

# Managerial Motivation Philosophy

## The Effect on Joint Venture Control and Performance

Rebecca M. Guidice<sup>a</sup> and Neal P. Mero<sup>b</sup>

College of Business Administration, University of Nevada Las Vegas, Las Vegas, NV 89154  
<sup>a</sup> [rebecca.guidice@unlv.edu](mailto:rebecca.guidice@unlv.edu) <sup>b</sup> [nealm@aacsb.edu](mailto:nealm@aacsb.edu)

### Abstract

Governance is of enormous importance to JV operations and successful goal attainment. Kumar and Seth (1998) contend that the use of different control mechanisms varies across situations and they urged others to investigate factors that lead to this variation. We answer this call by providing a theoretically based assessment and explanation for how a parent's philosophy on JV managerial motivation impacts both the JV's control structure and its performance. To this end, we integrate various interdependent avenues of research to formulate a broader framework in which to better understand issues central to whether JV goals are achieved efficiently and effectively.

In terms of managerial implications, the ideas offered herein suggest that firms should attempt a-priori to find partners with similar philosophical beliefs prior to entering into an agreement. In the best of all worlds this partnership would consist of strategic planners with a similar stewardship philosophy since goal attainment should be greatest in conditions where JV managers are viewed as possessing prosocial attributes (Barney, 1990) and self-control. When an agency philosophy is shared among parents it is feasible that goals will be attained; however it is also expected that they will be achieved less efficiently and perhaps less effectively than when both parents embrace a philosophy of stewardship. Finally, given the destabilizing effect conflict has on relationships, achieving goals will be a greater challenge when partners have divergent philosophies. Philosophical differences not only inhibit the social context but also exacerbate transaction, influence, and social costs; making integration, implementation, and goal attainment difficult if not impossible.

**[Authorship from multiple institutions – See next page]**

# Managerial Motivation Philosophy

## The Effect on Joint Venture Control and Performance

Rebecca M. Guidice<sup>a</sup> and Neal P. Mero<sup>b</sup>

<sup>a</sup> College of Business Administration, University of Nevada Las Vegas, Las Vegas, NV 89154  
[rebecca.guidice@unlv.edu](mailto:rebecca.guidice@unlv.edu)

<sup>b</sup> The Association to Advance Collegiate Schools of Business – International,  
Tampa, FL 33602-5730, USA. [nealm@aacsb.edu](mailto:nealm@aacsb.edu)

### Abstract

Governance is of enormous importance to JV operations and successful goal attainment. Kumar and Seth (1998) contend that the use of different control mechanisms varies across situations and they urged others to investigate factors that lead to this variation. We answer this call by providing a theoretically based assessment and explanation for how a parent's philosophy on JV managerial motivation impacts both the JV's control structure and its performance. To this end, we integrate various interdependent avenues of research to formulate a broader framework in which to better understand issues central to whether JV goals are achieved efficiently and effectively.

In terms of managerial implications, the ideas offered herein suggest that firms should attempt a-priori to find partners with similar philosophical beliefs prior to entering into an agreement. In the best of all worlds this partnership would consist of strategic planners with a similar stewardship philosophy since goal attainment should be greatest in conditions where JV managers are viewed as possessing prosocial attributes (Barney, 1990) and self-control. When an agency philosophy is shared among parents it is feasible that goals will be attained; however it is also expected that they will be achieved less efficiently and perhaps less effectively than when both parents embrace a philosophy of stewardship. Finally, given the destabilizing effect conflict has on relationships, achieving goals will be a greater challenge when partners have divergent philosophies. Philosophical differences not only inhibit the social context but also exacerbate transaction, influence, and social costs; making integration, implementation, and goal attainment difficult if not impossible.