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https://doi.org/10.15017/1654642

出版情報：九州大学, 2015, 博士（経済学）, 課程博士
バージョン：
権利関係：全文ファイル公表済

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論 文 名　：Information Technology Outsourcing Network and Networking Capability: Based on the Cases of Chinese Companies
(IT アウトソーシング・ネットワークとネットワーク能力：中国企業の事例に基づいて)

区　　分　：甲

論 文 内 容 の 要 旨

Outsourcing research primarily focuses on inter-organizational relationships (IOR) related to outsourcing activity. The existing literature stresses the importance of the focal provider's relationships with its existing and potential clients. This study will look at IOR in information technology outsourcing (ITO) industry, and start by introducing the current state of ITO development. After reviewing the related theories and prior literature, this research pays much attention to the IOR development and network evolution by integrating resource-based view, social capital, network theory and dynamic capability. This research specifically focuses on Chinese ITO providers and how they develop their ability to build and expand their network with top MNCs. Terms such as relation-oriented coordination (ROC), outsourcing network and networking capability were developed in consideration of the characteristics associated with the Chinese ITO market. Case studies of two Chinese providers, NEUSOFT and INSIGMA, provide qualitative data for the dyadic IOR development research. ROC refers to the broad collective trust, commitment and risk-sharing between provider and client, while contract-oriented coordination (COC) is defined as the IOR between provider and client coordinated by an explicit formal contract. Outsourcing network denotes the set of relationships that the focal provider has with external firms: MNCs, subsidiaries, etc. Networking capability is a concept that describes the process of managing and utilizing relationships in a network.

The results show that ROC is one imperative coordination way, and that social mechanisms such as reciprocity, communication and cultural compatibility are positively related with IOR development from COC to ROC. At the same time, ROC also affects additional resource exchange and knowledge transfer positively. Based on the development history of NEUSOFT from 1991 to the present, networking capability is defined as the processes that focal firms use to manage and utilize the nodes and coordination ways. The results also show that networking capability influences network evolution and knowledge

transfer positively.

There are six chapters in this dissertation. Chapter 1 introduces the ITO development condition, objectives and structure of this dissertation. Chapter 2 introduces the four main theories utilized in this dissertation, and explains their applicability in the field of outsourcing. This chapter also reviews prior literature related to this dissertation. Chapter 3 describes the methodology used in this research and includes data sample, data collection and research procedures. A case study approach is utilized to collect qualitative data and develop related theories. Chapter 4 describes IOR development on a dyadic level and primarily discusses two methods of coordination, ROC and COC, and analyzes the antecedents and consequences of IOR development. The analysis regarding the dyadic IOR between provider and client also provides the foundation for subsequent research regarding multiple relationships. Chapter 5 investigates the focal provider's relationships with external firms based on the dyadic relationship outlined in the fourth chapter. In chapter 5, the term outsourcing network is adopted to describe the multiple relationships in the network. The case of NEUSOFT supplies detailed qualitative data to describe outsourcing network evolution. Chapter 5 also discusses the definition and measures of networking capability and how networking capability affects network evolution and knowledge transfer. Chapter 6 provides a conclusion to this dissertation that includes theoretical implications, practical implications, limitations and future research.

There are some contributions in this dissertation. Chapter 4 contributes to the literature via the investigation of dyadic IOR development processes from COC to ROC. Moreover, this chapter also contributes to the research of consequences of IOR development by listing some unexpected resources and knowledge, such as channels resource exchange and management knowledge transfer. Chapter 5 contributes to the literature in the following ways: First, networking capability involves not only the management of relationships, but also the utilization of relationships; Second, networking capability facilitates network evolution by three processes; Third, it also contributes to the research of absorptive capability from the perspectives of both organization and individual.