

**CRITICAL ANTECEDENTS OF INTERNATIONAL JOINT VENTURES
PERFORMANCE IN INDIA: THE MEDIATING ROLE OF AMBIDEXTERITY AND
MODERATING ROLE OF ENVIRONMENTAL DYNAMISM**

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Indian Institute of Technology Delhi
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**CRITICAL ANTECEDENTS OF INTERNATIONAL JOINT
VENTURES PERFORMANCE IN INDIA: THE MEDIATING
ROLE OF AMBIDEXTERITY AND MODERATING ROLE OF
ENVIRONMENTAL DYNAMISM**

by

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Submitted

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CERTIFICATE

This is to certify that the thesis entitled “**Critical Antecedents of International Joint Ventures Performance in India: The Mediating role of Ambidexterity and Moderating role of Environmental Dynamism**” being submitted by **Ms Ishita Batra**, to the Indian Institute of Technology Delhi for the award of the degree of **Doctor of Philosophy**, is a record of bona fide original research work carried out by her. She has worked under my guidance and supervision, and has fulfilled the requirements for the submission of the thesis, which has attained standard requirement for a Ph.D. degree of the Institute. The results presented in this thesis have not been submitted elsewhere for the award of any degree or diploma.

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ABSTRACT

International joint ventures (IJVs) are a common and effective strategy to expand a company's geographic reach. However, poor performance has been a significant concern in the IJV literature. Although a few studies have examined IJV performance in India, literature is scant on its antecedents. This work aims to conceptualize and examine the antecedents of IJV performance in India by accomplishing five objectives. First, via an extensive review of the literature using meta-analysis, we identify eighteen antecedents of IJV performance: Board of Directors (BOD) effectiveness, competitive overlap, local partners, trust, cooperation, research and development (R&D) intensity, cultural distance, operational experience, commitment, administrative distance, size asymmetry, control, goal incongruency, technology transfer, flexibility, resource interdependency, adequate capital, and economic distance. The meta-analysis reveals the antecedents exhibiting homogenous effect size on IJV performance, namely, administrative distance, R&D intensity, trust, goal incongruency, BOD effectiveness, technology transfer, cultural distance, flexibility, economic distance, competitive overlap, adequate capital, and resource interdependency. Second, the impact of the antecedents of IJV performance in India showing homogenous effect size is tested using structural equation modeling. The findings suggest that trust, resource interdependency, competitive overlap, goal incongruency, cultural distance, administrative distance, technology transfer, R&D intensity, BOD effectiveness, and flexibility have a significant relationship with IJV performance in India. This thesis studies the role of ambidexterity as a mediator between the identified antecedents and IJV performance and confirms the partial mediation of ambidexterity in the relationship between trust, resource interdependency, goal incongruency, cultural distance, administrative distance, technology transfer, flexibility, BOD effectiveness, and R&D intensity and IJV performance. However, no mediation effect of ambidexterity is found between economic distance, competitive overlap, and administrative distance and IJV performance. Additionally, we study the impact of environmental dynamism as a moderating variable in the

relationship between ambidexterity and IJV performance. Finally, we develop a modified total interpretive structural model to determine the hierarchy of antecedents in the relationship with IJV performance. The analysis of the case study illustrates the impact of all significant antecedents in the tested model.

This thesis extends the existing literature on the antecedents of IJV performance in India, strengthening the evidence supporting the resource-based view and dynamic capability theory in the IJV performance literature. Additionally, the implications for practitioners, policymakers, and academicians are discussed.

सार

अंतर्राष्ट्रीय संयुक्त उद्यम (आईजेवी) कंपनी की भौगोलिक पहुंच का विस्तार करने के लिए एक सामान्य और प्रभावी रणनीति है। हालांकि, आईजेवी साहित्य में खराब प्रदर्शन एक महत्वपूर्ण चिंता का विषय रहा है। हालांकि कुछ अध्ययनों ने भारत में आईजेवी के प्रदर्शन की जांच की है, लेकिन साहित्य अपने पूर्ववृत्त पर बहुत कम है। यह थीसिस पांच उद्देश्यों को पूरा करके भारत में आईजेवी प्रदर्शन के पूर्ववृत्त की अवधारणा और जांच करने का कार्य करती है। सबसे पहले, मेटा-विश्लेषण का उपयोग करते हुए साहित्य की व्यापक समीक्षा के माध्यम से, हम आईजेवी प्रदर्शन के उन्नीस पूर्ववृत्तों की पहचान करते हैं: निदेशक मंडल (बीओडी) प्रभावशीलता, प्रतिस्पर्धी ओवरलैप, स्थानीय भागीदार, विश्वास, सहयोग, अनुसंधान और विकास (आर एंड डी) तीव्रता, सांस्कृतिक दूरी, परिचालन अनुभव, प्रतिबद्धता, प्रशासनिक दूरी, आकार विषमता, नियंत्रण, लक्ष्य असंगति, प्रौद्योगिकी हस्तांतरण, लचीलापन, संसाधन अन्योन्याश्रितता, पर्याप्त पूंजी, इक्विटी स्वामित्व और आर्थिक दूरी। मेटा-विश्लेषण से आईजेवी प्रदर्शन पर समरूप प्रभाव आकार प्रदर्शित करने वाले पूर्ववृत्त का पता चलता है, अर्थात्, प्रशासनिक दूरी, विश्वास, लक्ष्य असंगति, बीओडी प्रभावशीलता, प्रौद्योगिकी हस्तांतरण, सांस्कृतिक दूरी, लचीलापन, आर्थिक दूरी, प्रतिस्पर्धी ओवरलैप, आर एंड डी तीव्रता, पर्याप्त पूंजी और संसाधन अन्योन्याश्रितता। दूसरा, भारत में IJV प्रदर्शन के पूर्ववृत्त के प्रभाव का समरूप प्रभाव आकार दिखाते हुए संरचनात्मक समीकरण मॉडलिंग का उपयोग करके परीक्षण किया जाता है। परिणाम बताते हैं कि विश्वास, संसाधन अन्योन्याश्रयता, प्रतिस्पर्धी ओवरलैप, लक्ष्य असंगति, सांस्कृतिक दूरी, प्रशासनिक दूरी, प्रौद्योगिकी हस्तांतरण, लचीलापन, बीओडी प्रभावशीलता, और आर एंड डी तीव्रता का भारत में आईजेवी प्रदर्शन के साथ एक महत्वपूर्ण संबंध है। यह थीसिस पहचाने गए पूर्ववृत्त और IJV प्रदर्शन के बीच मध्यस्थ के रूप में अस्पष्टता की भूमिका का अध्ययन करती है और विश्वास, संसाधन अन्योन्याश्रयता, लक्ष्य असंगति, सांस्कृतिक दूरी, प्रशासनिक दूरी, प्रौद्योगिकी हस्तांतरण, लचीलापन, BOD प्रभावशीलता के बीच संबंधों में अस्पष्टता की आंशिक मध्यस्थता की पुष्टि करती है। और आर एंड डी तीव्रता और आईजेवी प्रदर्शन।

हालांकि, आर्थिक दूरी, प्रतिस्पर्धी ओवरलैप, प्रशासनिक दूरी और IJV प्रदर्शन के बीच अस्पष्टता का कोई मध्यस्थता प्रभाव नहीं पाया जाता है। इसके अतिरिक्त, हम अस्पष्टता और IJV प्रदर्शन के बीच संबंधों में एक मध्यम चर के रूप में पर्यावरणीय गतिशीलता के प्रभाव का अध्ययन करते हैं। अंत में, हम IJV प्रदर्शन के साथ संबंध में पूर्ववृत्त के पदानुक्रम को निर्धारित करने के लिए एक संशोधित कुल व्याख्यात्मक संरचनात्मक मॉडल विकसित करते हैं। केस स्टडी का विश्लेषण परीक्षण किए गए मॉडल में सभी महत्वपूर्ण पूर्ववृत्तों के प्रभाव की पुष्टि करता है।

यह थीसिस भारत में आईजेवी प्रदर्शन के पूर्ववृत्त पर मौजूदा साहित्य का विस्तार करती है, आईजेवी प्रदर्शन साहित्य में संसाधन-आधारित दृष्टिकोण और गतिशील क्षमता सिद्धांत का समर्थन करने वाले साक्ष्य को मजबूत करती है। इसके अतिरिक्त, चिकित्सकों, नीति निर्माताओं और शिक्षाविदों के प्रभावों पर चर्चा की जाती है।

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LIST OF ABBREVIATIONS

Abbreviations	Definitions
IJVs	International Joint Ventures
TCE	Transaction Cost Economies
RBV	Resource Based View
R&D	Research and Development
BOD	Board of Directors
M-TISM	Modified Total Interpretive Structural Modeling
SEM	Structural Equation Modeling
SD	Standard Deviation
SE	Standard Error
TC	Total Citations
TP	Total Publications
VIF	Variance Inflation Factor
WoS	Web of Science
CI	Confidence Interval