

# ***Dual Identification of IS Offshoring Call Center Employees: Understanding Its Antecedents and Consequences***

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## **Abstract**

Offshoring an organization's IS services, including IT call center services, to a vendor company located in a low cost country is gaining global momentum. As offshoring employees engage with both the vendor and the client when performing outsourced IT services, they might develop dual identification with the vendor and the client. However, the antecedents and consequences of such dual identification, and the relationships between them in a unique offshoring context where national identity may matter, are relatively less understood. We draw on social and organizational identity theory to seek answers to the preceding concerns by analyzing survey data from employees working in offshored IT call centers located in China. This study reveals that employees' dual identification with both the vendor and the client does not diminish but instead promotes service performance. Identification with the vendor stems from the prestige of the vendor organization and the high quality work-related communication with employees. Identification with the client is determined by the understanding of the business environment of the client's country and the perceived relationship between the vendor's country and the client's country. Employees' professionalism helps to reduce the effect of perceived relationship between the vendor's country and the client's country on identification with the client. Through understanding the issue of dual identification and national identity in a unique offshoring context, this study enriches the IS offshoring literature and has important managerial implications for both vendors and clients who wish to successfully exploit the benefits of IS offshoring.

**Key words:** Offshoring, IS service offshoring, Organizational Identification, Work Commitment