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研究課題名（和文）産業レジティメーションのダイナミクスについてのマルチレベル・アプローチ

研究課題名（英文）A Multilevel Approach to the Dynamics of Industry Legitimation

研究代表者

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研究成果の概要（和文）：当研究の主な目的は、ネットワーク、会社、個人のレベルで、理論的・実証的に、産業のレジティメーションのダイナミクスを分析することである。本研究では、系列企業グループおよび多市場接触をネットワークレベルで、国際的合弁ベンチャーおよび事業展開経験を企業レベルで、起業家モチベーションを個人レベルで、といったさまざまなレベルで、レジティマシーのさまざまなソースに関する研究について出版し、プレゼンするに至った。研究結果は、国内および海外市場で成長し、生き残るために必要となるレジティマシー構築に関係する。

研究成果の概要（英文）：

The main purpose of the research is to analyze the dynamics of industry legitimation theoretically and empirically at network, firm, and individual levels. This research has resulted in the publications and presentations of studies on different sources of legitimacy at different levels such as business group affiliation and multimarket contacts at the network level, international joint venture and operating experience at the firm level, and entrepreneurial motivation at the individual level. The findings have implications for building legitimacy needed to grow and survive in domestic and foreign markets.

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1. 研究開始当初の背景

Legitimacy is critically important to any organization as it plays a major role in the procurement of external resources that are

necessary for growth and survival. Gaining legitimacy is particularly crucial for ventures in foreign countries and new industries. However, due to unfamiliarity

with foreign and new ventures, external resource holders tend to be highly uncertain about the credibility of these ventures, and thus, these ventures tend to suffer from a lack of legitimacy. While previous studies have suggested multiple ways of building legitimacy, they have paid limited attention to the dynamic effects of different legitimacy sources and possible problems in leveraging the legitimacy-enhancing benefits of these sources.

2. 研究の目的

This research had the following objectives: (1) to develop theoretical models that incorporate different sources of legitimacy and their dynamic effects, (2) to collect archival data for empirical analyses, (3) to build empirical models appropriate for the level of analysis to illuminate different sources of legitimacy at the network, firm, and individual levels, (4) to provide implications for effective leveraging of benefits from different sources of legitimacy, and (5) to present research findings at academic conferences and publish research outputs in academic journals.

3. 研究の方法

(1) In developing the theoretical frameworks, this research has adopted organizational learning theory, multimarket contact theory, slack search theory, problemistic search theory, prospect theory, and entrepreneurial motivation theory.

(2) In the empirical analyses, this research has utilized 1985-2000 panel data of foreign ventures in Japanese manufacturing industries, 1979-2001 panel data of Japanese auto parts industry, and 2007-2009 survey data of new establishments in Japan.

(3) In estimating the research models, this research has employed a piecewise constant hazard specification, tobit analysis, and panel regression techniques such as conditional logit analysis and fixed effects regression analysis.

4. 研究成果

(1) The international expansion literature has underscored the importance of operating experience in a host country (i.e., host country experience (HCE)) as a crucial source for firms to build legitimacy. In addition, the use of international joint ventures (IJVs) has also been

suggested as a means to build legitimacy in a foreign market. However, in this literature, limited attention has been given to different modes of host country experience that may affect performance consequences of international joint ventures. As suggested by organizational learning literature, this gap is problematic, since experience does not automatically improve organizational performance, due to the difficulty of learning from experience. This study fills this gap by employing an organizational learning lens to explore how different modes of acquiring host country experience affect IJV performance in Japan. It acknowledges the importance of host country experience in building legitimacy and, at the same time, considers the possibility that some modes of experience may restrict the ability of foreign firms to improve IJV performance, due to negative learning outcomes of experience. For example, figure 1 shows that although general experience has a positive relationship with IJV growth, it will be misleading not to account for its source. Such experience becomes more relevant to IJV growth when it is accumulated through operations of IJVs. In contrast, when experience is accumulated through wholly owned subsidiaries (WOS) experience, IJV growth rates drop off sharply. In addition, figure 1 shows that the positive effect of IJV experience with host-country firms outside the host country on IJV growth is not automatic and is weaker than that of IJV experience with host-country firms inside the host country (that is, IJV experience). It takes at least 3 years of IJV experience outside the host country (i.e., non-conventional HCE) for an IJV to achieve a positive growth rate.

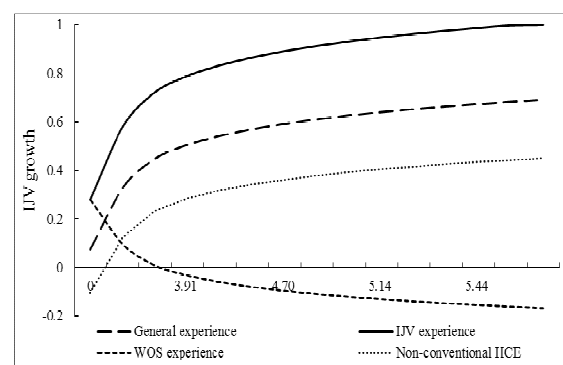


Figure 1. Effects of general experience, IJV experience, WOS experience and non-conventional HCE on IJV growth.

The analysis presented provides a number of insights into the importance of indicating the source and applicability of HCE. Without an awareness of the possible drawbacks of learning from experience, foreign firms may not be able to

effectively collaborate with their partners in IJVs, despite the legitimacy benefits of host country experience and IJVs.

(2) Previous studies have advanced our understanding about the benefits of building and keeping multimarket contacts as they lead to uncertainty reduction, organizational interdependence, and thus mutual forbearance. Through these processes, firms and industries can pursue or maintain legitimacy in domestic and foreign markets. However, little is known about how multimarket contacts affect the behavior of firms competing in multiple markets in a particular industry. In light of this issue, this study is the first to systematically examine the effect of two types of multimarket contact (multiproduct and multinational market contact) on foreign direct investment location strategy of firms. In developing the arguments, the two main assumptions of the hypothesis that multimarket contact leads to forbearance (full observability and presence of effective internal coordination mechanisms) are considered. Using data on Japanese firms in the auto parts industry between 1978 and 2000, this study finds additional evidence on the forbearance effect of multimarket contact, and at the same time highlights how this effect may be altered when cognitive capabilities of firms and their managers are considered. The analysis shows that firms, particularly large firms, competing in multiple markets tend to focus on just one type of multimarket contact (multinational market contact) when choosing FDI location. This finding implies that firms may be able to maintain the benefits, including legitimacy, generated by one type of multimarket contact at the expense of those of another type of multimarket contact.

(3) Another legitimacy-seeking strategy noted in the strategic management and international business literature is imitation. In regard to foreign direct investment location choice, previous studies have argued that firms tend to imitate the location choice of their rivals, that is, they tend to choose host countries where their rivals have already entered. On the other hand, this study argues that such tendency of firms is weak when firms are under the condition of problemistic search (presence of threats to survival that drive firms to seek options that can improve their performance) and slack search (availability of resources that afford firms to seek options that can further improve their performance and at the same time provide an

allowance for errors and failures). This study finds that having affiliations with business groups, which are a crucial source of legitimacy, does not drive firms to engage in slack search, but a lack of affiliation with business groups drives firms to engage in problemistic search. Hence, firms without business group affiliations imitate less while firms with business group affiliations imitate more. This finding suggests that firms may benefit from legitimacy and other resources provided by business group affiliation; however, to protect their status quo, they may become risk averse and less motivated to explore risky opportunities. How such tendency of firms affects the long-term competitiveness of the Japanese auto parts industry in the global market needs to be investigated in future studies.

(4) This study addresses a question that has been a major concern for many entrepreneurship scholars: how motivational differences influence entrepreneurial outcomes? The focus has been on entrepreneurs' motivation to contribute to the welfare of the society (that is, societal motivation) and on its effects on new venture innovation and legitimacy. Using samples of Japanese entrepreneurs, the analyses show that the new ventures of entrepreneurs motivated by making a contribution to the society is more likely to produce novel products or services, and receive greater legitimacy from customers and employees. However, these ventures may be at disadvantage in winning support from external capital holders compared to new ventures of entrepreneurs motivated by making financial gains. Policy makers, particularly those in Japan, should be aware that entrepreneurs motivated by making a contribution to the society are likely to contribute to the country's innovation, development of new industries and economic revival; and develop policies that encourage such type of entrepreneurship. In addition, external capital holders should reconsider their assessment of entrepreneurs with societal motivation who in fact are found in this study to more likely gain support from the customer and labor markets at early stage, which implies greater likelihood of success and survival.

5. 主な発表論文等

(研究代表者、研究分担者及び連携研究者には下線)

[雑誌論文] (計 4 件)

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- ②. ALCANTARA, Lailani, KSHETRI, Nir, The effects of societal motivation on innovation and legitimacy of new ventures, Proceedings of CIBMP's Annual conference on Innovations in Business and Management & Doctoral Symposium, 2012, not refereed.
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[その他]

ホームページ等

http://researcher.apu.ac.jp/Profiles/12/0001144/prof_e.html

6. 研究組織

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