

THEORETICAL FRAMEWORK ON ANTECEDENTS OF KNOWLEDGE ACQUISITION AND INNOVATIVENESS IN INTERNATIONAL JOINT VENTURE

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Abstract: *As the international joint ventures is key vehicle for local firms to access foreign firms' capabilities and knowledge that is pivotal to increase the performance, studies on parallel in last two decades have risen and flourished. However, the fact that the strategic importance of knowledge acquisition for IJV has attracted huge scholarly attention does not mean all enquiries on this topic have been answered. This research, based on an extensive review of literature on IJV' knowledge acquisition suggests a two-process conceptual model where the influence of management practices and formal mechanisms on knowledge acquisition, which in turn lead to IJV 'innovativeness. Furthermore, the paper has demonstrated a proposed methodology, and ended by providing limitation and directions for future studies.*

Keywords: *IJV' knowledge acquisition, management practices, formal mechanisms, IJV' innovativeness*

2018 JGBSE

1. INTRODUCTION

The transition through open of previously closed economic system in developing countries has pressured emerging market firms to learn new skills and approaches to doing business and obtain technological, managerial, and marketing capabilities to be able to meet customers' requirements and to compete in market-based economic conditions (Tsang, Nguyen, & Erramilli, 2004), as a result, the speed way to learning through forming Joint Ventures (JVs)

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with foreign partner from more advanced countries has become one of the vehicle (Luo & Tung, 2007). Thus, local companies were inspired to form the JVs with foreign partner to acquire such knowledge and skills (Anh, Baughn, Hang, & Neupert, 2006; Tsang, Nguyen, & Erramilli, 2004).

However, the potential of learning from foreign partners may not be comprehended due to the complications, conflicts, and risks that appear during and after forming the collaboration. As they reveal that an average of two in five IJVs is perpetual strugglers or outright failures (Beamish & Delios, 1997).in this line, from the report of global innovation index 2017 in Algeria (table 1.1), it demonstrates that knowledge & technology outputs is very low, where the rank of knowledge & technology outputs is 107 out of 127 with value (hard data) of 14.4 %. Thus, although this report indication about knowledge and innovation as macro, however, it can be reflected on the companies too which a call for conducting research on this matter and must be done. In this line, the current study proposes a research on the context on IJV. Hence, understanding what are potential factors determining the IJV’s knowledge acquisition would allow leader to design programs that can effectively enhance its successful, and to develop strategic competencies in order to improve their innovativeness.

Table 1.1 Knowledge & technology outputs in Algeria in 2018

No	Label	Score 0–100 or value (hard data)	Rank Out of 127
1.0	Knowledge & technology outputs	14.4	107

Source: The Global Innovation Index 2017

This paper unlike with other studies that look from the local partner perspective (Ado, Su, & Wanjiru, 2017; Evangelista, 2009; Mihailova, 2015) or foreign partner perspective (Farrell, Oczkowski, & Kharabsheh, 2011; Park, Giroud, Mirza, & Whitelock, 2008; Tsang, 2002). The perspective of this study is the knowledge acquisition of IJV from foreign partner. An explanation by Thi Thuc Anh, (2017), they argue that most of previous studies in this perspective were mostly focusing on the factor of knowledge acquisition in terms of absorptive capacity, social capital factors or integrate both. However, based on findings from a critical literature review (Meier, 2011) and a number of empirical studies on knowledge transfer in different contexts, the current study suggest that management practices (e.g. management commitment) (Evangelista, 2009; Nguyen & Aoyama, 2015) and formal mechanisms (e.g. contract and control) (Liu, Li, Shi, & Liu, 2017; Q. Zhang & Zhou, 2013) as important indicators of knowledge acquisition. These set of factors were not being integrated together which leaves a gap in the literature. Consequently, a full picture of IJV knowledge acquisition in light of possible effects of all independent variables cannot be seen.

From the other side, the knowledge-based view emphasizes on IJVs as channels through which firms gain organizational knowledge embedded in parent companies. Despite these developments, on IJVs’ knowledge acquisition literature there still exists a critical gap in which this research needs to address. With very few exception (e.g.(Idris & Seng Tey, 2011). some vital issues remain unanswered. There has been limited empirical investigation undertaken to understand whether the transferred resources and knowledge from foreign partners have contributed and enhanced the innovativeness of these IJVs. Therefore, empirical study is

critically needed for evaluating the direct outcome as a representation of the effectiveness of knowledge from foreign partner.

Through proposing a comprehensive two-process model of IJV knowledge acquisition from foreign partner, this research aims to fill the identified gaps by analyzing whether or not management practices (management commitment) and formal mechanisms (contract and control) are lined to knowledge acquisition, which in turn lead to IJV' innovativeness. Another motivation to conduct this study is that most of previous studies in transitional and developing economics where in Vietnam (e.g. Thi Thuc Anh, 2017), Hungary, (e.g. Lyles & Salk, 1996). However, there is lack of studies conducted in Algeria. Therefore, it is strongly recommended to undertake this study to give a spot light from Algerian perspective. Therefore, we suggest and invite for further empirical investigation by the researchers for a significant contribution in the field of knowledge acquisition in IJVs. Additionally, the results of the research will play a healthy role for policy makers to outline some of key aspects of IJV' knowledge acquisition. The study findings might be also helpful to the anxious researchers, independent organizations, consultants, and practitioners that could play a critically substantial role in accomplishing the greatest levels of innovativeness and performance by comprehension of the drivers of knowledge acquisition.

The objectives of the study to be addressed are as following: 1) management commitment has positive effect on knowledge acquisition, 2) contract has positive effect on knowledge acquisition, 3) control has positive effect on knowledge acquisition, and 4) knowledge acquisition has positive effect on IJV' innovativeness. Hence, this study suggests a conceptual framework that can be empirically examined in future studies. This paper is planned as follows. It starts with the introduction that includes the background of the study and important statistics. After introduction is viewed, the problem statement is clarified the theoretical and practical issues of the study, then the plan of the paper is displayed. The next step is the literature review, where literature of all variables and proposed conceptual framework are demonstrated. The next part is the methodology, where in this section the authors explain how this paper is detected from the library and trusted sources, furthermore, it shows the perspective and the limitation of this paper. At the end, the paper devoted the last section to the conclusion.

2. REVIEW OF THE LITERATURE

2.1 Knowledge Acquisition

From the knowledge based view theory, knowledge is inherently difficult to imitate and socially complex, thus facilitating strategic differentiation and superior outcome (Grant, 1996; Narteh, 2008). As current study concern about the knowledge in international joint venture. Knowledge acquisition can be defined as 'the procedure by which knowledge is attained'(Huber, 1991) p. 90). In this study, in line with Nguyen & Aoyama, (2015) we define the knowledge acquisition as the new foreign partner' knowledge that acquired, absorbed, and applied to create the same production and management execution conditions that originating economic entities have. In their studies, researchers demonstrated that the acquisition of knowledge in IJV is a results of two main processes, namely, individual acquire the knowledge through their abilities to interact and absorb with function, resources, technologies, and persons within a specific setting (Bourdieu, 1990; Tsoukas, 1996). Moreover, organizations (IJV) offer the context for persons to gain knowledge though its relationship with foreign partner.

Therefore, the knowledge acquisition will become the IJV's knowledge through the organizational knowledge creation process (Anh, Baughn, Hang, & Neupert, 2006).

Gaining the knowledge takes place in an IJV when the IJV acquires its foreign parent(s)' new information, procedures it and, modifies or changes its behavior in order to have superior services, products, or other results (THI THUC ANH, 2017). After gaining the required knowledge, new abilities will be developed by of the IJV to encounter the alterations in the environment and to develop the efficiency of the firm (Chrysostome et al., 2013). While the knowledge based view (KBV) has oriented the focus of the research to the capacity of company to generate, transmission and apply knowledge, thereby providing an substitute clarification for their presence (Teece, 1998). Recently, the assets of knowledge managements has the importance at least as much as with the management of physical assets (Lane & Lubatkin, 1998). There are two streams of research that categorize the method on how the companies manage the process of knowledge in alliances (e.g. IJVs). As explained by (Reid, Bussiere, & Greenaway, 2001) that first stream concentrates of the structure of governance that is created upon throughout establishment stage of an alliance relationship. While the second stream is to the specific tools that companies utilize to govern knowledge processes (Dyer & Singh, 1998). while knowledge management practices has defined by(Gray, 2001) as the tools that companies utilize purposely to effect knowledge management consequences. The alliance governance form describes the organizational setting in which knowledge-related procedures occur (Kogut, 1988). Although the importance of these two stream, authors in their study reported that there is limited of empirical researches and it is still a little known about how different knowledge management practices and governance forms are orchestrated to manage the knowledge (Meier, 2011). Therefore, it is so crucial to undertake these two factors to understand their effect on knowledge acquisition in IJV.

2.2 Management Practices

(Inkinen & Inkinen, 2016) agree that management practice is one of significant indicators to knowledge processes and firm performance. As defined by the researcher that the term 'knowledge management practices' captures the organizational routines, control and co-ordination mechanisms, and systems that firms use to manage knowledge management outcomes (Gray, 2001). Also as stated by researchers that "management practices aimed to support efficient and effective management of knowledge for organizational benefit" (p. 620) (Schiuma, Andreeva, & Kianto, 2012). Out of dimensions of management practices, management commitment is ranked to be the most important knowledge management practices (Earl, 2003). Thus, in this study we undertake management commitment as a single dimension of management practices.

2.2.1 Management Commitment

Management commitment indicates the attitudes of a firm's leaders in supporting learning (Thuy Pham & Swierczek, 2006). According to Senge, (1990), management commitment refers to the view of a firm leader, behavior and attitude in connection to learning and attitude. Commitment of the leadership is a management art that has a reflective effect on the consequences of learning organizations (Lei, Slocum Jr, & Pitts, 1997). The spirit of a management commitment is to develop verbalized firm' learning objectives and strategies, to offer the resources desired to attain the aims, to celebrate successes and to assess performance (Senge, 1990). Pledge to learning may results to the creation of clear learning schedule and the

procedures and routines to undertake them (Simonin, 2004). Thus, the facts on these attitude is expressed by the commitment of leader and practices to encourage knowledge and learning.

Top management commitment becomes a reality when a manager of a company or division accepts the responsibility for the successful implementation of the business plan (Keramati & Azadeh, 2007). The support of top-management was correlated also with an upsurge in knowledge processes, which revealed in greater learning of the organization and the competence to advance new services or products, predict business or risks and cope with new information regarding markets (S. Lee, Gon Kim, & Kim, 2012). In addition, knowledge-oriented leadership, in terms of empowering features and promoting trust and learning, increased the effect that knowledge exploration and exploitation practices had on product, method and procedure innovations (Martín-de Castro, López-Sáez, Delgado-Verde, Donate, & Guadamillas, 2011). As claimed by Teare, (1998), managers create a culture of learning together with values like risk taking, courage, collaboration, empowerment, listening, opportunities, feedback, and performance. This view is enforced other researchers who argue the relation between the facilitators of organizational learning and learning orientations in which commitment of management is at the core of organizational learning activities.

Inside the IJVs, commitment of the leaders can be demonstrated by the means development, for instance seminars, projects and discussions planned for encouragement the knowledge transfer. Companies that are devoted to learning could also systemize its knowledge base by knowledge' codifying and documenting and also through constructing them available to others by formalized applies and procedures (Mills & Friesen, 1992). Besides, they could advance the structures of learning and policies to advance the process of learning (Evangelista, 2009).

Empirical study indicted on 223 companies, the result showed that leader's commitment is great important for achieving efficient technology transfer (Nguyen & Aoyama, 2012), Other studies illustrated that the influence of leadership commitment was significantly related to learning and performance (Thuy Pham & Swierczek, 2006). In IJV context, in the pioneer study on IJV' knowledge acquisition conducted in Vietnam, researchers found that the relationship between articulated goals and knowledge acquisition is positive (Lyles & Salk, 1996). Further empirical studies, a study also conducted in Vietnam revealed that management commitment to the IJV relationship tends to have a negative effect on conflict intensity which in turn facilitates learning (Tsang et al., 2004). Finally, a study by (Evangelista, 2009), they found that leader's commitment has a different positive effect of both of explicit and tacit knowledge. As a result of these empirical findings, the researchers suggest that management commitment has a positive effect on knowledge acquisition. Thus,

P1: Management commitment has a positive effect on knowledge acquisition.

2.3 Formal Mechanisms

The joining of two partners particularly from different countries have to be restricted and implemented with establishing the rules and regulations to organize their duties and responsibilities. Therefore, as one of the standards of knowledge organizational devices, formal governance is suggested as explanations for hierarchical involvement to govern knowledge exchange matters. By giving commonly concurred models of conduct, the formal governance blocks private motivating force chasing, advances organization certainty, and subsequently induces more prominent duty in inter firm exchange"(Q. Zhang & Zhou, 2013).

The result from former studies demonstrated that the joint use of formal mechanisms result curbs opportunistic behavior, external versus internal strategic knowledge, facilitates knowledge sharing, and governs transferring both explicit and tacit knowledge (Frazier, Maltz, Antia, & Rindfleisch, 2009; Liu, Luo, & Liu, 2009; Luo, Liu, Zhang, & Huang, 2011; Y. Li, Long, Li, & You, 2014; Q. Zhang & Zhou, 2013). However, researchers quest that whether and how formal mechanisms positively affect knowledge transfer are still highly debatable (Liu et al., 2017). Therefore, in this study, we suggest to examine formal mechanisms through two dimensions which are contract (Li, Poppo, & Zhou, 2010; Liu et al., 2017; Mayer & Argyres, 2004) and control (Farrell et al., 2011). Therefore, this study would undertake formal mechanisms through these elements in the context of international joint venture.

2.3.1 Contract

Contracts indicate the "rules and duties of each partner, specify courses of action throughout unexpected interferes, and put the key goals to be realized (E, 1985; Poppo & Zenger, 2002). by making the relationship contractually explicit, clear and mutual expectations are stipulated before the exchange and precise behavioral boundaries are pre-specified (Parkhe, 1993a). Contracts propose the special behavior pattern (Rousseau, 1995) and specify duties of both parties, along with penalties for agreement violation (Liu et al., 2009). The more complex is the contract, the greater is the specification of promises, obligations, and processes for dispute resolution. For example, complex contracts may detail roles and responsibilities to be performed, specify procedures for monitoring and penalties for noncompliance, and, most importantly, determine outcomes or outputs to be delivered (Poppo & Zenger, 2002).

Protected and enforced by legal system, formal contracts prohibit moral hazards, decrease managerial disputes, and in turn encourage cooperation in exchange activities, including knowledge transfer (Q. Zhang & Zhou, 2013). It also creates formal operating procedures that may require information sharing and frequent communication (Liu et al., 2017). An elegantly composed contract guarantees the knowledge stream between trade partners by specifying how knowledge is shared, gained, and used to fulfill aggregate objectives (Q. Zhang & Zhou, 2013). Besides, the economic and legal consequences of not achieving the expectations prevent unwanted knowledge exploitation and enable partners' exchange of knowledge in a favored way and to a favored level (Li et al., 2010). Therefore, a contract is fundamental since it provides a formal ground for future interactions (Wacker et al., 2016).

In line with this vein, a study with sample of 225 paired buyers and suppliers in china revealed that contracts more effectively increase quantity and quality of transferred knowledge (Liu et al., 2017). The findings of a survey of 343 manufacturer-supplier relationships show that whereas formal control fosters knowledge transfer (Q. Zhang & Zhou, 2013) Another recent advances by using survey from 168 foreign subsidiaries in china show that detailed contracts can foster the acquisition of explicit knowledge (Li et al., 2010). Liu, Luo, and Liu (2009) recently find that "contracts are effective in restraining opportunism and improving relationship performance in a sample of 225 manufacturer-distributor dyads in China. Therefore, we suggest the following proposition.

2.3.2 Control

Generally, control is defined as the observable pattern of decision-making power (Park & Choi, 2014). In IJV context, "Control alludes to the amount of decision-making control one partner may use over an IJV's regular daily tasks (Choi & Beamish, 2004). Regarding to control relation with knowledge acquisition, researchers asserted that one of the most significant components which has an influence on the acquisition of knowledge in organizations is the control issue. They suggest (1997: 508) that "appropriate controls are essential for learning to take place", as they simplify knowledge sharing within the association, boost appropriate exploitation of primary organizational resources and redefine organizational direction in line with new information (Makhija & Ganesh, 1997). More so, authors alluded to a control arrangement as the relative decision-making shape over which the partners divide power among the parent firms to run a joint venture (JV) (Steensma & Lyles, 2000). By giving foreign partner requests to work out the coveted undertaking, control speaks to a sort of obvious hand overseeing the exchanges. During the course of partnership interaction, those guidelines and mandates effect the sort and quantity of knowledge flows willingly (Turner & Makhija, 2006).

Empirically, Zhang & Zhou, (2013) found that formal control fosters knowledge transfer. More so, in their study in Korea, they found that control mechanisms (i.e. management control and operational control) have a positive association with organizational learning (Park & Choi, 2014). Furthermore, Luo (2007) observes that "managerial control deters partner opportunism in China. Others found that process control is more effective in China than in the United States (Atuahene-Gima & Li, 2002). (Chalos & O'Connor, 2004) found that partner knowledge and specific asset investments influenced a broad set of controls. Further, whilst the US joint venture partners considered controls to be particularly useful for the selective transmission and protection of their knowledge, the Chinese partners viewed these same controls as a means to selectively share and protect their specific asset investments in the ventures. Steensma & Lyles, (2000) found that an imbalance in the management control structure between the parents leads to parental conflict and an increased likelihood of IJV failure. Moreover, an imbalance in the ownership control structure, however, had no influence on conflict or survival.

2.4 IJV' Innovativeness

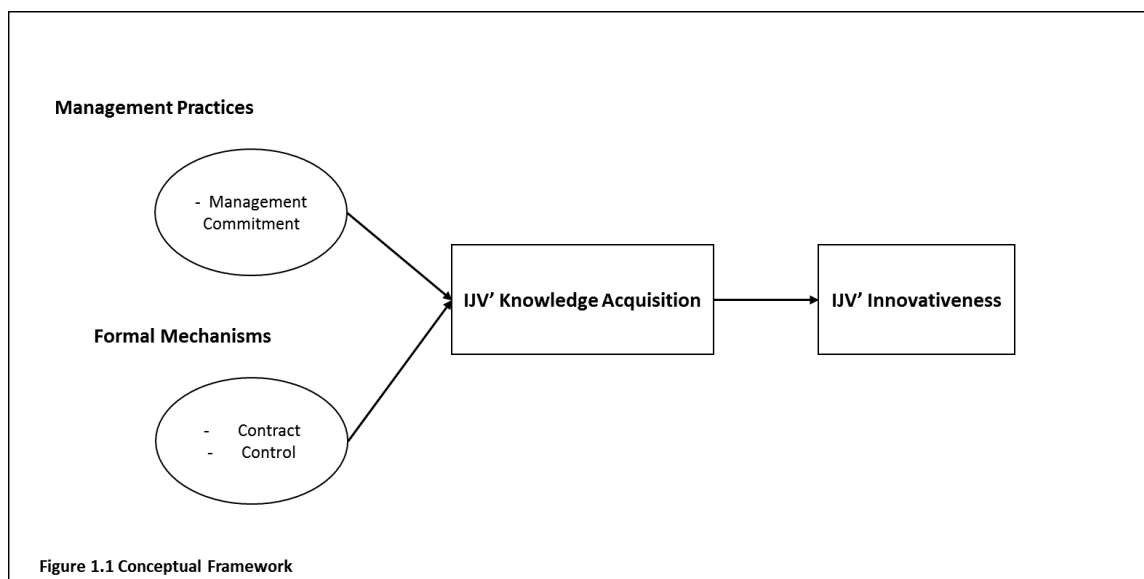
Firm innovativeness refers to a firm's capacity to introduce new processes, products, or ideas in the organization (Hult, Hurley, & Knight, 2004). Innovation is considered as a critical factor of an organization's strategy (Gunday, Ulusoy, Kilic, & Alpkhan, 2011), a guide of competitiveness over global marketplaces (Singh, 2009), and globalization sorts innovation even more essential (Berry, 2014). Therefore, the significance of investigation into innovation barely requests any justification (Damanpour, Walker, & Avellaneda, 2009). Knowledge usually encourages innovation since it gives organizations an honest to a better comprehension of market elements (Weidenfeld, Williams, & Butler, 2010). The exchange of knowledge between performers is viewed as alluring as it empowers the improvement of new capacities which may not be feasible for a sole partner working alone (H. Zhang, Shu, Jiang, & Malter, 2010). From the result of their study, Anderson et al, (2011) conclude that the cooperation of local firms with foreign partners through a JV generates an occasion to access the kind of knowledge prerequisite to innovate. IJV allows partner's knowledge stocks to markedly growth. Furthermore, they noticed however that it is also vital to know how to collaborate and learning exchange. In line with this context, learning is a key component in establishing

innovation as it permits the complete possible of obtaining knowledge to be taken advantage of in the shape of a JV (Anderson, Benavides-Espinosa, & Mohedano-Suanes, 2011). Empirical study in Malaysia, by distributing 74 surveys to IJV managers inferred that knowledge transfer is very important to IJV innovation performance (Idris & Seng Tey, 2011). Another study by (Sáenz, Aramburu, & Rivera, 2009), represented that better innovation gives firms to developing speedier, preferable and more brilliant over their opponents. Since innovation regularly includes more prominent budgetary speculation and R&D limit, many firms work together and share assets with various sorts of accomplices to enhance their firm's rate and nature of innovations (Tsai & Hsieh, 2009). Knowledge acquisition is not, however synonymous with innovativeness. The impact of new knowledge on innovativeness may be constrained by the joint venture's strategy or organization. Nonetheless, it is anticipated that knowledge acquisition by the IJV would provide a valuable resource that could support the innovativeness of the venture, and very few empirical research is now beginning to confirm the relationship between IJV knowledge acquisition and innovativeness (Idris & Seng Tey, 2011).

3. PROPOSED CONCEPTUAL FRAMEWORK

Through relying on intensive literature review on IJV' knowledge acquisition and by the support of both of knowledge-based view (KBV) and transaction cost economics (TCE) theories, the study developed the two-process model which contain management practices and formal mechanisms as factors influencing knowledge acquisition and IJV' innovativeness as a consequence of knowledge acquisition (Figure 1).

KBV theory used to justify the IJV establishment, where authors stated that the markets for knowledge are inefficient therefore, to support market contracting there is a need to make collaborative arrangements (Grant & Baden-Fuller, 1995). Furthermore, in respect to the knowledge theorists advocate that knowledge-based resources and capabilities as significant contributors to the firm's long-term sustainable competitive advantage because they are inherently difficult to imitate and socially complex, thus facilitating strategic differentiation and superior performance (e.g., (Narteh, 2008; Nickerson & Zenger, 2004; Soto-Acosta, Popa, & Palacios-Marqués, 2016). Transaction cost economics theory (TCE) is thought to be most useful for integrating the economic implication of organizational behavior into a strategic analysis of the firm (Kogut, 1988; Parkhe, 1993b). transaction cost economics emphasizes the use of formal mechanisms, such as specific contracts and control, to facilitate inter-actors exchanges (Eccles, 1981). Formal governance obviates private incentive-seeking (Y. Lee & Cavusgil, 2006), reduces transaction ambiguity (Lui & Ngo, 2004) and facilitates the knowledge transfer across organizational boundaries (Q. Zhang & Zhou, 2013). Hence, by coupling both of theories we build and propose current study framework.



4. METHODOLOGY

The methodology of this paper was relied on searching in library and evaluate previous literature review on the subject of knowledge acquisition in transitional economics. The library search encompasses from online materials to article journals and chapter in a book. References are based on online databases such as Scopus, Web of Science, Science Direct and Google Scholar. In order to understand the point of view of this study, unlike of other researches that look to knowledge acquisition from local partner or foreign partner perspectives. The current study customized to give a contribution to IJV' knowledge acquisition from foreign partner perspective in transitional economics (particularly in Algeria). Where the previous studies in this perspective are limited in the period (1996-2017). And the first study has been pioneered by the study of (Lyles & Salk, 1996) and the researches still going till now, 2018.

Moreover, in order to suggest the theoretical framework, this study have also analyzed the previous meta-analysis, critical literature reviews, and different studies on inter-actors knowledge transfer and acquisition in different contexts (developing, emerging, and developed countries) to understand thoroughly on the potential factors that may affect the IJV' knowledge acquisition. Therefore, the References for the current study are only taken from article from journal, chapter from a book and full text document. Thus, limitations from this paper could be due to limited resources from databases as mentioned earlier as the search results are also excluded Sciences, and different studies related to knowledge acquisition transfer between inter-actors. Also, this references are not restricted to just transitional economics but also taking into consideration worldwide inter-actors knowledge transfer and acquisition in emerging and developing countries.

5. CONCLUSION

The current study have been proposed and undertaken based on practical and theoretical issues, where it start through displaying the results of world economic forum (2018). This report indicates the weakness of knowledge and technology outputs in Algeria, which in turn push for carrying out of a new research. Though intensive literature review from previous studies, we

proposed two antecedents and one outcome from the knowledge acquisition in IJVs. Based on the theoretical framework, therefore, the study rise the following propositions: 1) P1: Management commitment has a positive effect on knowledge acquisition, P2) Contract has a significant positive relationship with IJV' knowledge acquisition, P3) control has a significant positive relationship with IJV' knowledge acquisition, and P4) knowledge acquisition has a significant positive relationship with IJV' innovativeness

Knowledge based view (KBV) and transaction cost economic (TCE) theories were used to cover the relationships in the proposed framework, where the KBV is identified to renationalize how the knowledge is crucial to the organization (Grant, 1996) and also justify the forming of IJV as a tool to broaden the ability of the organization to get valuable knowledge (Grant & Baden-Fuller, 1995) which is a source to improve its innovativeness (Michalisin, Smith, & Kline, 1997; Nickerson & Zenger, 2004). While TCE is the explanation on how forma; mechanisms is factor that the IJV have to consider (Williamson, 1981).

To sum up, through examining the objectives of the study in future studies, it provides empirical evidences on these perceptions which is expected to support mangers, practitioners and decision makers of IJVs to identify the best way for knowledge acquisition from their foreign partners. Therefore, through undertaking proposed conceptual framework of this study, it may deliver better know-how of the links between the vital variables and fill the research gap as highlighted by the previous researchers.

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