


QUANTITATIVE RESEARCH OF ENTERPRISES AND THEIR LEADERS' VISION BASED ON SOCIAL RESPONSIBILITY

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 January 2023</p> <p>Accepted 04 April 2023</p>	<p>Purpose: The study analyses the elements that affect enterprises and entrepreneurs' vision prior to valuing entrepreneurial activities, enterprise vision duration, entrepreneur social responsibility, and enterprise vision in three dimensions.</p> <p>Theoretical framework: This paper uses the Regression and Descriptive Analysis. Results show a positive and significant association between the region of enterprise vision and the gender of the entrepreneur. Male entrepreneurs, however, are more inclined to put out visions of the best quality.</p> <p>Design: The findings from the investigation also shows that, when compared to male entrepreneurs, female entrepreneurs are more likely to present visions for the future development of their companies and express hope for it.</p> <p>Findings: The results of the study, moreover, evidences from the analysis states that in a nation with a deep-rooted traditional culture like China, the relationship between enterprises and the government has always been a significant factor affecting enterprises' ability to conduct operations.</p> <p>Research, Practical & Social implications: The study can defines the direction and significance of entrepreneur's experience on the formulation of enterprise vision enhances at each level.</p> <p>Originality/value: The value of the study finds the political activities of entrepreneurs have a greater impact on the formulation of enterprises vision.</p>
<p>Keywords:</p> <p>Enterprise Vision; Society Responsibility; Entrepreneurs.</p> 	<p>Doi: https://doi.org/10.26668/businessreview/2023.v8i4.914</p>

PESQUISA QUANTITATIVA DE EMPRESAS E A VISÃO DE SEUS LÍDERES BASEADO NA RESPONSABILIDADE SOCIAL

RESUMO

Objetivo: O estudo analisa os elementos que afetam a visão das empresas e dos empreendedores antes da valorização da atividade empreendedora, a duração da visão empresarial, a responsabilidade social do empreendedor e a visão empresarial em três dimensões.

Referencial teórico: Este artigo utiliza a Regressão e a Análise Descritiva. Os resultados mostram uma associação positiva e significativa entre a região de visão empresarial e o gênero do empreendedor. Empreendedores do sexo masculino, no entanto, estão mais inclinados a divulgar visões de melhor qualidade.

Design: As conclusões da investigação também mostram que, quando comparadas aos empreendedores do sexo masculino, as empresárias são mais propensas a apresentar visões para o desenvolvimento futuro de suas empresas e expressar esperança nisso.

Constatações: Os resultados do estudo, além disso, evidenciam a partir da análise que em uma nação com uma cultura tradicional profundamente enraizada como a China, a relação entre as empresas e o governo sempre foi um fator significativo que afeta a capacidade das empresas de conduzir operações.

Pesquisa, implicações práticas e sociais: O estudo pode definir a direção e o significado da experiência do empreendedor na formulação da visão empresarial aprimorada em cada nível.

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Originalidade/valor: O valor do estudo constata que as atividades políticas dos empresários têm maior impacto na formulação da visão das empresas.

Palavras-chave: Visão Empresarial, Responsabilidade da Sociedade, Empreendedores.

INVESTIGACIÓN CUANTITATIVA DE LAS EMPRESAS Y LA VISIÓN DE SUS LÍDERES BASADO EN LA RESPONSABILIDAD SOCIAL

RESUMEN

Propósito: El estudio analiza los elementos que inciden en la visión empresarial y empresarial previa a la valoración de la actividad empresarial, la duración de la visión empresarial, la responsabilidad social del empresario y la visión empresarial en tres dimensiones.

Marco teórico: Este trabajo utiliza la Regresión y el Análisis Descriptivo. Los resultados muestran una asociación positiva y significativa entre la región de visión empresarial y el género del emprendedor. Los hombres empresarios, sin embargo, están más inclinados a presentar visiones de la mejor calidad.

Diseño: Los hallazgos de la investigación también muestran que, en comparación con los empresarios masculinos, es más probable que las empresarias presenten visiones para el desarrollo futuro de sus empresas y expresen esperanza al respecto.

Hallazgos: Los resultados del estudio, además, las evidencias del análisis indican que en una nación con una cultura tradicional profundamente arraigada como China, la relación entre las empresas y el gobierno siempre ha sido un factor importante que afecta la capacidad de las empresas para realizar operaciones.

Implicaciones de investigación, prácticas y sociales: el estudio puede definir la dirección y la importancia de la experiencia del empresario en la formulación de la visión empresarial mejora en cada nivel.

Originalidad/valor: El valor del estudio encuentra que las actividades políticas de los empresarios tienen un mayor impacto en la formulación de la visión empresarial.

Palabras clave: Visión Empresarial, Responsabilidad de la Sociedad, Empresarios.

INTRODUCTION

The ability to invest into humans, develop and maintain a qualified workers committed to the organization's long-term sustainability, and adapt quickly to societal changes has become a major problem for modern leaders. Due to the gradual saturation of traditional business competitive elements including money, commodities, and technologies. A fundamental component of sustainable development that every business must adhere to is ensuring accountability and sustainability with regard to social and environmental challenges (Duc Tai, 2021). It can be observed that economy, society and environment, must all be taken into consideration while implementing corporate social responsibility (CSR) and sustainability (Moon and Parc, 2019; Matthies, et al, 2019). Enterprises must have a protracted approach to sustainability and CSR. The competitiveness among enterprises, the development of corporate virtues, and the acquisition of the loyalty and support of their workforce, customers, customers, and collaborators as well as social community, all depend progressively on strategic CSR and sustainability approaches (Chien, et al, 2022). Anticipating the advent of sustainable development involves strategic and visionary leadership there in services-based enterprises (Tuan, 2020). The vision is formulated by the internal members of the organization, which is

generally recognized by the members through team discussion and guides the future direction of their joint efforts (Mendel and Gerjuoy, 1984). It simply refers to what the enterprise envisions itself to be in the future. The core of an organization's strategy is its enterprise philosophy, which has a significant impact on how that strategy is developed. Enterprise strategic planning should reflect the essence of enterprise vision (Thomas, 1991). It is urgent to improve the vision management ability of Chinese enterprises to establish the vision in line with the enterprise, and use it to guide the production and operation activities of the enterprise, so as to realize the sustainable development of the enterprise. Enterprises that execute well on their vision are also more likely to grow quickly. However, the formulation of vision is affected by the ownership, size and industry of the enterprise: private enterprises and foreign-funded enterprises are more likely to put forward world-class vision than state-owned enterprises (Westley and Mintzberg, 1989). The likelihood of having a vision of the highest caliber increases with organization size, whereas small businesses have a lesser likelihood than large ones. Highly multinational sectors have a higher likelihood of producing world-class aspirations from businesses (Liu, et al, 2021).

When the uncertainty of external environment is low, vision plays a significant role in promoting enterprise growth. However, when the uncertainty of external environment is high, the promotion effect of vision continuity on enterprise growth is not significant (An, 2020). The earlier studies on enterprise vision still have certain shortcomings, though: First, only a small percentage of research studies on enterprise vision are quantitative; Second, there were few studies on the connection between corporate leaders and their social responsibility, with the majority of earlier studies concentrating on the corporate level (Zhang, et al, 2022). As an important part of China's economic development, it is of great significance to study the individual leader vision and their social responsibility of middle and small-sized enterprises.

MATERIAL AND METHODOLOGY

Quantified Variable Selection of Enterprise and Its Leader's Vision

In a large number of similar research literatures at home and abroad, most mainly focus on improving product quality and service scope of the researches on the vision of enterprises and their leaders, or focus on the market competitiveness and profits of enterprises. Transactional leadership places a strong emphasis on support, obstacles, motivation, achievement, and professional evolution (Chen, et al, 2019; Dalakoura, 2010). Transactional leadership shows a direct link between leadership potential and the ability to motivate others,

inspire goals, and boost performance through reward structures. Unlike transactional leadership, which stretches leadership to include a focus on professional progression transformational leadership emphasizes and recognizes the value of leader (Paragonzález, et al, 2018;Singh, et al, 2020). There are also some research results, focusing on the management of enterprises, optimizing the internal management of enterprises, and improving the interests of employees or shareholders. In the research of leader vision, most focus on leader's personal ability, loyalty and confidence. Therefore, this paper mainly starts from quantitative means and combines the actual situation to select appropriate variables to quantitatively study the enterprise and its leader's vision.

Analysis of the Vision Characteristics of Enterprises and Their Leaders

The resources needed for enterprise development, whether human or material, are drawn from the society. Enterprise development needs the support of the society. At the same time, developing enterprises also shoulder the corresponding social responsibilities (Shipeng, 2018; Abunaila, 2022). Previous studies have examined whether enterprises articulate their vision. For example, Larwood (1995) studied the structure and connotation of enterprise vision, and more than 99 percent of entrepreneurs could clearly describe their enterprise vision. Vision describes a state that an enterprise wants to be in the future. In the expression of enterprise vision, some enterprises are eager for long-term operation and hope to become a century-old enterprise. Others focus on the short term, reflecting what they hope to achieve in the next few years (Zhilong and Qian, 2020).Enterprises actively undertake social responsibilities, which can leave a good impression on consumers, thus helping to establish a positive enterprise image in the hearts of consumers, and laying a good foundation for the long-term development of enterprises. In addition, some studies have proved that enterprises actively undertake social responsibilities will also affect the financial performance of enterprises and the work performance of employees (Li and Ning, 2020). Therefore, it can be seen that enterprise social responsibility should also be an important factor of enterprise vision expression.

And the entrepreneur's vision, grasp of the future market, is a very important mental ability of leaders. Inspiration and imagination are important for entrepreneurs to succeed, but even more important are their vision and insight into the future (Yue, 2019; Madraswale & Velmurugan, 2023). Relying on inspiration and keen market sense may achieve rapid development in a short period of time, but only with a long-term vision, pay attention to the future development of the enterprise can make the enterprise sustainable (Zhenkuan, 2020).

Setting Characteristic Variables of Enterprise and Its Leader's Vision

(1) Time variable of enterprise development

The future development of the enterprise is an important factor in the enterprise vision. In terms of the length of time to pay attention to the future development of the enterprise, the value of the enterprise vision involves key words such as "century-old enterprise", "century-old classic enterprise", "evergreen foundation" and "everlasting prosperity for generations", is 2. This article gives clear vision expression that short-term development goals, such as "within 4-5 years to become", "five years", and did not explicitly mention time length. It is expressed only in the future development goals, such as "to build the future", "sustainable development", "longer" for a long time and so on. These types of enterprise vision are assigned a value of 1 while clear vision expresses short-term development goals, such as "within 4-5 years to become", "five years". The enterprise vision doesn't explicitly mention the time length but only expresses the future development goals, such as "jointly building the future", "sustainable development" and "longer", assigned a value of 1, while the enterprise vision that does not mention the factor of time length is assigned a value of 0.

(2) Regional variables of enterprise vision

On the basis of observing the experiences of these entrepreneurs, the following hypotheses are proposed regarding the regionalism of enterprise vision:

1A: Older entrepreneurs are more likely to come up with world-class visions, while younger entrepreneurs are less likely to come up with world-class visions.

1B: Compared with male entrepreneurs, female entrepreneurs are less likely to come up with world-class visions.

1C: The real estate industry is less likely to come up with a world-class vision than other industries.

1D: The more educated you are, the less likely you are to have a world-class vision.

In this paper, whether the vision is world-class or not is chosen as a measure of vision formulation, so as to reflect the level of vision formulation, and thus serve as the explained variable of hypothesis 1A, 1B, 1C and 1D. From this standard, it can be seen that what level of enterprise entrepreneurs want the enterprise to become in the future, thus affecting the positioning and strategic choice of the enterprise.

(3) The time length variable of enterprise vision

As for the length of enterprise vision, generally speaking, due to the particularity of products in the real estate industry, enterprises may pay more attention to long-term

development. As for entrepreneurs, gender differences may lead to different ways of thinking. Female entrepreneurs may hope for long-term development of their enterprises. Younger entrepreneurs may focus more on the long-term development of enterprises, whereas older entrepreneurs may focus more on the short-term development of enterprises. Those with military experience were more likely to focus on short-term objectives, but entrepreneurs may be more focused on enterprise long-term development with an enterprise management system of education and attention to the future of the enterprise. Politically active entrepreneurs (NPC deputies, CPPCC members, etc.) are frequently in the spotlight and may be more concerned with the long-term success of their companies than other entrepreneurs in order to uphold their own good reputations. As for the time length of enterprise vision, the following hypotheses are proposed:

2A: Older entrepreneurs are less likely to propose long-term visions, while younger entrepreneurs are more likely to propose long-term visions.

2B: Real estate is more likely to have a long-term vision than other industries.

2C: Female entrepreneurs are more likely to put forward long-term vision than male entrepreneurs.

2D: Entrepreneurs with higher education are more likely to put forward long-term vision, while those with political working background are more likely to put forward long-term vision.

By observing the enterprise vision, we can find that some enterprise vision reflects the goals to be achieved in the short term, while others focus on their own development after 100 years. Therefore, this paper chooses whether the enterprise vision focuses on the short-term goals of the enterprise or the long-term development of the enterprise in the future as another standard to measure the formulation of the vision, and as the explained variables of hypothesis 2A, 2B, 2C and 2D. To a certain extent, this standard can reflect whether the entrepreneur has a long-term vision and farsightedness, which affects the business activities of the enterprise and affect the choice of some goals of the enterprise.

(4) Whether social responsibility variables are involved

Whether or not the formulation of the organization's vision includes social responsibility, it should first have a stronger connection to the sector in which the enterprise is really based. At present, China's real estate industry is in a hot market, and consumers are dissatisfied with the high housing price, and generally have a poor impression of real estate developers. In order to establish their own image in the eyes of consumers, the real estate

industry is more likely to put forward the vision of enterprise social responsibility. There is no question that the thriving real estate sector has contributed to increased job creation and economic development. However, it is impossible to disregard the potential danger to the economic structure whenever the real estate market is overheating. All facets of society have taken notice of the steep rise in property prices in China. The growing home prices affect business investment, output efficiency, and innovation (Xie and Tan, 2017). The Chinese economy now depends heavily on the real estate industry. However, historical evidence has repetitively shown that economic development depends extensively on property investment, and real estate prices keep rising quickly, it will hinder enterprises' ability to invest, produce goods efficiently, and innovate, which would also hinder the steady and strong development of the enterprises (Liu and Ding, 2021).

Secondly, it should also be related to the status of entrepreneurs. As the research objects selected in this paper are from Hurun Rich List, therefore, entrepreneurs higher up the rich list are more likely to focus on social responsibility in order to avoid being labeled as "rich and heartless". In addition, it should be related to the entrepreneur's personal experience. The older the entrepreneurs are, the more important historical events they have experienced, and the more likely they are to be influenced by the thoughts of serving the country, so they are more likely to put forward visions related to social responsibility. The more educated entrepreneurs are, the more likely they are to pay more attention to enterprise social responsibility under the influence of western advanced management ideas. The primary traits of a social entrepreneur are education, exposure to other societies, past work experience, innovation, compassion, cultural roots, and contentment. Being a social entrepreneur is driven by self-transcendence, original concepts and innovations to address problems, enthusiasm, and personal experience (Pangriya, 2019). However, entrepreneurs with political work background are more likely to put forward vision related to social responsibility due to the influence of the government, media and the public. Therefore, regarding whether the vision involves social responsibility, the following hypotheses are proposed:

3A: The real estate industry is more likely to put forward a vision involving social responsibility.

3B: The higher the rank of entrepreneurs in Hurun Rich List, the higher the possibility of putting forward visions related to enterprise social responsibility.

3C: The older an entrepreneur is, the more likely he or she is to present a vision involving social responsibility.

3D: Entrepreneurs with political experience are more likely to present a vision involving corporate social responsibility.

This paper chooses whether the enterprise vision clearly defines its own social responsibility as a standard to measure the formulation of vision, so as to reflect the degree of concern of the enterprise to its own social responsibility, and thus serves as the explained variable of hypothesis 3A, 3B, 3C and 3D. From this standard, we can see what kind of image the entrepreneur wants the enterprise to establish among consumers and his concern about the work performance of the enterprise employees.

Quantitative Research on Enterprise and Its Leader's Vision

Sample selection and data sources

In this paper, a total of 1017 rich people in 2020 Hurun Rich List are selected to achieve research objectives. The samples chosen in this method include not only huge enterprises like Baidu, Alibaba, Lenovo, etc. but also some unidentified small and medium-sized organizations, rendering the samples highly accurate when the rich are used as the object of research. As for the vision of the target enterprise, this paper searched the official website of each enterprise and collected statistics on the vision of the enterprise. For the enterprise without official website or clear vision expression on the official website, statistics were made according to the vision expressed in the public reports and publishing cases of the enterprise. In the 1017 enterprises represented by the rich, 720 of them put forward a clear enterprise vision, excluding the fact that many rich people are from the same enterprise, the company has no official website or the official website cannot be opened due to maintenance.

Enterprises in various industries deal with diverse levels of competition, and their top issues may also vary, which has an effect on how a vision is established. As for the division of enterprises and industries, this paper classifies target enterprises by referring to the Code Table of National Economic Industry Classification (GB-T4754-2011) issued by the National Bureau of Statistics in 2011, and uses the first two parts of the industry code to represent the enterprise category. Entrepreneurs with different levels of education may have different understandings of the industry or economic development situation, have different management concepts, and pay different attention to enterprise development, which further affects the formulation of enterprise vision. Considering the variety of educational backgrounds, this paper includes entrepreneurs with a range of degrees in the assignment: no degree is assigned a value of 0; elementary degrees are assigned a value of 1; high school degrees are assigned a value of 2;

university degrees are assigned a value of 3; graduate or above majors are assigned a value of 4; and graduate student degrees, where entrepreneurs are included to participate in such activities after studying MBA or EMBA degrees. Entrepreneurs receive different social attention with different wealth values. Entrepreneurs with more wealth will have greater social influence and attract more attention, which will also affect the formulation of enterprise vision to a certain extent.

The importance of the non-public economy in the country's economy is growing in tandem with economic reform, and entrepreneurs' political standing is rising as a result. Many entrepreneurs have been elected to serve as members of regional and even national political consultative conference committees and engage in political activities. Some entrepreneurs have been awarded various political honors for their special contributions to the region, such as "model worker" and "Excellent Communist Party member". There are even some entrepreneurs who were government employees themselves before going into business. In China's current social environment, the relationship between enterprises and the government has an important impact on the development of enterprises. Entrepreneurs who engage in political work and attract attention from all sides may present a targeted vision in order to maintain their image. According to the political activity experience of enterprises plus, this paper divides entrepreneurs into four categories: elected representatives, elected members of the CPPCC, served in government organs, and won political honors. For NPC deputies and CPPCC members, from national level to township level, the value is 4,3,2,1, or 0 if there is none. For government work experience, the value is 1 for those who have such experience and 0 for those who do not. Those who received political honors were assigned a value of 1 and those who did not were assigned a value of 0. The gender difference of entrepreneurs may lead to different perspectives on problems, which may affect the formulation of vision to a certain extent. This paper adopts the following coding method: assign 1 to male entrepreneurs and 0 to female entrepreneurs. The descriptive statistics of relevant variables are shown in Table 1.

Table 1. Statistics Data of Description of Variables

Variable	Obs	Mean	Std. Dev.
Regional vision	720	0.972222	0.917641
Timeliness of vision	720	0.38943	0.783677
Social responsibility of vision	720	0.127778	0.334074
Mean year of birth	1011	1964.644	16.37698
Wealth value in 2020	1017	63.647	83.55359
Real estate	1017	0.319567	0.466538
Gender	870	0.962069	0.191139
Educational background	749	3.345794	0.725251
NPC Deputy experience	857	0.95916	1.488888

CPPCC member experience	857	0.744457	1.353015
Government Experience	857	0.115519	0.319834
Political honor	857	0.361727	0.480781
School Work Experience	859	0.117579	0.322296
Military service	862	0.064965	0.246608

Source: Prepared by the authors (2022)

As for the specific number of entrepreneurs with military service experience, it can be seen from Table 2 that only 6.50% of entrepreneurs have military service experience.

Table 2. Statistics Data of Experience in Army to Entrepreneurs

Military service	Freq	Percent	Add up
0	806	93.50	93.50
1	56	6.50	100.00
Total	862	100.00	

Source: Prepared by the authors (2022)

As for the statistical description of entrepreneurs' school work experience, it can be seen from Table 3 that 11.76% of entrepreneurs have school work experience, including being employed as professors or visiting professors.

Table 3. Statistics Data of Experience in Schools to Entrepreneurs

School Work Experience	Freq	Percent	Add up
0	758	88.24	88.24
1	101	11.76	100.00
Total	859	100.00	

Source: Prepared by the authors (2022)

Industry statistical description about entrepreneurs are shown in table 4, because of some enterprises involving multiple industries, such as: real estate, finance, trade, etc., for facilitate the statistics, we select enterprise engaged in the original industry or enterprise business statistics, and according to the enterprise industry industry code, select top two comprehensive, classification, get relevant statistical data.

Table 4. Statistics Data of Industry to Entrepreneurs

Industry code	Freq.	Percent	Industry code	Freq.	Percent
Real estate	204	20.24	Agriculture	6	0.6
Electric apparatus	62	6.15	Water Production and Supply	6	0.6
Medicine	60	5.95	Freight agent	6	0.6
Steelmaking	42	4.17	Printing,Reproduction	5	0.5
Retail industry	42	4.17	Metalwork anufacturing	5	0.5
Flexible unit	34	3.37	Civil engineering	5	0.5
Clothing	32	3.17	Architectural ornament	5	0.5
Investment	31	3.08	Catering industry	5	0.5
Electrician machinery equipment	29	2.88	Monetary and financial	5	0.5
Spinning	28	2.78	Leather goods, shoes	4	0.4
IT	24	2.38	Instruments and apparatus	4	0.4
Coal	23	2.28	Insurance	4	0.4
Non-ferrous metal metallurgy	21	2.08	Education	4	0.4
Petroleum chemical industry	20	1.98	Cabinet making	3	0.3
Chemicals	20	1.98	Water transport	3	0.3
Electronic equipment	20	1.98	Commercial service industry	3	0.3
Food	19	1.88	Non-metallic mine	2	0.2
Wholesale trade	19	1.88	Hotel industry	2	0.2
Nonmetal Mineral Products	18	1.79	Leasing industry	2	0.2
Automobile making	18	1.79	Ecological protection	2	0.2
Chemical engineering	18	1.79	Health Services	2	0.2
Internet	16	1.59	Mining auxiliary	1	0.1
Food processing	14	1.39	Forestry	1	0.1
Mining industry	14	1.39	Wood processing	1	0.1
Wine and beverage	12	1.19	Other manufacturing	1	0.1
Power and heat power	11	1.09	Gas Production and Supply	1	0.1
Transportation equipment	11	1.09	Road transport	1	0.1
House building	10	0.99	Telecommunications	1	0.1
Nonferrous metals	9	0.89	Communal facilities	1	0.1
Sporting goods	9	0.89	Culture and art	1	0.1
Papermaking	8	0.79	Sports	1	0.1
Plastic Products	8	0.79	Farming and grazing	1	0.1
TV movie production	8	0.79	Total	1008	100

Source: Prepared by the authors (2022)

As can be seen from the Table, the top four industries are real estate, electrical machinery, medicine and steel. This reinforces the previous statement that most Chinese enterprises are still "opportunity-oriented" or "product-oriented". The correlation coefficients among all variables are shown in Table 5.

Table 5. Correlation Coefficient among Variables

	Regional vision	Timeliness of vision	Social Responsibility	Mean year of birth	Wealth in 2020	Real estate	Gender	Education	NPC Deputy experience	CPPCC member experience	Government Experience	Political honor	School working	Military service
Regional vision	1													
Timeliness of vision	-0.2863*	1												
Social Responsibility	-0.1835*	-0.0788*	1											
Mean year of birth	-0.0680*	-0.0211	-0.0667*	1										
Wealth in 2020	0.0618*	-0.0268	0.1530*	-0.0864*	1									
Real estate	-0.1864*	0.2058*	-0.0123	0.03	0.0717*	1								
Gender	0.0603	-0.0214	-0.0207	-0.0191	-0.025	-0.0183	1							
Education	0.0266	-0.0301	0.0106	0.1035*	0.0033	0.0046	0.048	1						
NPC Deputy experience	-0.0355	0.1164*	0.0156	-0.1227*	0.038	-0.0351	0.0199	0.0025	1					
CPPCC member experience	0.039	-0.0074	0.0995*	-0.1001*	0.1323*	0.1755*	0.0004	0.045	-0.0359	1				
Government experience	-0.0402	-0.018	-0.0172	-0.0066	0.0654*	0.0428	0.0700*	0.0285	-0.0833*	-0.0154	1			
Political honor	-0.0351	0.0886*	0.0424	-0.1327*	0.0677*	0.0013	0.0288	0.0448	0.5347*	0.3272*	0.0546	1		
Schoolworking	-0.0001	0.0243	0.0362	-0.047	-0.038	-0.0017	-0.0263	0.0695*	-0.0289	0.0423	0.0038	0.0487	1	
Military service	0.0048	0.0458	-0.0414	-0.0796*	0.018	0.0209	0.0269	0.0237	0.0168	-0.0094	0.0522	0.0564*	-	1
													0.0682*	

Source: Prepared by the authors (2022)

As can be seen from the above table analysis, in terms of regionality of enterprise vision, the correlation coefficients between the average birth year of entrepreneurs and the industry in which entrepreneurs work and the regionality of corporate vision are -0.0680 and -0.1864 respectively, indicating that there is a negative correlation between them and the regionality of corporate vision. The correlation coefficient between entrepreneurs' wealth value and regional vision is 0.0618 , indicating that there is a positive correlation between the two. The correlation coefficients among other variables and the region of enterprise vision were all less than 0.05 and greater than -0.05 , indicating no significant correlation. On the timeliness of enterprise vision, the industry in which the entrepreneur is located, the experience of the NPC deputy of the entrepreneur, and the political honor of the entrepreneur, the political honor of the entrepreneur and the timeliness of enterprise vision are 0.2058 , 0.1164 , 0.0886 respectively. There is a positive correlation among these three variables and the timeliness of enterprise vision, while other variables have no significant influence. The correlation coefficient between the average birth year of entrepreneurs and vision social responsibility is -0.0667 , that is, there is a negative correlation between the average birth year of entrepreneurs and vision social responsibility. The correlation coefficients between entrepreneurs' wealth value and CPPCC members' experience and vision social responsibility are 0.1530 and 0.0995 respectively, indicating a positive correlation between them. The influence of other variables on vision social responsibility is not significant. In various entrepreneurial activities, the game's principles and the actions of public servants have a substantial impact on how entrepreneurs' performance. The time management of enterprise owners and, in turn, the profitability of Chinese companies are impacted by the changing of important government representatives. The entrepreneurs must devote considerable time on quasi activities in order to develop and maintain the business partnership with officials when enterprises lack political ties, new officials' dearth of local experience in working, private enterprises correspond to special enterprises, and private enterprises have a high staff number (Dong, et al, 2022).

Regression Analysis of Data

This paper uses software to process regional data about enterprise vision, and the regression analysis results are shown in Table 6.

Table 6. Regression Analysis of Regional Vision

explained variable	explaining variable	Regional vision(1)	Regional vision(2)	Regional vision(3)
Regional vision	Gender	0.350*** (0.121)	0.372*** (0.118)	0.391*** (0.113)
	Mean year of birth	-0.00212*** (0.000710)	-0.00299** (0.00145)	-0.00343*** (0.00121)
	Wealth in 2020		0.000692** (0.000270)	0.000733** (0.000289)
	Real estate		-0.329*** (0.0422)	-0.329*** (0.0437)
	Education		0.0168 (0.0448)	0.0185 (0.0416)
	School working		-0.0197*** (0.00737)	-0.0188** (0.00945)
	Military service		0.0916 (0.0964)	0.0878 (0.102)
	Political connection			-0.0194* (0.0113)
	Constant	3.981*** (1.308)	5.657** (2.805)	6.550*** (2.353)
	Observed value	627	550	549

Source: Prepared by the authors (2022)

Note: * indicates that the P value is significant at the 0.1 level. ** indicates that P value is significant at the level of 0.05. *** indicates that P value is significant at the level of 0.01.

As can be seen from the above table analysis, the entrepreneur's own experience affects the regionalism of enterprise vision from three aspects. Firstly, the uncontrollable factors of entrepreneurs themselves. It can be seen from the regression results that the gender of entrepreneurs is positively correlated with the region of enterprise vision at a significant level of 1%, that is, compared with female entrepreneurs, male entrepreneurs are more likely to propose world-class vision, hypothesis 1B is established. However, the average birth year of entrepreneurs is negatively correlated with the region of vision at the significant level of 1%, that is, the younger entrepreneurs are less likely to propose world-class vision, while the older entrepreneurs are more likely to propose world-class vision, hypothesis 1A is established. Secondly, by observing various acquired experiences of entrepreneurs, we can see that the wealth of entrepreneurs is positively correlated with the region of corporate vision at a significant level of 5%, indicating that the higher the wealth of entrepreneurs, the more inclined they are to propose world-class vision. However, the real estate industry is negatively correlated with the regionality of enterprise vision at a significant level of 1%, indicating that the real estate industry usually pays more attention to the domestic market than the desire to expand overseas. Therefore, hypothesis 1C can also be verified to be correct. At the same time, the region of enterprise vision and school work experience of entrepreneurs are significantly

negative at the 1% level, indicating that entrepreneurs with school work experience are less likely to propose world-class vision. Finally, we observe the connection between entrepreneurs and politics, and find that the political activities of entrepreneurs and the formulation of enterprise vision are significantly negative at the level of 10%, indicating that entrepreneurs with political work experience are more inclined to put forward non-world-class vision. Political ties have a detrimental and considerable negative impact on enterprise turnaround (Xu, et al, 2022). Political ties of an enterprise can decrease investment efficiency, increase company growth but decrease efficiency, increase overemployment, and increase management costs (Yu, 2016;Guo, 2011;Du, et al, 2010). The influence of other variables is relatively insignificant on the region of vision formulation. The regression analysis results of the timeliness of enterprise vision are shown in Table 7.

Table 7. Regression Analysis of the Time of Vision

explained variable	explaining variable	Regional vision (1)	Regional vision (2)	Regional vision (3)
Regional vision	Gender	-0.269*** (0.0909)	-0.440** (0.179)	-0.476*** (0.178)
	Mean year of birth	-0.00201** (0.00102)	-0.000503 (0.00238)	0.000648 (0.00178)
	Wealth in 2020		-0.000588*** (0.000216)	-0.000724*** (0.000267)
	Real estate		0.562*** (0.0358)	0.559*** (0.0353)
	Education		-0.0579 (0.0573)	-0.0687 (0.0525)
	School working		0.0851** (0.0428)	0.0740 (0.0452)
	Military service		0.351** (0.148)	0.358** (0.162)
	Political connection			0.0480*** (0.0159)
	Constant	3.385* (2.035)	0.553 (4.669)	-1.737 (3.478)
	Observed value	626	549	548

Source: Prepared by the authors (2022)

As can be seen from the above table analysis, the gender of entrepreneurs is negatively correlated with the timeliness of enterprise vision at the significant level of 1%, indicating that female entrepreneurs are more likely to put forward visions related to the development time of enterprises and hope to see the future development of enterprises compared with male entrepreneurs. Hypothesis 2C is true. The average birth year of entrepreneurs is negatively correlated with the timeliness of enterprise vision at a significant level of 5%, indicating that the younger entrepreneurs are less likely to put forward long-term vision, while the older

entrepreneurs are more likely to put forward long-term vision, which contradicts the previous hypothesis that hypothesis 2A is not valid. Looking at the acquired experience of entrepreneurs, the timeliness of entrepreneurs' wealth and enterprise vision is significantly negative at the 1% level, which indicates that the more wealth entrepreneurs have, the less attention they pay to the long-term vision of the enterprise and the more attention they pay to the development of the enterprise in a short time. The real estate industry is positively correlated with the timeliness of enterprise vision at the significant level of 1%, indicating that the particularity of the industry, the real estate industry often attaches great importance to the development of enterprises in the future for a long time, so the possibility of proposing long-term vision is high. Hypothesis 2B is true. In terms of entrepreneur experience, their school work experience or military service experience is positively correlated with the timeliness of enterprise vision at a significant level of 5%, indicating that entrepreneurs with both experiences are more likely to put forward long-term vision. The ability of the originating entrepreneur to leave the company merger and acquisition is significantly influenced by the founders' duration, apprenticeship, educational levels, competence, and region of residency in the world (Sanguineti, et al, 2022). Entrepreneurs and political work experience and the relationship between the enterprise vision timeliness, can be found between the two coefficients at the 1% significance level is positive, the political work experience shows that have entrepreneurs are more inclined to put forward a vision for a long time, assuming that 2D part about politics, and part of entrepreneurship education is unable to verify. The influence of other variables is not obvious on the timeliness of vision.

Social responsibility of the regression results in Table 8, entrepreneur's innate factors, the influence of gender is not significant on the social responsibility of the vision expression, and entrepreneurs, on average, year of birth and corporate vision of social responsibility statement under the 10% significant level between negative correlation, indicating that the young entrepreneurs focus on the less likely the corporate social responsibility statement, However, the older entrepreneurs pay more attention to the expression of corporate social responsibility due to the influence of early education. Therefore, hypothesis 3C is true. The coefficient between entrepreneurs' wealth and CSR statement of enterprise vision is significantly positive at 1% level, indicating that entrepreneurs with more wealth (greater social impact) pay more attention to CSR statement, that is, they care more about the establishment of enterprise image. Hypothesis 3B is established. However, there is a negative correlation between the real estate industry and the CSR statement of corporate vision at a significant level

of 1%, that is, the vision statement of the real estate industry pays less attention to enterprise social responsibility, which is exactly opposite to the assumption that hypothesis 3A is not true. The relationship is less clear between other experiences of entrepreneurs and socially responsible statements of corporate vision. As for the entrepreneur's political activities experience, under the 1% significant level and the enterprise vision of social responsibility stated that there was a positive correlation between the assumption 3D verified. This shows that entrepreneurs' participation in political activities will, to some extent, force entrepreneurs to put forward visions related to enterprise social responsibility, so as to maintain their own image and establish enterprise image.

Table 8. Regression Analysis of the Society Responsibility of Vision

explained variable	explaining variable	Regional vision (1)	Regional vision (2)	Regional vision (3)
Regional vision	Gender	-0.238 (0.153)	-0.0533 (0.127)	-0.0602 (0.116)
	Mean year of birth	-0.00695* (0.00417)	-0.00600** (0.00273)	-0.00472 (0.00294)
	Wealth in 2020		0.00178*** (0.000447)	0.00169*** (0.000446)
	Real estate		-0.267*** (0.0823)	-0.283*** (0.0853)
	Education		0.0456 (0.0327)	0.0370 (0.0295)
	School working		0.0786 (0.118)	0.0770 (0.125)
	Military service		-0.269 (0.367)	-0.269 (0.363)
	Political connection			0.0384*** (0.00805)
	Constant	12.79 (8.125)	10.54* (5.433)	7.979 (5.856)
	Observed value	627	550	549

Source: Prepared by the authors (2022)

By analyzing the relationship between the entrepreneur's own experience and the formulation of enterprise vision from three levels, the paper finds that in hypothesis 1D and 2D, the entrepreneur's educational background that is considered to have an important influence has a relatively small impact on the three levels of vision. On the contrary, school work experience or military service experience, which were not mentioned in the hypothesis, influenced the regional and temporal nature of enterprise vision to some extent. It should be noted that there is a strong correlation among the four political activities of entrepreneurs. For example, the correlation coefficients between entrepreneurs' political honors and their election as NPC deputies and CPPCC members are 0.5347 and 0.3272 respectively, indicating a strong

correlation. Therefore, the interaction between entrepreneurs' political activity experiences may lead to errors in regression results. Therefore, in the regression analysis, this paper combined the four political activities into one, collectively known as political connection, and conducted regression analysis based on this variable.

RESULTS AND DISCUSSION

Enterprise A has the resources and the ability to do large-scale business operations quickly. But doing so frequently has great hazards. Enterprise A must therefore comprehend the expectations of stakeholders, their demands and interests, and the history of international business. Then, enterprise A will assess its future social responsibility and represent the responsibility and business of entrepreneurs in what shape during the development process of the future enterprise, taking into account the macro aspects of politics, economy, culture, and law. A corporation will be more successful in the future if its plan is more transparent. A business and its managers will benefit society as a whole.

The following difficulties arise when A firm and its managers recognize its social responsibilities: First, incorporate social responsibility into your company's management strategy for long-term growth. Second, A's fundamental competitiveness must be combined with its commitment to corporate social responsibility. Third, enterprise A should adopt social responsibility as its current operating philosophy.

CONCLUSION

Vision plays an important role in enterprise management and long-term development. As more and more businesses are aware of this issue as Chinese company management concepts continue to advance. Although relatively a few studies have examined the influencing aspects of enterprise vision formulation from the perspective of entrepreneurs, an increasing number of studies have focused on the influencing factors of enterprise vision formulation. By examining the entrepreneur's own experience, this research seeks to determine the relationship between entrepreneur experience and vision formulation in order to serve as a guide for the creation of company vision. The research shows that entrepreneur's experience will affect the formulation of enterprise vision positively from three stages and at each level, the direction and significance of entrepreneur's experience on the formulation of enterprise vision enhances. Among them, the political activities of entrepreneurs have a more significant impact on the formulation of enterprise vision, which to some extent shows that a country with far-reaching

traditional culture as China, the relationship between enterprises and the government has always been an important factor affecting the business activities of enterprises. This study also has some shortcomings or limitations mainly because that there are many influencing factors in the study, which increases the difficulty of statistics and analysis. In the future work, the research content will be more detailed to solve more micro problems of enterprise legal risks, which are the suggestions for future work.

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