Executive DBA, Université Paris Dauphine – PSL

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# On the Relations Between Corporate Acculturation Management, Dynamic Capabilities and Corporate Performance in the Context of Belt and Road Initiative

(Thesis submitted for the degree of Executive Doctorate in Business Administration)


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# Abstract

The Belt and Road Initiative is a foreign cooperation policy framework implemented by the Chinese government in 2013. As of 2021, China has signed cooperation documents with 140 countries on jointly building “Belt and Road”. China has become the largest investor in Africa, which is a key anchor of the Belt and Road Initiative, and a large number of Chinese-funded enterprises have invested and set up factories in Cameroon. However, at present, Chinese enterprises still lack sufficient experience in overseas operation and management, thus facing many operational risks. In this regard, scholars have studied the factors that affect the corporate performance in cross-cultural businesses and reached a consensus: cross-cultural conflict is one of the important factors affecting the corporate performance in cross-cultural businesses.

In this context, this study starts with the cross-cultural management problems encountered by Chinese-funded enterprises along the “Belt and Road” in recent years, especially among those investing and setting up factories in Cameroon, in order to seek effective cross-cultural management model, which is acculturation management model. Grounded on this, from the perspective of the internal mechanism of corporate cross-cultural management, a quantitative model for evaluating the acculturation management capability of Chinese-funded enterprises is established, and the relationship between the acculturation management capabilities and corporate performance is further explored. At the same time, addressing the dynamic operational environment internationally, this study looks from the perspective of enterprise dynamic capabilities, and further explores the mediating role of dynamic capabilities in the relationship between acculturation management capabilities and corporate performance and the working mechanism. In addition, considering the multi-faceted impact of the Belt and Road Initiative on the operational conditions of Chinese-funded enterprises, this study further uses the policy initiative as a variable to explore its moderating role in the relationship between acculturation management and corporate

performance. The empirical study shows that for businesses operating across cultures along the Belt and Road, the cross-cultural management method of acculturation can reduce the internal coordination costs, realize the full utilization of the diversified cultural resources within the enterprise, and optimize the survival and development of enterprises. This result proposes a practical solution for the operation and management of cross-cultural enterprises along the Belt and Road.

**Key words:** Cross-cultural Management; Acculturation; Corporate Performance; Dynamic Capability; Belt and Road Initiative (BRI)

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# TABLE of CONTENTS

Abstract ..... I
ACKNOWLEDGEMENT ..... III
LIST OF TABLES ..... VI
LIST OF FIGURES ..... VIII
Chapter 1 Introduction ..... 1
1.1 Research Background and Significance ..... 1
1.1.1 Research Background ..... 4
1.1.2 Research Significance ..... 7
1.2 Research Content and Technical Route ..... 10
1.2.1 Research Content ..... 10
1.2.2 Technical Route ..... 12
1.3 Research Methods ..... 14
1.4 Main Innovations ..... 16
Chapter 2 Theoretical Basis and Literature Review ..... 19
2.1 Research on Corporate Cross-cultural Management ..... 19
2.1.1 Cross-cultural Management Theory ..... 19
2.1.2 Research Status of Cross-cultural Corporate Performance ..... 43
2.1.3 Relations between Cross-cultural Management and Performance ..... 52
2.1.4 Cross-cultural Management Model of Acculturation ..... 62
2.1.5 Summary ..... 67
2.2 Research on Dynamic Capabilities ..... 68
2.2.1 Background ..... 68
2.2.2 Definition of and Hierarchy in Dynamic Capabilities ..... 69
2.2.3 Dimensions of Dynamic Capabilities ..... 75
2.2.4 Antecedents and Consequences of Dynamic Capabilities ..... 84
2.2.5 Summary ..... 96
2.3 Research on the Belt and Road Initiative (BRI) Policies ..... 96
2.3.1 Principles and Meaning of BRI ..... 96
2.3.2 Belt and Road Initiative Related policies ..... 103
2.3.3 Impact of the BRI on Corporate Performance ..... 109
Chapter 3 Empirical Research Design on the Relations between Acculturation Management and Corporate Performance ..... 115
3.1 Theoretical Model ..... 115
3.2 Variable Metrics ..... 121
3.2.1 Measurement of Dependent Variables ..... 121
3.2.2 Measurement of Independent Variables ..... 124
3.2.3 Measurement of Mediating Variable ..... 127
3.2.4 Measurement of Moderating Variable ..... 129
3.3 Research Hypotheses ..... 132
3.3.1 Acculturation Management Capability and Corporate Performance ..... 132
3.3.2 Mediating Effect of Dynamic Capabilities ..... 134

3.3.3 Belt and Road Initiative Policy Effects and Corporate Performance ..... 135
3.4 Questionnaire Design and Data Collection ..... 138
3.4.1 Questionnaire Design ..... 138
3.4.2 Data Collection ..... 143
3.5 Reliability and Validity Analysis ..... 147
3.5.1 Reliability Analysis ..... 147
3.5.2 Validity Analysis ..... 154
3.6 Descriptive statistical analysis and correlation analysis ..... 164
3.6.1 Introduction to Structural Equation Modeling ..... 165
3.6.2 Multicollinearity test and overall model fit goodness-of-fit test ..... 167
3.6.3 Overall model path effect analysis and hypothesis testing ..... 169
3.7 Chapter Summary ..... 170
Chapter 4 Empirical Research on the Relations Between Acculturation Management and Corporate Performance ..... 172
4.1 Empirical Model ..... 172
4.2 Relations between Acculturation Management and Corporate Performance ..... 173
4.3.1 Moderating effect of the BRI on the Relations Between Acculturation Awareness and Corporate Performance ..... 177
4.3.2 Moderating Effect of the BRI on the Relations Between Acculturation Institutions and Corporate Performance ..... 179
4.4 Relations between Acculturation Management and Dynamic Capabilities ..... 180
4.5 Relations Between Dynamic Capabilities and Corporate Performance ..... 183
4.6 Chapter Summary ..... 185
Chapter 5 Discussion of Results and Practical Implications ..... 188
5.1 Main Conclusions and Innovations ..... 188
5.1.1 Summary of Main Conclusions ..... 188
5.1.2 Summary of Main Innovations ..... 192
5.2 Theoretical Values and Practical Implications ..... 195
5.2.1 Theoretical Value ..... 195
5.2.2 Implications on Management Practices ..... 197
5.3 Research Limitations and Prospects ..... 202
5.3.1 Research Limitations ..... 202
5.3.2 Research Prospects ..... 204
BIBLIOGRAPHY ..... 206
APPENDIX ..... 225
DECLARATION ..... 232
RESUME ..... 233

# LIST OF TABLES

Table 2-1 Comparison of American and Japanese multinational corporations .....21

Table 2-2 Theories on Cultural Dimensions by Foreign Scholars .....27

Table 2-3 Research on Influencing factors of Cross-cultural Corporate Performance.....44

Table 2-4 Impact of Cultural Conflict Level on Corporate Performance.....56

Table 2-5 Definition of Dynamic Capabilities .....72

Table 2-6 Dimensions of Dynamic Capability Proposed by Scholars at Home and Abroad .....77

Table 2-7 Summary of Empirical Study on Dynamic Capabilities .....84

Table 2-8 Progress in Infrastructure Connectivity under BRI.....106

Table 3-1 Corporate Performance Measurement.....124

Table 3-2 Measurement of Corporate Cross-cultural Management Level .....125

Table 3-3 Measurement of Corporate Dynamic Capabilities.....128

Table 3-4 Measurement of the BRI Policy Effects.....130

Table 3-5 Hypotheses on Acculturation Management and Corporate Performance .....136

Table 3-6 Revision Opinions from Senior Managers of Enterprises.....139

Table 3-7 List of Chinese-funded Enterprises in Cameroon in the Sample .....144

Table 3-8 Basic Information of Sample Companies .....146

Table 3-9 Cronbach's α Coefficient for Each Part of the Questionnaire.....149

Table 3-10 CITC and Reliability Analysis of the Ability to Identify Opportunities .....149

Table 3-11 CITC and Reliability Analysis of BRI Political Policy Effects.....150

Table 3-12 Reliability Analysis of Acculturation Management Capabilities .....150

Table 3-13 Dynamic Capability Reliability Analysis.....152

Table 3-14 Reliability Analysis of BRI Policy Effects.....153

Table 3-15 Reliability Analysis of Corporate Performance Scale.....154

Table 3-16 Second-order Confirmatory Factor Analysis of Acculturation Management.....157

Table 3-17 Second-Order Confirmatory Factor Analysis of Dynamic Capabilities.....160

Table 3-18 Second-Order Confirmatory Factor Analysis of BRI Policy Effects .....161

Table 3-19 Second-Order Confirmatory Factor Analysis of Corporate Performance .....163

Table3-20Results of descriptive statistics ..... 165
Table3-21 Results of correlation analysis ..... 165
Table3-22 Overall SEM Fit Measures..... 165
Table 3-23 SEM Test Results ..... 169
Table 3-24 Relations between Acculturation Management Capability, Dynamic Capability, the BRI Policy Effects and Corporate Performance ..... 171
Table 4-1 Relations between Acculturation Awareness and Corporate Performance..... 174
Table 4-2 Relations between Acculturation Institutions and Corporate Performance..... 176
Table 4-3 The Moderating effect of BRI on the Relations between Acculturation Awareness and Corporate Performance ..... 177
Table 4-4 Moderating Effect of the BRI policies on the Relations between Acculturation Institutions and Performance ..... 179
Table 4-5 Relations between Acculturation awareness and Dynamic Capability ..... 181
Table 4-6 Relations between Acculturation Institutions and Dynamic Capability..... 182
Table 4-7 Relations between the Ability to Identify Opportunities and Corporate Performance.. 183
Table 4-8 Relations between the Ability to Seize Opportunities and Corporate Performance..... 185
Table 4-9 Hypotheses test results ..... 186

# LIST OF FIGURES

Figure 1-1 Chapter arrangement ..... 12

Figure 1-2 Research Technical Path ..... 14

Figure 2-1 Relationship between Cross-cultural Conflict and Business Performance ..... 55

Figure 2-2 Effectiveness in Multi-cultural Teams ..... 58

Figure 2-3 Basic Framework of the Acculturation Process ..... 64

Figure 2-4 Level of Acculturation at Three Stages ..... 64

Figure 3-1 Empirical Research Design ..... 121

Figure 3-2 Confirmatory Factor Analysis of Acculturation Management Capability ..... 157

Figure 3-3 Second-order Confirmatory Factor Analysis of Dynamic Capabilities ..... 159

Figure 3-4 Second-order Confirmatory Factor Analysis of BRI Policy Effects ..... 161

Figure 3-5 Second-Order Confirmatory Factor Analysis of Corporate Performance ..... 163

Figure 3-6 Structure Equation Modeling of the Relation between Acculturation Management and Corporate Performance ..... 168

Figure 3-7 Structural Equation Model of the Relation between Acculturation Management, Dynamic Capability and Corporate Performance ..... 169

Figure 5-1 The influence path of the relations between acculturation management capability and corporate performance ..... 188