

Characteristics of Entrepreneurs and the Current Status of Resource Combination in New Agricultural Enterprises

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Abstract—Based on the survey data of 339 new agricultural enterprises, this paper analyzes the characteristics of the entrepreneurs and the selection of new combination modes of resources in the sample enterprises. The main conclusions are as follows: First, in terms of personal characteristics of entrepreneurs, entrepreneurs of the interviewed enterprises have higher risk-taking tendency, fuzzy tolerance, internal control sources and personal achievement motivation. Secondly, in the selection of new combination modes of resources, more than 60% enterprises make good use of existing limited skills and other resources to integrate the factor resources, which belongs to the new combination modes of factor resources. More than half of the enterprises regard the integration of their customer resources as one of their important tasks, which belongs to the new combination modes of customer resources; More than 60% enterprises think that they dare to innovate in their system design, which is a typical new combination of institutional resources.

Keywords—New agricultural enterprises; Entrepreneurial performance; New combination of resources

I. INTRODUCTION

New agricultural enterprises are the effective force for the supply-side structural reform in agriculture. To a great extent, the number of new agricultural enterprises and their performance has an effect on the pace of the supply-side structural reform in agriculture. In the initial stage of start-up, new agricultural enterprises usually start their business with the help of some of the local advantageous entrepreneurial resources. After the start-up period, new enterprises may face a shortage of resources, which even threatens the sustainable development of start-up projects. At this time, the new combination of resources may be one of the effective ways to solve the shortage of resources for new agricultural enterprises. The new combination of resources is the entrepreneurial activity of entrepreneurs to solve new problems, take advantage of new opportunities, integrate the existing resources at hand, and develop special products and services through coping and creative utilization of the limited resources [1]. The characteristics of entrepreneurs may determine whether new agricultural enterprises can identify and obtain free or paid resources inside and outside the enterprises, and also determine whether the enterprises can carry out effective new combination of resources. To sum up, based on the survey data of 339 new agricultural enterprises, this paper analyzes the characteristics of the entrepreneurs and the selection of new combination modes of resources, which can reflect the

characteristics of entrepreneurs and the selection of new combination modes of resources in China's new agricultural enterprises.

II. SCALE DESIGN AND DATA COLLECTION

This paper designs the questionnaire according to the domestic and foreign literature and the pre-survey, designs the corresponding measurement items from four dimensions of risk tendency [2], fuzzy tolerance [3], internal control sources [4] and achievement motivation [5], and comprehensively measures the entrepreneurial characteristics of new agricultural enterprises. See Table 1-3 for the details. In addition, the new combination modes of resources are divided into three modes: the new combination modes of factor resources, the new combination modes of customer resources and the new combination modes of institutional resources. Refer to the scale [6] designed by Rönkkö et al for the specific scale design. See Table 4-6 for details.

The subjects of the survey are the new agricultural enterprises. The process of questionnaire is as follows: In Fuzhou city, Ningde city, Longyan city and Nanping city, 50 new agricultural enterprises were selected for pre-survey, and 50 effective questionnaires were collected, which were revised and improved according to the data and results of pre-survey. The large-scale enterprise survey was completed between December 2017 and August 2018. WJX.CN platform were used to conduct the placement of questionnaires for target enterprises and in-depth face-to-face interviews with enterprises. A total of 442 questionnaires were distributed and 386 were recovered, of which 339 were valid, with an effective rate of 87.8%.

III. SURVEY RESULTS OF THE TRAITS OF ENTREPRENEURS IN NEW AGRICULTURAL ENTERPRISES

The survey results of entrepreneurs' risk-taking tendency are shown in Table 1. 28.32% of entrepreneurs thought, "I am willing to take on more risks if the expected remuneration is high enough"; 29.79% of entrepreneurs thought, "I am willing to invest spare money in high-risk projects rather than deposits"; 53.39% of entrepreneurs thought, "I am willing to give extra effort as long as there was a possibility of success"; 33.92% of entrepreneurs thought, "The companies should take bold actions rather than conservative actions to achieve their objectives". The above data showed that at least 2/3 of entrepreneurs have a higher index value of risk-taking

tendency, which indicates that entrepreneurs generally have a higher risk-taking tendency.

TABLE I SURVEY RESULTS OF RISK-TAKING TENDENCY UNIT: %

	Totally agree	Somewhat agree	General	Disagree	Strongly disagree
I am willing to take on more risks if the expected remuneration is high enough	28.32	38.64	25.66	5.6	1.77
I am willing to invest spare money in high-risk projects rather than deposits.	29.79	38.35	24.78	6.19	0.88
I am willing to give extra effort as long as there was a possibility of success.	53.39	35.10	10.03	0.29	1.18
The companies should take bold actions rather than conservative actions to achieve their objectives.	33.92	38.35	21.83	4.13	1.77

17.40% and 27.43% of the entrepreneurs totally agreed and somewhat agreed, "A good job requires a clear understanding of what employees do and how they do it". 21.24% and 23.01% of the entrepreneurs totally agreed and somewhat agreed, "Handling big problems is more effective than dealing with small ones". 25.37% and 36.58% of the entrepreneurs totally agreed and somewhat agreed, "People who are different from others are more interesting and attractive". 33.33% and 32.74% of the entrepreneurs totally agreed and somewhat

agreed, "Many of the company's important decisions take place under conditions of uncertain information". 25.07% and 29.20% of the entrepreneurs totally agreed and somewhat agreed, "Managers did not assign clear tasks, which was to give their subordinates the opportunity to innovate". The above analysis showed that fuzzy tolerance is one of the most important characteristics of entrepreneurs. Entrepreneurs generally have a high degree of fuzzy tolerance.

TABLE II SURVEY RESULTS OF FUZZY TOLERANCE UNIT: %

	Totally agree	Somewhat agree	General	Disagree	Strongly disagree
A good job requires a clear understanding of what employees do and how they do it.	17.40	27.43	33.04	15.34	6.78
Handling big problems is more effective than dealing with small ones.	21.24	23.01	41.00	12.39	2.36
People who are different from others are more interesting and attractive.	25.37	36.58	28.32	8.55	1.18
Many of the company's important decisions take place under conditions of uncertain information	33.33	32.74	25.96	6.49	1.47
Managers did not assign clear tasks, which was to give their subordinates the opportunity to innovate.	25.07	29.20	37.17	8.26	0.29

38.35% and 43.66% of the entrepreneurs totally agreed and somewhat agreed, "It is up to one's abilities to decide whether they can be appreciated by their superiors". 37.76% and 47.20% of the entrepreneurs totally agreed and somewhat agreed, "I always believe that I can formulate my plan". 38.64% and 42.77% of the entrepreneurs totally agreed and somewhat agreed, "My life is determined by my behavior". 31.56% and 43.66% of the entrepreneurs totally agreed and

somewhat agreed, "Generally speaking, I can protect my own interests.". 23.01% and 38.64% of the entrepreneurs totally agreed and somewhat agreed, "I can control everything in life". It is shown from the above analysis that nearly 70% of entrepreneurs in the sample have higher scores on internal control sources.

TABLE III SURVEY RESULTS OF INTERNAL CONTROL SOURCES UNIT: %

	Totally agree	Somewhat agree	General	Disagree	Strongly disagree
It is up to one's abilities to decide whether they can be appreciated by their superiors.	38.35	43.66	16.52	0.88	0.59
I always believe that I can formulate my plan.	37.76	47.20	13.86	0.88	0.29
My life is determined by my behavior.	38.64	42.77	15.63	2.36	0.59
Generally speaking, I can protect my own interests.	31.56	43.66	22.42	2.06	0.29
I can control everything in life.	23.01	38.64	32.45	5.01	0.88

54.57 % and 34.22% of the entrepreneurs totally agreed and somewhat agreed, "No matter how difficult it is, I'll try my best". 51.33% and 36.87% of the entrepreneurs totally agreed and somewhat agreed, "I'll feel a sense of accomplishment if I can finish the work successfully". 50.44% and 35.10% of the entrepreneurs totally agreed and somewhat agreed, "I'll try my

best to accomplish anything that I think is valuable". 44.25% and 39.53% of the entrepreneurs totally agreed and somewhat agreed, "I always reflect on whether my efforts are enough". 40.12% and 41.00% of the entrepreneurs totally agreed and somewhat agreed, "I often stay up late at night because of something I like". It is shown from the above analysis that

nearly 80% of entrepreneurs in the sample have higher scores on achievement motivation.

TABLE IV SURVEY RESULTS OF ACHIEVEMENT MOTIVATION UNIT: %

	Totally agree	Somewhat agree	General	Disagree	Strongly disagree
No matter how difficult it is, I'll try my best.	54.57	34.22	10.03	1.18	0.00
I'll feel a sense of accomplishment if I can finish the work successfully.	51.33	36.87	10.91	0.29	0.59
I'll try my best to accomplish anything that I think is valuable.	50.44	35.10	12.09	2.36	0.00
I always reflect on whether my efforts are enough.	44.25	39.53	14.45	1.77	0.00
I often stay up late at night because of something I like.	40.12	41.00	15.04	2.36	1.47

IV. 3 SURVEY RESULTS ON THE COMBINATION MODES OF RESOURCES IN NEW AGRICULTURAL ENTERPRISES

28.32% and 41.30% of the entrepreneurs totally agreed and somewhat agreed, "The way to make use of resources is to make full use of the resources that have been available to the company". 27.73% and 36.58% of the entrepreneurs totally agreed and somewhat agreed, "The company's technology and other resources need to be fully mastered by the staff in order to be proficient in application". 29.79% and 39.82 % of the

entrepreneurs totally agreed and somewhat agreed, "The company's technology and other resources need to be fully mastered by the staff in order to be proficient in application". It is shown from the above analysis that the new combination of factor resources in the sample enterprises that have been surveyed is higher than the general level, and more than 60% of the enterprises think that the way they use resources is to make use of the limited skills and other resources they already have. This belongs to the typical new combination modes of factor resources.

TABLE V SURVEY RESULTS OF NEW COMBINATION OF FACTOR RESOURCES UNIT: %

	Totally agree	Somewhat agree	General	Disagree	Strongly disagree
The way to make use of resources is to make full use of the resources that have been available to the company.	28.32	41.30	23.60	6.19	0.59
The company's technology and other resources are inadvertently accumulated.	27.73	36.58	22.42	11.80	1.47
The company's technology and other resources need to be fully mastered by the staff in order to be proficient in application.	29.79	39.82	27.73	2.65	0.00

24.78% and 27.73% of the entrepreneurs totally agreed and somewhat agreed, "Customers are often made to get involved in the daily work of the company". 29.50% and 38.64% of the entrepreneurs totally agreed and somewhat agreed, "Companies often help customers solve a variety of services or solutions that other companies do not provide". 30.09% and 43.36% of the entrepreneurs totally agreed and somewhat agreed, "The company also offers services to the competitors and the potential customers who show no interest". It can be seen from the above results that more than 50% of the enterprises pay great attention to the enterprise's customer resources.

operation, the company often basically operates in a unique way". 30.09% and 43.66% of the entrepreneurs totally agreed and somewhat agreed, "The company is willing to abandon the convention in order to obtain higher income". 31.27% and 44.54% of the entrepreneurs totally agreed and somewhat agreed, "The company is devoted to integrating resources in a differentiated way". It can be seen from the above data that more than 60% of the enterprises pay great attention to the enterprise's institutional design. Especially for the start-up enterprises, they are willing to try to innovate in the enterprise's institutional design, abandon the conventional approach, and use different and innovative ways to integrate the resources.

It can be seen from Table 7 that 25.66% and 42.77% of the entrepreneurs totally agreed and somewhat agreed, "In the

TABLE VI SURVEY RESULTS OF NEW COMBINATION OF CUSTOMER RESOURCES UNIT: %

	Totally agree	Somewhat agree	General	Disagree	Strongly disagree
Customers are often made to get involved in the daily work of the company.	24.78	27.73	25.66	16.81	5.01
Companies often help customers solve a variety of services or solutions that other companies do not provide.	29.50	38.64	26.25	4.72	0.88
The company also offers services to the competitors and the potential customers who show no interest.	30.09	43.36	21.83	2.95	1.77

TABLE VII SURVEY RESULTS OF NEW COMBINATION OF INSTITUTIONAL RESOURCES UNIT: %

	Totally agree	Somewhat agree	General	Disagree	Strongly disagree
The company basically operates in a "unique way."	25.66	42.77	24.78	5.90	0.88
The company is willing to abandon the convention in order to obtain higher income.	30.09	43.66	20.35	4.72	1.18
The company is devoted to integrating resources in a differentiated way.	31.27	44.54	21.53	2.06	0.59

V. CONCLUSION

Based on the survey data of 339 new agricultural enterprises, this paper analyzes the characteristics of the entrepreneurs and the selection of new combination modes of resources in the sample enterprises. The main conclusions are as follows: First, in terms of personal characteristics of entrepreneurs, entrepreneurs of the interviewed enterprises have higher risk-taking tendency, fuzzy tolerance, internal control sources and personal achievement motivation. Secondly, in the selection of the new combination modes of resources, the interviewed enterprises paid much attention to the combination of the entrepreneurial resources, among which more than 60% of the enterprises managed to use the limited skills and other resources to integrate the factor resources, which belongs to the new combination modes of factor resources; More than half of the enterprises regard the integration of their customer resources as one of their important tasks, which belongs to the new combination modes of customer resources; More than 60% enterprises think that they are ingenious in system design and dare to innovate, which is a typical new combination of institutional resources. It can be seen from the results that some enterprises choose any two of the three new combination modes of resources at the same time, and even some enterprises adopt the three new combination modes of resources at the same time.

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