noticed in the Taiwan employees, which means taking care of theirs especially building up a strong relation among the employees and leaders. They carry kindness and sincerity when the work together. Also even though one gives a favour to another, they don't not expect anything in return which is associated as "NAMJAI".

This pattern of maintaining good relationship is still witnessed and is good that the Taiwanese people value, respect and follow their old traditions even today.

**(Romanow & Brussel, 2012)**

In my point of view women are always supposed to be given equal importance as men. Today, with increasing development Women are highly praised, encouraged in Taiwanese work culture. There are plenty of organizations managed and headed up by women.it is believed that women when placed in a workplace they show characteristics of being empathetic and caring, which helps in with resolving organizational issues. Also the studies shows Taiwanese women in Taiwan are usually brought in power when organizations are in crisis because of their empathetic and caring nature.

**(Vathansri, 2014)**

Taiwanese people believe in maintaining peace and harmony in the organization. They usually like having fun. Basically having a friendly, happy environment in their workplace. They don't really like quarrels and conflicts among the members/employees of the company. They believe by having a pleasant environment in the workplace they can get better results and it becomes easy to motivate. Even if a person in the company does a mistake, it is made sure that he/she is not embarrassed in front of everyone but is cleverly and calmly dealt with. This make the team work more effectively and efficiently. This concept of maintaining positive, conflict-less environment in Taiwan is called 'Sanook' which is also referred to smiles.

**Research gap**

The topic which is missing and has insufficient information limits the ability to reach conclusion is that the behaviour of employees when they have to adapt to the cultural changes and practices. Also external factors which have an impact on the organizational culture and work style. Insufficient information about how the expatriates feel when they join to work with the Taiwan's employees and what are the problems they face.

**OUTPUT AND ITS IMPLICATIONS**

The output of the study is to offer better understanding to all the corporate sector in trade and commerce about the organizational culture and working style. Also to portray the negative, positive effect old traditions and beliefs which are followed. The research also acts as a facilitator to advice and educate the organizations and the employees to get insights into the organizational culture and work style.

**SCOPE OF FURTHER STUDY**

Insight in to cultural barriers, cross-cultural exchange and discrimination based on people looking forward for opportunities in Trade and commerce sector. Also for the expatriates coming for operations. By conducting primary research in Taiwan will increase the cope for understanding the behaviours of the employees and their effect on the results.

## CONCLUSION

It is a vital instrument for companies, employees, higher officials, expatriates and for people looking forward for opportunities in trade and commerce sector to understand how the organizations work in trade and commerce sector. Taiwan has managed to follow their old beliefs and practices while working as well has adopted the western culture of working. Also the study reveals the true picture of organizational dynamics and cultural dimension in Taiwan's trade and commerce sector.

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