

**PREDICTORS OF IJV PERFORMANCE AND THE
MEDIATING EFFECT OF RELATIONSHIP MARKETING
ORIENTATION USING STRUCTURAL EQUATION
MODEL**

WANIDA WADEECHAROEN

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MODEL**

WANIDA WADEECHAROEN

**Dissertation submitted to Collage of Business, University Utara
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(Internal Examiner)

Tandatangan
(Signature)

Tarikh: **22 November 2010**
(Date)

Nama Pelajar : Wanida Wadecharoen
(Name of Student)

Tajuk Tesis : **"Predictors of IJV Performance and the Mediating Effect of
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Program Pengajian : Doktor Falsafah (Ph.D)
(Programme of Study)

Nama Penyelia/Penyelia-penyelia : Assoc. Prof. Dr. Nik Kamariah binti Mat
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DEDICATION

This thesis dedicated to

My beloved parents, Police Senior Colonel, Metha Wadecharoen and Mrs Aranya Wadecharoen who motivate, inspire, encourage, provide financial support, facilitate me, and teach me the way of through,

And

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"Allah blessing for all of you"

ABSTRACT

The international joint venture (IJVs) foreign investment has increased in the last three decades across all business sectors worldwide. IJVs represent one of the most popular strategies for firms from multiple countries to share risk and resources, to gain knowledge, and to obtain access to new markets. IJVs enable firms to bring in foreign expertise and then upgrade their operating competencies. Hence, IJVs play a significant role in the dynamic world economy, particularly Asian countries like Thailand. It can be shown in the double of Thai foreign investments in 2007 as compared to 2006 (27 billion baht in 2006 compared to 42.8 billion Baht in 2007) (Board of Thailand Investment, 2007). Despite the popularity of International Joint Venture (IJV) in developing countries such as Thailand, IJV performance remains unpredictable (Ding, 2004). Failure rates can go as high as 30% in certain countries (Makino & Beamish, 1998; Killing, 1980) and this is in trend with the 25% failure rate in Thailand (BOI, 2009). This study empirically examines the direct antecedents of IJV performance and the mediating role of relationship marketing orientation (RMO) on the marketing orientation (MO) and IJV performance linkage in Thailand. The four antecedents of IJV performance identified are cultural sensitivity, conflict management, MO, and RMO. 835 questionnaires mail distributed, 341 sets were received (41% response rate). Structure Equation Model (SEM) was performed for the actual analysis of the study. This study concludes by confirming three underlying predictors of IJV performance i.e. MO and RMO is significant predictors of IJV performance. Cultural and conflict management are not significant predictors of IJV performance. Relationship marketing orientation fully mediates the relationship between MO and conflict management with IJV performance but not culture sensitivity and IJV linkage. The result is discussed in the perspective of IJV firms in Thailand.

Keywords: Relationship Marketing Orientation (RMO), Marketing Orientation (MO), IJV Performance, cultural sensitivity and conflict management.

บทคัดย่อ

บริษัทร่วมทุนเป็นหนึ่งในกลยุทธ์การลงทุนของนักลงทุนจากต่างประเทศซึ่งมีแนวโน้มการขยายตัวอย่างกว้างขวางและรวดเร็วในเวลา 2-3 ทศวรรษที่ผ่านมา กลยุทธ์ในรูปแบบการร่วมทุนได้รับความนิยมอย่างสูงเนื่องจากเป็นอีกวิธีหนึ่งในการลดความเสี่ยงและสามารถนำเอาทรัพยากรของประเทศเจ้าบ้านที่รับการลงทุนจากต่างประเทศมาใช้ประโยชน์ รวมทั้งยังสามารถเข้าถึงช่องทางการตลาดใหม่ๆ อีกด้วย ขณะเดียวกันบริษัทจากต่างประเทศที่เข้ามาดำเนินงานในประเทศที่รับการลงทุนก็ได้นำเอาเทคโนโลยีที่ทันสมัยตลอดจนประสบการณ์ในงานบริหารจัดการมาสู่ประเทศที่รับการลงทุน เหล่านี้เป็นองค์ประกอบสำคัญในการสร้างความได้เปรียบและยกระดับการแข่งขันของประเทศที่รับการลงทุนอีกด้วย จากเหตุผลดังกล่าวข้างต้นนี้ ทำให้บริษัทร่วมทุนมีบทบาทอย่างมากต่อการพัฒนาเศรษฐกิจโลก โดยเฉพาะในทวีปเอเชีย รวมทั้งประเทศไทย จะเห็นได้ว่าการลงทุนจากต่างประเทศในประเทศไทยนับตั้งแต่ปี 2006 เมื่อเปรียบเทียบกับปี 2007 มีจำนวนเม็ดเงินมหาศาลจากการลงทุนเพิ่มขึ้นจาก 27 พันล้านบาท ในปี 2006 เป็น 42.8 พันล้านบาท ในปี 2007 เพิ่มขึ้นเป็น 15.8 พันล้านบาทในช่วงเวลาแค่หนึ่งปี(สำนักงานส่งเสริมการลงทุนแห่งประเทศไทย:2007) อย่างไรก็ตามถึงแม้ว่าจำนวนบริษัทร่วมทุนจะเพิ่มจำนวนขึ้นอย่างมากในประเทศที่กำลังพัฒนาอย่างประเทศไทย ประสิทธิภาพการดำเนินงานของบริษัทร่วมทุนก็ยังมีอุปสรรคที่ไม่สามารถคาดการณ์ได้ (Ding, 2004) เห็นได้จากอัตราการของบริษัทร่วมทุนที่ไม่ประสบความสำเร็จหรือขาดทุนสูงถึง 30 เปอร์เซ็นต์ในต่างประเทศ (Makino & Beamish, 1998; Killing, 1980) ส่วนแนวโน้มในประเทศไทยก็มีสูงถึง 25 เปอร์เซ็นต์ (สำนักงานส่งเสริมการลงทุนแห่งประเทศไทย: 2009) งานวิจัยชิ้นนี้มีวัตถุประสงค์เพื่อศึกษาปัจจัยที่มีผลกระทบต่อผลการดำเนินงานของบริษัทร่วมทุน โดยจุดประสงค์หลักเพื่อมุ่งพัฒนาความสัมพันธ์ระหว่างหุ้นส่วนทั้งสองฝ่าย (นักลงทุนชาวไทย และนักลงทุนต่างชาติ) ภายในองค์กร งานวิจัยชิ้นนี้ได้ใช้ตัวแปรความสัมพันธ์ทางการตลาดระหว่างหุ้นส่วน เป็นตัวสื่อกลางระหว่างแนวโน้มการตลาด, การปรับเปลี่ยนวัฒนธรรมระหว่างองค์กร, การแก้ไขปัญหาความขัดแย้งในองค์กรซึ่งตัวแปรเหล่านี้เป็นองค์ประกอบที่สำคัญในการบ่งชี้ประสิทธิภาพการดำเนินงานของบริษัทร่วมทุน แบบสอบถามทั้งหมดจำนวน 835 ชุด ได้รับกลับมาทั้งสิ้นจำนวน 341 ชุด (41%) สถิติที่ใช้ในการวิเคราะห์และแปลผลข้อมูลได้แก่ Structure Equation Model (SEM) ผลการศึกษาสรุปได้ว่า ตัวแปรที่สำคัญในการกำหนดประสิทธิภาพบริษัทร่วมทุนคือ ตัวแปรความสัมพันธ์ทางการตลาดระหว่างหุ้นส่วน ตัวแปรที่ควรให้ความสำคัญอีกตัวหนึ่งคือ แนวโน้มทิศทางความต้องการของตลาด อย่างไรก็ตาม เป็นที่น่าประหลาดใจอย่างมากที่ การปรับเปลี่ยนวัฒนธรรมระหว่างองค์กร, การแก้ไขปัญหาความขัดแย้งในองค์กรซึ่งถือว่าเป็นองค์ประกอบสำคัญในการบ่งชี้ประสิทธิภาพการดำเนินงานของบริษัทร่วมทุนที่ปรากฏในงานวิจัยที่ผ่านมากลับไม่มีผลอย่างมีนัยสำคัญใด ๆ ต่อประสิทธิภาพการดำเนินงานของบริษัทร่วมทุนในประเทศไทย อย่างไรก็ตาม ผลการวิจัยครั้งนี้สรุปได้ว่า ตัวแปรความสัมพันธ์ทางการตลาดระหว่างหุ้นส่วนมีบทบาทสำคัญต่อการกำหนดแนวโน้มและทิศทางทางการตลาดและการแก้ไขปัญหาความขัดแย้งในองค์กร ซึ่งมีผลต่อประสิทธิภาพการดำเนินงานของบริษัทร่วมทุน ในขณะที่การปรับเปลี่ยนวัฒนธรรมระหว่างองค์กรกลับไม่ปรากฏบทบาทสำคัญใดๆ ในการกำหนดประสิทธิภาพการดำเนินงานของบริษัทร่วมทุน อย่างไรก็ตามงานวิจัยฉบับนี้ ได้วิจารณ์รายละเอียดของตัวแปรเหล่านี้ในแง่มุมของประเทศไทยเท่านั้น

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GLOSSARY OF TERMS

- 1. International Joint Venture (IJV)** The cooperation of two or more individuals or businesses--each agreeing to share profit, loss and control--in a specific enterprise.
- 2. Marker Orientation (MO)** Business approach or philosophy that focuses on identifying and meeting the stated or hidden needs or wants of the customers, through its own or acquired products.
- 3. Relationship Market Orientation (RMO)** The RMO centres on the creation and maintenance of relationship between two parties of exchange, the supplier as an individual and the customer as an individual through the possession of the desire to be mutually empathic, reciprocal, trusting and to form bonds.
- 4. Performance** A set of management and analytic processes that enable the performance of an organization to be managed with a view to achieving one or more pre-selected goals.
- 5. Cultural sensitivity** Being of awareness that cultural differences and similarities exist and have an effect on values, learning, and behavior.

- 6. Conflict management** Long-term management of intractable conflicts. It is the label for the variety of ways by which people handle grievances standing up for what they consider to be right and against what they consider to be wrong. Those ways include such diverse phenomena as gossip, ridicule, lynching, terrorism, warfare, feuding, genocide law, mediation, and avoidance. Which forms of conflict management will be used in any given situation can be somewhat predicted and explained by the social structure or social geometry of the case.
- 7. Subjective Measure of IJV performance** IJV manager's perception of overall business performance, customer satisfaction and employee satisfaction.
- 8. Finance measure of IJV performance** The level of JV performance in those cases in which profitability is an explicit goal of an IJV firms.
- 9. Objective measures of IJV performance** The survival and non survival of IJV from the time of its formation
- 10. Content validity** As aspect of validity assessing the correspondence between the individual items and the concept through ratings by expert judges, and pre-tests with multiple sub-populations or other means.

- 11. Reliability** An aspect of reliability measuring the internal consistency of a set of measures rather than the reliability of a single variable.
- 12. Construct Validity** An aspect of validity testing how well the results obtained from the use of the measure fit the theories which the test was designed. In other words, construct validity testified that instrument did tap the concept as theorized.
- 13. Convergent Validity** It is synonymous with criterion validity and with correlation analysis, and is one way of establishing construct validity.
- 14. Discriminant Validity** It is another way of testing construct validity. A measure has discriminant validity when it has a low correlation with measures of dissimilar concepts. In other words, discriminant validity reflects the extent to which the constructs in a model are different.
- 15. Independent Variable** A set of variables that influences the dependent or criterion variable and accounts for its variance.
- 16. Endogenous Latent Construct** A latent, multi-item equivalent to a dependent variable. It is a construct that is affected by other constructs in the model.
- 17. Exogenous Latent Construct** A latent, multi-item equivalent of an independent variable. It is a construct that is not affected by any other construct in the model.

- 18. Research Methods** The various means or techniques or procedures used to gather and analyze data related to some research question or hypothesis.
- 19. Methodology** The strategy, plan of act, process or design lying behind the choice and use of particular methods and linking the choice and use of methods to the desired outcomes.
- 20. Multicollinearity** When the independent variables are highly correlated this is referred as multicollinearity.
- 21. Pilot Study** The study conducts to detect weakness in design and instrumentation and to provide proxy data for selection.
- 22. Population** The entire group of people that the researcher wishes to investigate.
- 23. Questionnaire** A pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives.
- 24. Square Multiple Correlation** It is used to measure the construct reliability. The square multiple correlation (SMC) is referred to an item reliability coefficient. It is the correlation between a single indicator variable and the construct it measures. In other words, SMC is the proportion of its variance that is accounted for by its predictors.

- 25. Structure Equation Modeling** A multivariate technique combines aspects of multiple regression (examining dependence relationships) and factor analysis (representing unmeasured concepts-factors with multiple variables) to estimate a series of interrelated dependence relationships simultaneously.
- 26. Validity** The extent to which the data collected truly reflects the phenomenon being studies.
- 27. Theoretical Framework** It is a conceptual model of how the researcher theories or makes logical sense of the relationships among the several factors that have been identified as important to the problem. The theoretical framework may be referred to as a conceptual framework or as the research model.
- 28. Hypothesis** It is a proposed explanation for an observable phenomenon. The term derives from the Greek, *ὑποτιθέναι* – *hypotithenai* meaning "to put under" or "to suppose." For a hypothesis to be put forward as a scientific hypothesis, the scientific method requires that one can test it. Scientists generally base scientific hypotheses on previous observations that cannot satisfactorily be explained with the available scientific theories. Even though the words "hypothesis" and "theory" are often used synonymously in common and informal usage, a scientific *hypothesis* is not the same as a scientific theory. A working hypothesis is a provisionally accepted hypothesis.

LIST OF ABBREVIATIONS

• BOI	Broad of Thailand Investment
• BOT	Bank of Thailand
• EXIM	Export-Import Bank of Thailand
• WTO	World Trade Organization
• IJV	International Joint Venture
• FDI	Foreign Direct Investment
• MNEs	Multinational National Enterprises
• LDCs	Less Developing Countries
• NICs	New Industrial Countries
• IJVGM	International Joint Venture General Manager
• CEO	Chief Executive Organization
• GDP	Gross Domestic Product
• RBV	Resources Based View Theory
• RM	Relationship Marketing Theory
• RMO	Relationship Marketing Orientation
• MO	Market Orientation
• SEM	Structural Equation Modeling
• SMC	Squared Multiple Correlations
• RMSEA	Root Mean Square Error of Approximation
• NFI	Normed Fit Index
• N	Population
• RM	Revise Model
• ML	Maximum Likelihood
• GFI	Goodness-of-Fit-Index
• DF	Degree of Freedom
• AGFI	Adjusted Goodness-of-Fit Index
• CM	Competing Model
• AMOS	Analysis of Moment Structure
• SPSS	Statistical Package for the Social Sciences

CHAPTER 1

INTRODUCTION

1.1 Chapter Overview

This chapter begins by providing an overview of the study background. Particularly, it presents the issues involving International Joint Venture (IJV) in the context of its performance in Thailand. Subsequently, background of the study will be discussed and then narrow the discussion down to the problem statement, research questions, research objectives, scope of the study, research justification, significance and contribution of the study and contribution to new knowledge. Finally, the chapter ends with the organization and report of how each chapter proceeds.

1.2 Introduction

The main purpose of this study is to examine the factors that determine the performance of IJV in Thailand. The motivation behind this interest is that the failure rate of IJV companies is escalating not only in Thailand, but also in countries all over the world as declared by Makino and Beamish, (1998) when they noted that:

The contents of
the thesis is for
internal user
only

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APPENDIX-A

QUESTIONNAIR

(English and Thai Subtitle)