

Analyses of Chinese Manufacturing Entrepreneurs' Business Performance Improvement through Entrepreneurial Orientation

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Abstract

This study delves deeply into the intricate mechanism by which Chinese manufacturing enterprises enhance their entrepreneurial orientation through the strategic implementation of information sharing, ultimately fostering an environment that is conducive to improving profitability and overall business progress. By leveraging network capabilities, fostering inter-organizational learning, and harnessing network power, these enterprises can effectively achieve resource integration, facilitate seamless knowledge sharing and synergies, promote market adaptation and innovation, and ultimately enhance their competitive edge in the global marketplace. The empirical analysis conducted underscores the significant role of information sharing in bolstering the entrepreneurial orientation of enterprises, enabling them to secure distinct advantages in the fiercely competitive market landscape, foster sustainable growth, and attain a comprehensive improvement in overall enterprise performance.

Keywords: Information Sharing, Sanufacturing, Entrepreneurs' Enterprise, Chinese.

Introduction

Research Background

As a pillar industry of the country's economy, China's manufacturing industry has occupied an important position in the global market in recent years. However, with the intensification of market competition and the rapid change of technology environment, many manufacturing enterprises are facing the challenge of how to continuously improve business performance. In this context, the role of entrepreneurs is becoming more and more important, and their entrepreneurial orientation, decision-making ability and management mode directly affect the survival and development of enterprises. Entrepreneurship orientation is not only innovation, adventure and initiative, but also a strategic thinking mode,

and the ability of entrepreneurs to identify and utilize opportunities in an uncertain environment.

Study purpose and significance

The purpose of this study is to explore how Chinese manufacturing entrepreneurs can improve their business performance by improving their network capabilities. Specifically, by constructing the theoretical framework of enterprise performance improvement path based on network ability, the relationship between the external theory of enterprise performance, enterprise network theory, organizational learning theory and power dependence theory of enterprise performance is analyzed, so as to provide theoretical basis and practical guidance for entrepreneurs. The significance of the research lies in helping entrepreneurs to better identify and use network resources in the complex and changeable market environment, and improve the overall competitiveness and sustainable development ability of enterprises.

Research Questions

This study mainly answers the following questions:

1. What is the external theory of enterprise performance improvement?
2. How does network capability affect enterprise performance?
3. How should enterprises use inter-organizational learning and network power in the process of improving performance?
4. How to build the enterprise performance improvement path framework based on network capability?

Study Methods

This study used a combination of literature review, empirical analysis and case studies. Through the systematic review of domestic and foreign literature, clarify the existing research results and deficiencies; verify the research hypothesis through questionnaire survey and data analysis; and further discuss the influence mechanism of network capability on enterprise performance through typical case studies.

Study Structure

The study is divided into five chapters: Chapter 1, introduces research background, purpose and significance, research problems and methods; Chapter 2, review of relevant theories and research progress; Chapter 3, details the research design and data collection and analysis methods; Chapter 4, obtains results, shows the results of empirical analysis and case studies; Chapter V, conclusions and suggestions, summarizes research findings and provides management suggestions and future research direction.

Literature Review

Enterprise Performance Theory

Definition of Enterprise Performance

Corporate performance is the result obtained by an organization or individual through a series of activities in a certain period of time, which is usually reflected as financial indicators and non-financial indicators. Financial indicators include profit, sales revenue, return on investment(Kumar,2024).; non-financial indicators include customer satisfaction, employee satisfaction, market share, etc.

Classification of Enterprise Performance

Enterprise performance can be divided into the following categories:

- Financial performance: including profit, sales revenue, return on investment, etc.
- Market performance: including market share, customer satisfaction, brand recognition, etc.
- Operating performance: including production efficiency, quality control, cost management, etc.
- Innovation performance: including new product development, technological innovation, R & D investment, etc.

Internal Theory of Enterprise Performance

Enterprise Ability Theory

The enterprise competence theory emphasizes the skills and collective learning within the organization as well as their management technology, and believes that the source of competitive advantage exists within the organization. The core ability and dynamic ability of enterprises are the key to enterprise competitive advantage. Dynamic capability is the ability of enterprises to integrate and reconfigure resources in a rapidly changing environment.

Enterprise Knowledge Theory

Enterprise knowledge theory believes that an enterprise is a heterogeneous knowledge body, and its competitive advantage comes from the creation, storage and application of knowledge. According to the view of knowledge, the most important productivity factor input in the production process of enterprises is knowledge, and the core competitiveness comes from the unique knowledge system of the enterprise, including the combination of explicit knowledge and tacit knowledge.

Exogenous Theory of Enterprise Performance

Joint Arguments

The debate emphasizes competition in cooperation and cooperation in competition, and enterprises improve performance through cooperative competition. Competition is a win-win or multi-win game, and enterprises obtain excess profits and cooperation rent through cooperation.

Enterprise Power Theory

The enterprise power theory believes that the amount of power in the exchange relationship determines its resource acquisition ability and competitive advantage, and thus affects its performance. The power difference of enterprises in the exchange relationship leads to the uneven nature of resource distribution and affects the competitive advantage of enterprises.

The Integration of Endogenous Theory and Exogenous Theory

In the era of network economy, enterprises need to gain continuous competitive advantage by exchanging resources and obtaining external resources. The heterogeneity of resources in network relations determines the different states between enterprises, and network ability, inter-organization learning and network power are the key factors for the improvement of enterprise performance(Naz,2024).

Research Methods

Study Design

This study used a mixed research approach, including a literature review, questionnaires, empirical analysis, and case study. Firstly, the research framework and hypothesis are clarified through the literature review; secondly, the data were collected through questionnaires to verify the research hypothesis; finally, the influence mechanism of network capability on enterprise performance is deeply discussed through case studies (Michael, 2024).

Data Collection

The data collection of this study includes two parts: questionnaire survey and case study. The questionnaire targeted Chinese manufacturing entrepreneurs to collect their views on network competence, inter-organizational learning, network power, and corporate performance. The case study selected several typical manufacturing enterprises to analyze their specific practices and experience in the process of improving performance.

Data Analysis

A variety of data analysis methods included descriptive statistical analysis, correlation analysis, and regression analysis. Descriptive statistical analysis is used to describe sample characteristics; correlation analysis is used to explore the relationship between variables; regression analysis is used to test research hypotheses and analyze the impact of network capability on enterprise performance.

Data Analysis and Results

Through the empirical analysis of the collected data, this chapter reveals the impact of network ability, inter-organizational learning, and network power on enterprise performance. At the same time, it discusses how to promote the improvement of enterprise performance by improving the entrepreneurial orientation of enterprises.

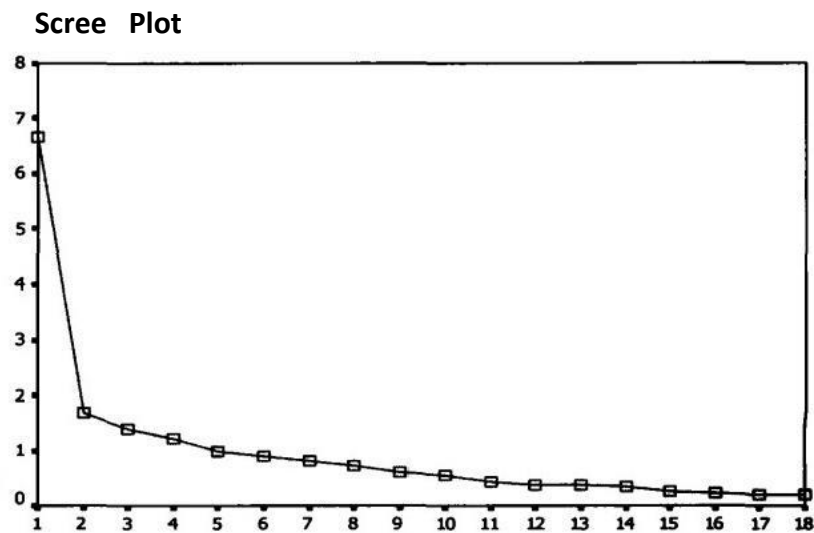
Descriptive Statistical Analysis

Descriptive statistical analysis shows that most of the sample enterprises are small and medium-sized enterprises, and the age, education background and work experience of the entrepreneurs have a significant impact on the network ability and enterprise performance. Specifically, middle-aged entrepreneurs between the ages of 35 and 50 are particularly prominent in terms of network capabilities and corporate performance. Entrepreneurs of this group usually have rich industry experience and strong learning ability, and can make better use of network resources to improve enterprise performance. In terms of education, entrepreneurs with highly educated background are more likely to accept new knowledge and new technologies, so as to better promote the development of enterprises. In terms of work experience, entrepreneurs with rich work experience tend to have a wider network of industry contacts and resources, which can improve enterprise performance more effectively.

Correlation Analysis

The results of the correlation analysis show that there is a significant positive correlation between network ability and enterprise performance, and the inter-organization learning and

network power also have a significant impact on enterprise performance. Specifically, the correlation coefficient between network capability and enterprise performance is 0.65, indicating that network capability plays an important role in the improvement of enterprise performance. The correlation coefficients of interorganizational learning and network power were 0.57 and 0.54, respectively, indicating that they also played a positive role in improving business performance.



Component Number
Fig.4.2 Component Number of Network Competence

Tab.4.2
Factor loadings of Network Competence(ny=159)

factor 1		factor 2		factor 3	
Questionload number	load	Question number	load	Question number	load
NSC4	0.80	NRC4	0.84	NOC	0.85
NSC2	0.79	NRC6	0.70	NOC1	0.77
NSC1	0.68	NRC5	0.61	NOC3	0.66
NOC7	0.62	NRC3	0.59	NOC6	0.61
NSC3	0.48	NRC2	0.51	NOC4	0.61

Regression Analysis

The results of regression analysis showed that network ability, inter-organization learning and network power had significant effects on enterprise performance, with network ability having the greatest influence. Specifically, network capabilities can significantly improve enterprise performance through resource integration, knowledge sharing, and synergies.

Influence of Network Capability on Enterprise Performance

Network capability refers to the ability of enterprises to acquire and utilize external resources by establishing and maintaining good network relationships. Regression analysis shows that the network capability significantly improves the performance of enterprises. Network capability affects enterprise performance through the following aspects:

1. Resource integration: Through network capabilities, enterprises can better integrate and utilize external resources, including capital, technology and human resources. The effective integration of these resources can significantly improve the production efficiency and innovation ability of enterprises, thus improving enterprise performance.

2. Knowledge sharing: Network capability promotes knowledge sharing and technical exchange between enterprises. Through knowledge sharing, enterprises can quickly access the latest industry information and technology dynamics, thus improving their competitiveness.

3. Synergies: Network capability can also promote the synergy and cooperation between enterprises and form synergistic effects. Through cooperation with other enterprises, enterprises can better cope with market changes and competitive pressures, so as to improve corporate performance.

Tab.4.3.1

Fit indices of Network Competence (n z=159)

model	2	df	χ^2/df	GFI	AGFI	NNFI	CFI	RMSEA	SRMR
Single dimensional model (16items)	361.4	104	3.47	0.78	0.72	0.75	0.78	0.12	0.097
4 D model (17 ites)	287.17	113	2.54	0.82	0.76	0.83	0.86	0.099	0.088
3 D model (16 ites)	80.70	77	1.04	0.94	0.89	0.99	0.99	0.017	0.056

Impact of Inter-Organizational Learning on Enterprise Performance

Inter-organizational learning refers to the process in which enterprises acquire and absorb external knowledge and technology through cooperation and communication with other enterprises. Regression analysis showed that inter-organizational learning had a significant positive impact on enterprise performance. Inter-organizational learning affects enterprise performance through the following aspects:

1. Knowledge accumulation: Through inter-organizational learning, enterprises can accumulate and absorb a large amount of external knowledge and technology, so as to improve their own innovation ability and competitiveness.

2. Technology introduction: inter-organization learning can also promote the introduction and application of advanced technology and management experience to enterprises, so as to improve the production efficiency and management level of enterprises.

3. Experience sharing: Through communication and cooperation with other enterprises, enterprises can share and learn from the successful experience and failure lessons of other enterprises, so as to avoid repeated mistakes and improve enterprise performance.

Tab4.3.2

Network Power and Influencing Factors

Network power	meaning	influencing factor
coercive power	Compulsory power is the power of an enterprise to force other enterprises to act.	The control of key resources and a special relationship form a proprietary learning curve, and control a unique channel entrance.
Information power	Information power is the power of enterprises to other enterprises due to the degree of information mastery.	The position of enterprises in the network nodes, the relationship between enterprises and partners, etc.
Influence power	The influence power comes from the reputation and status of the enterprise, which is the influence that the enterprise has become the object of reference and recognition of other member enterprises.	The degree of recognition, professional skills, reputation, etc.

Influence of Network Power on Enterprise Performance

Network power refers to the influence and control of enterprises in the network relationship. Regression analysis shows that network power has a significant positive impact on enterprise performance. Network power affects enterprise performance through the following aspects:

1. Resource acquisition: Enterprises with strong network power can more easily access external resources, including capital, technology and market information. The acquisition of these resources can significantly enhance the competitiveness and market position of enterprises.

2. Market opportunities: Network power can also help enterprises to obtain more market opportunities and partners, thus expanding market share and improving enterprise performance.

3. Strategic alliance: By establishing and maintaining strong network relationships, enterprises can form strategic alliances with other enterprises to jointly cope with market challenges and competitive pressures, so as to improve enterprise performance.

Tab4.3.3

Path Analysis of Relationship Model(N=318)

The regression path is assumed	Standardized path coefficient	T price
Network strategy capability 1> Network operation capability	.66	10.85
Network strategy capability- -> Network relationship capability	.49	5.10
Network strategy capability 1> Enterprise performance	.04	0.43
Network operation capability 1> Enterprise performance	.11	2.13
Network relationship ability- -> Enterprise performance	.62	4.57
Network strategy capability 1> Knowledge acquisition	.21	2.74
Network strategy capability 1> Knowledge absorption	.16	2.05
Network strategy ability 1> Knowledge innovation	.08	0.68
Network operation capability 1> Knowledge acquisition	.35	2.78
Network operation capability 1> Knowledge absorption	.09	0.86
Network operation capability 1> Knowledge innovation	.06	0.73
Network relationship ability 1> Knowledge acquisition	.68	6.79
Network relationship ability 1> Knowledge absorption	.81	6.59
Network relationship ability- -> knowledge innovation	.76*	7.07

The Impact of Information Sharing on Entrepreneurship Orientation

Information sharing is an important means for enterprises to enhance their entrepreneurship orientation. Through information sharing, enterprises can better stimulate and improve their own positive initiative, risk-bearing ability and innovation, so as to achieve the improvement of enterprise performance.

Be proactive

Information sharing can significantly enhance the positive initiative of enterprises. Through information sharing, enterprises can timely access to the latest market dynamics and industry information, so as to better grasp the market opportunities and respond to market changes. At the same time, information sharing can also promote the communication and

cooperation within the enterprise, enhance the cohesion and team spirit of the enterprise, so as to enhance the positive initiative of the enterprise.

For example, a small and medium-sized manufacturing enterprise shares information with the upstream and downstream enterprises to timely understand the changes of market demand and technology development dynamics, so as to quickly adjust the production plan and product design to meet the market demand. Through this proactive market response, enterprises can occupy a favorable position in the fiercely competitive market and improve their performance.

Risk Bearing Capacity

Information sharing can improve the risk-bearing ability of enterprises. Through information sharing, enterprises can have a more comprehensive understanding of market risks and potential threats, so as to better assess and respond to risks. At the same time, information sharing can also promote the cooperation and mutual assistance between enterprises, and form a risk-sharing mechanism, so as to improve the risk-bearing ability of enterprises.

For example, a high-tech startup shares information with venture capital institutions and other technology companies to deeply understand market risks and technology risks, thus developing more scientific and reasonable risk management strategies. At the same time, through the cooperation with other enterprises, the company can share and reduce risks, so as to improve the company's risk bearing ability and promote the development of the company.

Innovation

Information sharing has an important influence on enterprise innovation. Through information sharing, enterprises can obtain and absorb external innovation resources and technologies, so as to improve their own innovation ability. At the same time, information sharing can also promote the innovation culture and innovation atmosphere within the enterprise, stimulate the creativity and innovation potential of employees, so as to enhance the innovation of the enterprise.

For example, a software development company shares information with universities and research institutions to obtain the latest technological achievements and innovative ideas, which can be quickly applied to product development and technological innovation. At the same time, through information sharing, the company can also stimulate the innovation enthusiasm and innovative thinking of employees, and form a strong innovation atmosphere, so as to continuously launch new products with market competitiveness and improve enterprise performance.

Conclusion and Suggestions

Study Conclusions

Through empirical analysis and case study, this study verifies the theoretical framework of enterprise performance improvement path based on network capability. Research shows that network ability, inter-organization learning and network power play a significant role in the improvement of enterprise performance, especially the network ability significantly

improves enterprise performance through resource integration, knowledge sharing and synergistic effect.

To be specific, network capability significantly improves the market competitiveness and performance of enterprises by improving their resource integration ability and promoting knowledge sharing and synergistic effect. Inter-organizational learning, by promoting knowledge accumulation, technology introduction and experience sharing, improves the innovation ability and management level of enterprises, thus significantly improving enterprise performance. Network power significantly improves the market position and performance of enterprises by enhancing their resource acquisition ability, market opportunities and strategic alliances.

At the same time, information sharing promotes the entrepreneurial orientation of enterprises by improving the positive initiative, risk-bearing ability and innovation of enterprises, and thus further improving the performance of enterprises. Information sharing can stimulate the market resilience and innovation vitality of enterprises, and promote enterprises to obtain a competitive position and sustainable development in the fiercely competitive market.

Tab 5.1

Interorganizational Learning and Influencing Factors

knowledge acquisition	Through close communication with partners, enterprises capture the valuable knowledge existing in the enterprise network, collect and understand it, and understand the process of integrating various types of network knowledge into their own knowledge structure.	Learning intention, knowledge protection, learning ability, enterprise effort, force discovery and collection of knowledge intensity, speed and direction, knowledge attributes, etc
Knowledge absorption	The process of the absorption, transformation and internal application of the acquired network knowledge.	The knowledge level and knowledge connotation, production, industry environment, the enterprise's own resources, technical conditions, etc
Knowledge innovation	Through the interaction with other partners, enterprises in the network constantly apply new knowledge and new ideas in new fields, and realize the process of re-innovation.	Knowledge innovation risk, network environment, knowledge base and structure, etc

Management Recommendations

Based on the study conclusions, this study makes the following management recommendations:

Improve the Network Capability

Enterprises should pay attention to improving the ability to coordinate and integrate resources in the network, and improve their performance by strengthening the cooperation with other enterprises. Specific measures will include:

1. Establish and maintain good network relationships: enterprises should actively establish and maintain good relationships with suppliers, customers and partners, and form a stable resource network.

2. Strengthen the integration and utilization of resources: Enterprises should pay attention to the integration and utilization of external resources, including capital, technology and human resources, so as to improve their production efficiency and innovation ability.

3. Promote knowledge sharing and technology exchange: Enterprises should actively participate in industry exchanges and technical cooperation, promote knowledge sharing and technology exchange, and enhance their competitiveness.

Strengthen Inter-Organizational Learning

Enterprises should actively cooperate with organizations with advanced technology and advanced management, learn and introduce advanced technology and management experience, and improve their own capabilities. Specific measures will include:

1. Cooperative research and technology development: enterprises should work with universities and scientific research Institutions and technology-leading enterprises to carry out cooperative research and technology development to improve the technical level and innovation ability of enterprises.

2. Introduction and application of advanced management experience: enterprises should learn and introduce advanced management experience and successful mode of other enterprises to improve the management level and operation efficiency of enterprises.

3. Strengthen employee training and skill improvement: Enterprises should pay attention to employee training and skill improvement, and improve their professional ability and comprehensive quality through inter-organizational learning.

Enhance Network Power

Enterprises should pay attention to establishing and maintaining strong network relations, enhance their power and influence in the network, and obtain more resource support and market opportunities. Specific measures will include:

1. Establish strategic alliances and partnerships: Enterprises should actively establish strategic alliances and partnerships to enhance their influence and competitiveness in the industry.

2. Enhance corporate brand and market position: Enterprises should pay attention to improving their own brand and market position, and enhance their market competitiveness by improving product quality and service level.

3. Get more market opportunities and resource support: Enterprises should actively participate in industry activities and market competition, obtain more market opportunities and resource support, and improve their market share and performance.

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