

Research on the Effect of Inferential Resource Integration Ability on the Entrepreneurial Performance of New Enterprises under Environmental Uncertainty

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ABSTRACT: *The ability of resource integration is divided into two types: the ability of resource integration of effect inference and the ability of resource integration of cause and effect inference. Most entrepreneurial decisions are made in highly uncertain situations, and the future of enterprise development is unpredictable. In this case, the ability to integrate rational resources is more effective if the enterprise has the effect of environmental uncertainty. Therefore, this paper mainly studies the effect of the ability of rational resource integration on the entrepreneurial performance of new enterprises under the uncertainty of the environment.*

KEYWORDS: *uncertain environment; new enterprise; effect reasoning resource integration; entrepreneurial performance*

1. Introduction

In recent years, a large number of new enterprises have been born, and entrepreneurship plays an important role in the transformation and upgrading of the market economy. However, new enterprises are very fragile, most of which are originated from incomplete ideas of entrepreneurs and do not get sufficient entrepreneurial resources. How these new enterprises can survive better has become a question widely discussed by scholars.

This is a new field, and many scholars have studied it from different aspects, so many important fundamental theoretical issues have not been unified. There is no doubt that the enterprise's ability to integrate resources is an important issue. At the beginning of the establishment of an enterprise, the resources it obtains are limited. How to effectively integrate the resources owned by the enterprise and make the resources play the role of $1+1>2$ is of great help to the growth of new enterprises.

2. Literature review and theoretical basis

2.1. *Resource integration theory*

Resource integration refers to a complex dynamic process in which enterprises identify, select, absorb, allocate, activate and organically integrate resources of different sources, levels, structures and contents, so as to make them flexible, organized, systematic and valuable, and create new resources.

2.2. *Effect inference theory*

In previous relevant studies, the effect reasoning theory has been given different dimensions in different situations: Read USES meta-analysis techniques to analyze the impact of effect reasoning on enterprise performance from four dimensions: means- oriented, loss-bearing, strategic alliance, use contingency and control principle. In addition, in the context of international entrepreneurship, Sarasvathy summarized the effect reasoning into five dimensions: means orientation, loss bearing, strategic alliance, contingency utilization and control principle. In the context of research and development, Brettel summarized the effect reasoning into four dimensions: previous commitment of partners, means orientation, loss bearing and contingency utilization. According to the domestic and foreign research theories, this paper divides the effectiveness reasoning resource integration ability into four aspects: existing means, sustainable loss, strategic alliance and contingency.

3. Research hypothesis and analysis

3.1. *Effect of inferential resource integration ability on entrepreneurial performance of new enterprises*

Resource integration capability is strong cornerstone of the establishment and development of new ventures and important factor, so start-ups can effective use of business resources and their own resources integration ability, it can maximize the value of new ventures, to form good competitive advantage has become a new enterprise one of the key issues facing at present. The current global economic environment is more diversified: the continuous development and innovation of science and technology, the continuous updating of customer demand, and the increasing challenge and pressure of potential competitors that enterprises are facing, all these factors undoubtedly make the decision-making of enterprises have great uncertainty. Based on this situation, the theory of effect inference is derived and formed, which is mainly used for management decision problems in uncertain environment. In previous studies, the effect inference theory has been given different dimensions in different situations, Read uses meta-analysis techniques to analyze the impact of effect reasoning on enterprise performance from four dimensions: Means oriented, partner, can bear the loss and use contingency. In addition, in the context of

international entrepreneurship, Sarasvathy summarized the effect reasoning into five dimensions: means orientation, loss bearing, strategic alliance, contingency utilization and control principle. In the context of research and development, Brettel summarized the effect reasoning into four dimensions: previous commitment of partners, means orientation, loss bearing and contingency utilization. According to the domestic and foreign research theories, this paper divides the effectiveness reasoning resource integration ability into four aspects: existing means, sustainable loss, strategic alliance and contingency.

The resource integration of effect reasoning is corresponding to the causal reasoning, which is suitable for the decision logic of effect reasoning in the uncertain situation and the decision logic of cause and effect reasoning in the risk situation. According to the theory of effect reasoning, entrepreneurs can flexibly carry out entrepreneurial activities through strategic alliance based on existing means and within the range of losses they can and are willing to bear, and thus effectively improve the entrepreneurial performance of new enterprises.

3.1.1 Effect of existing means of inferential resource integration on entrepreneurial performance of new enterprises

The existing means of new enterprises may be the quality characteristics of the entrepreneurs themselves, their resource level, knowledge structure and relationship network. In the early stage of entrepreneurship, faced with the uncertainty of the environment, it is difficult for new enterprises to predict the future, so they can only use existing means to integrate resources and improve the entrepreneurial performance. In 2014, Mthanti and Urban proposed that the effect reasoning was positively correlated with the entrepreneurial orientation, which promoted the improvement of the entrepreneurial performance of new enterprises. Perry's research found that it is beneficial to improve the integration and utilization efficiency of enterprise resources to fully consider the existing means of new enterprises. In the contemporary start-up market, new enterprises inevitably encounter some uncertain environmental factors. At this time, resource integration by existing means is conducive to tapping the inherent innovation and entrepreneurship potential of enterprises, so as to clearly understand the future development prospect and product positioning of enterprises and improve the entrepreneurial performance of enterprises. Therefore, this paper makes the following assumptions,

The existing means of effective-inferential resource integration have a positive impact on the entrepreneurial performance of new enterprises.

3.1.2 Effect of the sustainable loss of inferential resource integration on the entrepreneurial performance of new enterprises

Acceptable loss refers to the degree of economic or other losses expected by entrepreneurs who are able and willing to bear. The risk selection of new enterprises in the process of investment decision-making is largely dependent on the impact of

the risk they can bear. In order to prevent enterprises from investing in other individuals beyond the scope of losses that can be borne, which leads to huge losses or even direct bankruptcy of new enterprises caused by investment failure, it is particularly important to integrate entrepreneurial resources based on the ability to bear losses. Under the guidance of the theory of loss bearing, enterprises will make investment decisions to minimize risks according to the original budget and business volume schedule, so as to improve the ability of resource integration. Start-up enterprise external environment is constantly changing dynamic environment, such as market structure changes, the production process change with the new technology, changing consumer tastes, and different enterprises are faced with the environmental uncertainty is not the same, the uncertain environment requirements startup must be on their own can make a more accurate assessment of the risk of bias in the entrepreneurial process risk moderate rather than extremely aggressive to excessive risk-taking and to improve the business performance of enterprises. Therefore, this paper proposes the following hypothesis:

The sustainable loss of results-based resource integration has a positive impact on the entrepreneurial performance of new enterprises.

3.1.3 Effect of strategic alliance of inferential resource integration on entrepreneurial performance of new enterprises

Strategic alliance refers to the entrepreneur and partners to communicate, or by virtue of their network of previous commitments and trust alliance, in order to integrate resources. In the uncertain setting of the entrepreneurial environment, new enterprises sometimes lack of timely and effective information resources. Under the strategic alliance relationship, information resources, knowledge and technology (not involving trade secrets) among the alliance members can be Shared, so as to achieve a win-win situation for the strategic alliance enterprises. In addition, the study of the professional skills and management level of the allied enterprises can help improve the innovation and creation ability of the enterprises, maximize the service value, and enhance the industrial competitiveness of the enterprises themselves. Griffin proposed that stakeholders should provide necessary information and entrepreneurial resources for new enterprises, reduce the uncertainty in resource integration, and have a positive impact on entrepreneurial performance. Therefore, this paper proposes the following hypothesis:

The strategic alliance of results-based resource integration has positive influence on the entrepreneurial performance of new enterprises.

3.1.4 Effect of contingency on the utilization of inferential resource integration on the entrepreneurial performance of new enterprises

Contingency refers to the agile and flexible use of contingency factors to deal with unexpected emergency decision events that may occur in the process of entrepreneurship. The use of contingency can enable new enterprises to timely

adjust their internal organizational behavior layer in the face of uncertain environment, effectively carry out internal control and management activities, and promote the integration of resources with maximum value. In addition, contingency can fully tap the potential innovation spirit and ability of new enterprises, so as to absorb and integrate resources of different nature in the future operation and development process, so as to improve the entrepreneurial performance of enterprises to a great extent. In the economic globalization, market incompleteness of accelerating contemporary, startup had to face many challenges and opportunities, which requires the startup and reasonable use of contingency, learn important experience, promote effect reasoning, entrepreneurial resource integration ability and quality, thereby expanding commercial market conditions improve startup business performance. Therefore, this paper makes the following assumptions:

Contingency utilization of results-based resource integration has a positive impact on the entrepreneurial performance of new enterprises.

3.1.5 Hypothesis verification factor analysis

After sorting out a large number of literatures and referring to Brettel et al 's effect reasoning R&D scale for R&D development, this paper constructs an effect reasoning entrepreneurial resource integration scale. Likert scoring method was used to score the measurement. The higher the score, the more agreed. Form the following

Effect reasoning entrepreneurial resource integration	Measuring item	α value	Load value
Existing means	The enterprise carries on the resource integration according to the existing resource level, the relation network and so on.	0.883	0.877
Sustainable loss	The risk loss budget that the enterprise is expected to be able to bear	0.849	0.614
	Enterprises should consider more potential risks when they integrate resources		0.705
Strategic alliance	The enterprise leverages its network of prior commitments to reduce the risk of resource consolidation	0.868	0.793
	Enterprises mainly communicate with their partners to make decisions on resource integration		0.742
Using the contingency	Enterprises can flexibly use contingency factors to deal with unexpected decisions	0.906	0.745
	Enterprises use contingency factors to seize market opportunities		0.682

According to the analysis results in the above table, the reliability of the four factors is 0.883, 0.849, 0.868 and 0.906, respectively. The factor load of all the items

is greater than 0.5. The above results show that the effect reasoning entrepreneurial resource integration has a good effect, so it has a positive regulating effect on the entrepreneurial performance of new enterprises.

3.2. Regulatory effect of environmental uncertainty

Environmental uncertainty means that the investment decisions and business activities of external competitors, the future development plans of the market and the changes in consumer demand cannot be accurately and clearly predicted. Under different circumstances, entrepreneurs will make different investment decisions, so the environmental uncertainty will have a certain regulating effect on the entrepreneurial performance of new enterprises. Sarasvathy proposed that with the increase of environmental uncertainty, more effective reasoning entrepreneurial resource integration can bring better entrepreneurial performance. When the degree of environmental uncertainty is high, the stability and predictability in the traditional sense of the enterprise are likely to change into the system and technology, and the future positioning is not clear. At this time, the rational optimal choice has basically not existed, and the causal reasoning type of resource integration brings little help to new enterprises, so the effective reasoning type of resource integration shows its prominent advantage of relativity. It can help new enterprises to seize the favorable opportunities in the market in the short term, make important decisions for their future development flexibly, constantly update the existing professional and technical means, and avoid the dilemma of new enterprises in the collapse of resources. In addition, new enterprises and alliance members can build trust, share key information resources, and jointly cope with environmental uncertainty in the business market, so as to improve entrepreneurial performance. Therefore, in the context of high uncertainty, the ability of effective-reasoning resource integration has a greater impact on the improvement of entrepreneurial performance of new enterprises. Therefore, this paper proposes the following hypothesis:

Environmental uncertainty plays a positive moderating role in the relationship between result-oriented entrepreneurial resource integration and entrepreneurial performance of new enterprises.

4. Research results and discussion

Based on the theory of resource integration and the theory of effect reasoning, this paper conducts a theoretical analysis and empirical test on the impact of the ability of effect reasoning resource integration on the entrepreneurial performance of new enterprises under the circumstance of environmental uncertainty. The main conclusions are as follows:

First, the existing means, the ability to bear losses, the strategic alliance and the use of contingency have a positive impact on the improvement of the entrepreneurial performance of new enterprises. To a large extent, the resource integration of effect reasoning can make the innovation ability of new enterprises fully tapped and

ushered in the qualitative improvement to speed up the enterprise growth speed, improve the competitive advantage of enterprises. From the perspective of different dimensions, the existing means are conducive to reducing the use of unnecessary information and resources by enterprises. By determining whether the enterprise has the ability to bear the future wind, it reduces the possibility of the enterprise's loss or even bankruptcy due to the failure of resource integration. The strategic alliance not only protects the advantageous entrepreneurial resources of the new enterprise, but also provides the entrepreneur with the supplement of the alliance's entrepreneurial resources and reduces the uncertainty in the process of starting a business. In the current business environment of economic globalization and market uncertainty, the use of contingency is conducive to enterprises to timely seize the opportunity and develop and utilize it, so as to improve the entrepreneurial performance of enterprises.

Secondly, environmental uncertainty plays a positive regulating role in the relationship between the integration of entrepreneurial resources and the entrepreneurial performance of new enterprises. Under the economic background of rapid market changes and constant updating of resources and technologies, the degree of environmental uncertainty is deepening step by step, making it more difficult for new enterprises to obtain effective information and seize opportunities to maximize enterprise value. The higher the degree of environmental uncertainty is, the less likely it is for new enterprises to acquire resources for integration, so they will rely more on the method of effect reasoning entrepreneurial resources integration.

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