

# Chapter 10

## Discussion and Research Innovation and Management Enlightenment

### ABSTRACT

*This section would conclude the main finding, management enlightenment, theoretical and practical contributions of the study and limitation of this research. This research developed and tested a model of collaboration and provides profound analysis of the inter-organizational collaboration and its influencing factors from trust, organizational capacities and e-business diffusion. This research pointed out that trust facilitates collaboration and results in a high business performance, e-business diffusion has no significant effect on the output of collaboration and it should be accompanied with a high level of organizational capacities. Enhanced collaboration network or e-collaboration network is a valuable perspective for electrical industry and also for other globalized industries.*

### INTRODUCTION

Basing on the above literature review, pilot study, research model test and statistical analysis, this research conducted hypotheses and mediation tests for the relationship of the inter-organizational collaboration and business performance, and discussed the facilitating roles from trust, organizational capacity and e-business

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diffusion from the globalization and e-business management view. A conceptual model was established for the collaboration research linked to the overall business performance via adopting e-business. Surprisingly, there are few empirical studies that include attributes of trust and organizational capacities as antecedents of collaboration success. This chapter give a conclusion of the book and give suggestions for management enlightenment,

As the two antecedents of collaboration exist, this theoretical perceptive supports the re-examination of trust and organizational capacities as antecedents to collaboration. Trust and organizational capacities are identified as the key **drivers** to the successful outcome of collaboration and e-business adoption as rationalized in the literature review and their structural relationships in the proposed model was tested accordingly.

Another new tendency business practice is the considering of e-business adoption. The industry cluster development strategy in Wenzhou highlighted innovation in the 'export-orientated' developing model, particularly for the blooming e-business innovation. The research in Wenzhou electrical industry would be a representative example for the study of other industries which tend to adopt Internet and e-business in enhancing the performance of collaboration.

## **MAIN FINDINGS OF THE RESEARCH**

The research was conducted to answer the main research question regarding the relationship between inter-organizational collaboration and performance of the organisations. Determining the effect of collaboration on business performance answered the research question of how and to what extent inter-organizational collaboration affects business performance. The derived three sub-questions from the main research questions assisted the analysis and investigation.

The first question aimed to explore the effect of trust. The research indicated that Wenzhou electrical organizations are moving towards achieving positive business performance via mutual-trusted collaboration. This research indicates that trust is an initiating factor for collaboration advancement, but not all organizations seem to regard it as significant for business performance in the Wenzhou electrical industry in China. This situation is not surprising. Only the organizations facilitate trust to support collaboration, and trust is shown to be a statistically significant influence in business performance improvement in this industry context.

The second question concerned the link of organizational capacities and the implementation of collaboration performances. The research clearly suggests organizational capacities are accepted as part of collaboration practice. In moving

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