

# Roles of cross-cultural processes on innovation and performance: Empirical studies in the Chinese IT services industry

Rong Du from Xidian University

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**Abstract:** The key role of cross-cultural processes in identifying drivers of success in global sourcing of IT services and international business has not been well researched. To address this gap, we measured a new construct, creolization, which reflects how partnering firms manage cross-cultural processes and link it by association with other constructs such as knowledge sharing, process innovation and performance. Creolization is particularly important for both clients and vendors to successfully engage in IT-enabled global sourcing contracts. We identified four dimensions of the creolization construct, developed and validated a 13-item instrument in a sample of 317 knowledge workers with 20 IT-enabled service-provisioning companies in Beijing, Shanghai and Xian, China. A multi-phased field study investigated how creolization impacts the offshore providers knowledge sharing, process innovation, and performance. Results support our fundamental propositions about the role of cross-cultural processes in global sourcing of IT services by indicating that creolization is positively associated with knowledge sharing, which downstream has a sizable, positive influence on performance. These findings enhance our theoretical understanding of cross-cultural knowledge sharing and provide practical implications for IT global sourcing.

**Speaker Bio:** Dr. Rong Du is a professor of management and deputy dean at the School of Economics and Management, Xidian University, China. She worked as a visiting professor in the Department of Computer Information Systems, Georgia State University, US, the Department of Information Systems and Computing, Brunel University, UK, and the MIS Department of Quinn School of Business, University College Dublin, Ireland. Her research interests include knowledge management and cross-cultural issues in IT/IS. She has published papers in the Journal of Global Information Management, Asia Pacific Business Review, Journal of Strategic Information Systems, Expert Systems with Applications, Chinese Management Studies, etc. She is a scholar selected into the New Century's Excellent Talent Supporting Program by the Ministry of Education in China.

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