

INTER-FIRM DYNAMICS OF JV PARTNER,
STRATEGIC FLEXIBILITY AND
COMPETITIVENESS OF JOINT VENTURE

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INTER-FIRM DYNAMICS OF JV PARTNER, STRATEGIC FLEXIBILITY AND COMPETITIVENESS OF JOINT VENTURE

by

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in fulfillment of the requirements of the degree of Doctor of Philosophy

to the



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Dedicated to my Late Father

CERTIFICATE

This is to certify that the thesis entitled “**Inter-Firm Dynamics of JV Partner, Strategic Flexibility and Competitiveness of Joint Venture**” being submitted by **Ms. Nisha**, 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

In response to call for a post formation of joint venture research, present thesis explored the relatedness of inter-partner dynamics variables (mutual trust, collaborative communication, partner fit, power symmetry, organizational learning and absorptive capacity) with joint venture competitiveness. In addition to examine the direct relationship between inter-partner dynamics variables and joint venture competitiveness, a motivational mechanism (mediating effect) of strategic flexibility on said relationship was also studied. Since, this research is one among few novel scholarly efforts which aimed at examining and understating joint venture competitiveness phenomenon post formation of joint venture, an effort was also put to develop the hierarchy and strength of inter-partner dynamics variables in relation to joint venture competitiveness.

Initially relevant literature on joint venture competitiveness was reviewed to identify the research gaps particular, consequently research question and research objectives were framed to address the identified research gaps.

In order to accomplish the study objectives, a mixed method approach was followed i.e. survey questionnaire based research was employed to assess the relationship of inter-partner dynamics variables (mutual trust, collaborative communication, partner fit, power symmetry, organizational learning and absorptive capacity) and joint venture competitiveness and to assess the mediating effect of strategic flexibility on this relationship; and, Fuzzy TISM based research was conducted to ascertain the hierarchy and strength of the relationship between inter-partner dynamics variables, strategic flexibility and joint venture competitiveness.

For survey research, a self-report survey questionnaire consisting of fifty-six questions was used to collect the data from senior level executive of joint venture functioning in India. The collected data was first checked for fulfilment of assumptions of multivariate analysis. Thereafter, descriptive (mean and standard deviation) and inferential statistics (hierarchical

regression and path analysis) was calculated. Multiple hierarchical regression analysis was employed using SPSS to assess the direct relationships and path analysis in structural equation modelling employed using AMOS for testing mediation.

For Fuzzy TISM, data was collected from experts using a ten-point scale and the collected data was processed using steps of Fuzzy TISM methodology. Results of Fuzzy TISM identified the hierarchy and strength of inter-partner dynamics variables in relation to joint venture competitiveness.

Results of analysis reported in chapter four have supported hypotheses 1, 2a, 2b, 2c, 3a, 3b, 3c, 4a, 4b, 4c, 6a, 6b, 6c, 7a, 7b, and 7c, where hypotheses 5a, 5b and 5c were not supported. Study findings are discussed in relation to the previous researches. Findings of this study made several contributions to the JV and competitiveness literature. Specifically, this study adds in to the JV competitiveness literature from inter-partner based dynamic perspective. This study also offers implications for policy makers, practitioners and managers. For example, findings of this study may help in designing strategies for achieving sustainable competitiveness. Finally, scope of future research is also discussed.

Key words: Absorptive Capacity, Dynamic Capability View, Inter-partner Dynamics, Joint Venture Competitiveness, Mutual Trust, Organizational Learning, Partner Fit, Power Symmetry, Resource Based View, Strategic Flexibility, Collaborative Communication.

जेवी शोध के एक पोस्ट गठन के लिए कॉल के जवाब में, वर्तमान शोध ने जेवी प्रतिस्पर्धात्मकता के साथ अंतर-साथी गतिशीलता चर (पारस्परिक विश्वास, सहयोगी संचार, साथी फिट, शक्ति समरूपता, संगठनात्मक शिक्षा और अवशोषक क्षमता) की संबंधितता की खोज की। अंतर-साथी गतिशीलता चर और संयुक्त उद्यम प्रतिस्पर्धात्मकता के बीच सीधा संबंधों की जांच के अलावा, इस संबंध में रणनीतिक लचीलापन के एक प्रेरक तंत्र (मध्यस्थ प्रभाव) का भी अध्ययन किया गया।

चूंकि, यह शोध कुछ प्रारंभिक विद्वानों के प्रयासों में से एक है जिसका लक्ष्य संयुक्त उद्यम प्रतिस्पर्धात्मकता की जांच और संक्षेप में जेवी के गठन के लिए किया गया है, जेवी प्रतिस्पर्धात्मकता के संबंध में पदानुक्रम और अंतर-साथी गतिशीलता चर की शक्ति को विकसित करने के लिए भी प्रयास किया जाता है।

संयुक्त उद्यम प्रतिस्पर्धात्मकता में प्रारंभिक प्रासंगिक साहित्य की समीक्षा विशेष रूप से अनुसंधान अंतराल की पहचान के लिए की गई है, जिसके परिणामस्वरूप अनुसंधान प्रश्न और शोध उद्देश्यों को पहचान किए गए शोध अंतराल को संबोधित करने के लिए तैयार किया गया है।

अंतर-साथी गतिशीलता चर (पारस्परिक विश्वास, सहयोगी संचार, साझेदार फिट, शक्ति समरूपता, संगठनात्मक शिक्षा और अवशोषक क्षमता के संबंधों का आकलन करने के लिए नियोजित किया गया था।) और संयुक्त उद्यम प्रतिस्पर्धात्मकता और इस संबंध पर सामरिक लचीलापन के मध्यस्थ प्रभाव का आकलन करने के लिए एक मिश्रित विधि दृष्टिकोण का पालन किया गया है। अंतर-साथी गतिशीलता चर, रणनीतिक लचीलापन और संयुक्त उद्यम प्रतिस्पर्धात्मकता के बीच संबंधों के पदानुक्रम और ताकत का पता लगाने के लिए फजी टीआईएसएम आधारित शोध आयोजित किया गया था।

सर्वेक्षण अनुसंधान के लिए, भारत में संयुक्त उद्यम कार्य के वरिष्ठ स्तर के कार्यकारी से डेटा एकत्र करने के लिए पचास प्रश्नों वाले एक आत्म-रिपोर्ट सर्वेक्षण प्रश्नावली का उपयोग किया गया था। बहुविकल्पीय विश्लेषण की धारणाओं की पूर्ति के लिए एकत्रित डेटा की आंशिक रूप से जांच की गई है। उसके बाद, वर्णनात्मक (माध्य और मानक विचलन) और आकस्मिक आंकड़े (पदानुक्रमिक प्रतिगमन और पथ विश्लेषण) की गणना की गई है। मध्यस्थता परीक्षण के लिए एएमओएस का उपयोग करके नियोजित संरचनात्मक समीकरण मॉडलिंग में प्रत्यक्ष संबंधों और पथ विश्लेषण का आकलन करने के लिए एसपीएसएस का उपयोग करके एकाधिक पदानुक्रमिक प्रतिगमन विश्लेषण को नियोजित किया गया।

फजी टीआईएसएम के लिए, दस-बिंदु पैमाने का उपयोग कर विशेषज्ञों से डेटा एकत्र किया गया था और संग्रहित डेटा को फ़ज़ी टीआईएसएम पद्धति के चरणों का उपयोग करके संसाधित किया गया। फजी टीआईएसएम के परिणामों ने संयुक्त उद्यम प्रतिस्पर्धात्मकता के संबंध में पदानुक्रम और अंतर-साथी गतिशीलता चर की ताकत की पहचान की।

अध्याय चार में रिपोर्ट किए गए विश्लेषण के परिणामों ने परिकल्पना 1, 2 ए, 2 बी, 2 सी, 3 ए, 3 बी, 3 सी, 4 ए, 4 बी, 4 सी, 6 ए, 6 बी, 6 सी, 7 ए, 7 बी, और 7 सी का समर्थन किया है, जहां परिकल्पना 5 ए, 5 बी और 5 सी समर्थित नहीं थे। पिछले शोधों के संबंध में अध्ययन निष्कर्षों पर चर्चा की गई है। इस अध्ययन के निष्कर्षों ने संयुक्त उद्यम और प्रतिस्पर्धात्मकता साहित्य में कई योगदान किए हैं।

विशेष रूप से, यह अध्ययन इंटर-पार्टनर आधारित गतिशील परिप्रेक्ष्य से जेवी प्रतिस्पर्धात्मकता साहित्य में जोड़ता है। यह अध्ययन नीति निर्माताओं और प्रबंधकों के लिए प्रभाव भी प्रदान करता है। उदाहरण के लिए, इस अध्ययन के निष्कर्ष टिकाऊ प्रतिस्पर्धात्मकता प्राप्त करने के लिए रणनीतियों को डिजाइन करने में मदद कर सकते हैं।

अंत में, भविष्य के शोध के दायरे पर भी चर्चा की गई है।

मुख्य शब्द: अव्यवस्थित क्षमता, गतिशील क्षमता दृश्य, इंटर-पार्टनर डायनेमिक्स, संयुक्त उद्यम प्रतिस्पर्धात्मकता, म्यूचुअल ट्रस्ट, संगठनात्मक लर्निंग, पार्टनर फिट, पावर समरूपता, संसाधन आधारित दृश्य, सामरिक लचीलापन, सहयोगी संचार।

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LIST OF ACRONYMS

JV	Joint Venture
RBV	Resource Based View
SPSS	Statistical package for social sciences
SF	Strategic Flexibility
TISM	Total Interpretive Structural Modelling
VRIN	Valuable, Rare, Non-imitable and non-substitutable