THE STRUCTURE AND MEASUREMENT OF ENTREPRENEURIAL TEAM'S HETEROGENEITY DIMENSION

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ABSTRACT

Entrepreneurship has become an important force in promoting economic and social development, and gradually become the most vitality part of a country's economic growth. Accordingly, the phenomenon of entrepreneurship is becoming the hotspot topic of research. In this study, entrepreneurial team in new ventures was taken as the research object, 33 initial measurement items of entrepreneurial team effectiveness were developed on the basis of combing the classification and content of team heterogeneity, and Hinkin's scale development method. After a brainstorming discussion, an item pool with 24 measurement items was formed, and 337 valid sample data were obtained. Using the degree of dispersion method, discriminant analysis and factor analysis to select the measurement items, the research developed a measurement scale of entrepreneurial team's heterogeneity, achieved the effective matching between measured variable definition and the actual measure. This scale constructs the index system of heterogeneity of entrepreneurial team, composed of 5 first grade indicators: the general demographic attributes, education background, entrepreneurial experience, cognitive and work values, with 18 two level indicators.

1. INTRODUCTION

With the growing popularity of the team entrepreneurship, more and more entrepreneurship are based on an entrepreneurial team rather than individual. The existing research has shown that, the performance of team entrepreneurship is better than that of individual entrepreneurship, its rate of success and the status of sustainable growth are averagely higher than those of individual entrepreneurship, and more and more entrepreneurial activities were based on entrepreneurial teams [1-7].

However, strictly speaking, all of the entrepreneurial activities are carried out in the form of team or group, they are just different in form [8-10]. On the other hand, entrepreneurial situations are characterized by high uncertainty, high fuzziness and high resource dependence, and many factors that influence the growth of start-ups are difficult to control [11]. Whether the team or group have certain specific character for the survival and development of new ventures is particularly important. Therefore, as entrepreneurial teams are relatively easy to be controlled, they gradually gain extensive attention of researchers and scholars, as well as venture capitalists. Researches about entrepreneurship have gradually focused on the entrepreneurial teams, also, investment decision maker have begun to take the character of entrepreneurial teams as important decision-making basis [12].

Early studies of group heterogeneity are represented by the social identity theory proposed by Tajfel and Turner in the early 1980s. The main content of the study is the demographic characteristics of team members. The researchers of heterogeneity of entrepreneurial teams have further expanded the scope and depth based on former study, so as to find the impact factors of entrepreneurial processes and outcomes in terms of internal and external heterogeneity of entrepreneurial team members. These studies' contents mainly include the classification of the heterogeneity of the entrepreneurial team, the relationship between the heterogeneity of the entrepreneurial team and the entrepreneurial performance, the relationship between the heterogeneity of the entrepreneurial team and the growth process of the entrepreneurial enterprise, etc.

A large number of research results have shown that entrepreneurial

team's heterogeneity directly influences entrepreneurial performance, specifically, entrepreneurial team, with higher external heterogeneity such as age heterogeneity, experience heterogeneity and heterogeneity of educational background, and with lower internal heterogeneity such as heterogeneity of risk preference, cognitive heterogeneity, personality heterogeneity, can make strategic choice more comprehensive, systematic and comprehensive in entrepreneurial practice, also has a stronger market risk tolerance and ability to cope with external environment.

With the development of entrepreneurial team, heterogeneity will play an increasingly important role, especially, internal heterogeneity such as heterogeneity of risk preference, cognitive heterogeneity and personality heterogeneity more directly affect the entrepreneurial performance of the entrepreneurial teams during the entrepreneurial process. Then, the following questions should be paid attention: which aspects of entrepreneurial teams would be affected by team's heterogeneity? How to measure the entrepreneurial team's heterogeneity and which dimensions should be measured? Since the heterogeneity (especially internal heterogeneity) is not easy to observe and measure, at present, there is no uniform standard for the division of team's heterogeneity, and there is barely the heterogeneity scale of the entrepreneurial team. Therefore, the empirical research related to entrepreneurial team heterogeneity is very scarce. Not only that, the results of theoretical research cannot effectively guide the entrepreneurial teams to understand and optimize the structure of heterogeneity of itself in the process of entrepreneurial practice to promote the long-term and sustainable growth of start-up businesses.

Therefore, on the basis of combing the classification and content of team heterogeneity, and the scale development method discussed by Hinkin, the initial measurement items of entrepreneurial team's heterogeneity were developed. After a brainstorming discussion, a measurement items pool was formed, then the questionnaire was designed to carry out quantitative research. Afterwards, we used the degree of dispersion method, the method of discriminant analysis and the method of factor analysis to select the measurement items, and compiled the measurement scale of entrepreneurial team's heterogeneity. Through the confirmatory factor analysis and evaluation, finally we developed the measurement scale of entrepreneurial team's heterogeneity, and built the measurement index system of

entrepreneurial team's heterogeneity.

2. HETEROGENEITY AND CLASSIFICATION OF ENTREPRENEURIAL TEAM

The term heterogeneity came from cell genetics, which refers to the phenomenon that a cell or individual contains cytoplasm with different genetic backgrounds. After being cited to marine biology, heterogeneity refers to the inhomogeneity of the community environment. In the study of philosophy, heterogeneity refers to the incommensurability among different types. Team heterogeneity reflects differences between team members in terms of age, gender, race, experience, and values etc [13,14].

Heterogeneity is a static description of team structure. In the existing studies, scholars have divided team heterogeneity based on different perspectives and standards, as shown in table 1. As can be seen from Table 1, team heterogeneity was divided into two-dimensional, three-dimensional or five-dimensional based on the difference in perspective and standard. In general, previous studies lack a valid distinction between heterogeneity, so that the conclusions are contradictory, but the content of heterogeneity is still evolving [15-17].

Table 1: Team heterogeneity classification

No.	Scholars	Concept and classification	Contents
			tasks, value heterogeneity occurs.
4	Ely et al., 2001 ^[21]	According to the difficulty of heterogeneity measurement, team heterogeneity can be divided into external and internal heterogeneity.	Respectively corresponding to the demographic characteristics which are easy to observed, including age, gender, race, experience, education level and professional background; Features that are difficult to observe and judge such as cognition, values, preferences, attitudes and so on.
5	Jackson et al., 2003 ^[22]	Differences and distribution of individual traits among team members, potentially leading to different perceptions among members. It is divided into easily observed, idiosyncratic, heterogeneous, deep idiosyncratic, heterogeneous, and between two heterogeneous attributes.	Respectively corresponding to gender, age, ethnicity, etc.; personality, knowledge, values, etc.; education and work years.
6	Jia Liu et al (2006) ^[22]	Divided into heterogeneity of relational orientation and heterogeneity of task orientation.	Respectively corresponding to the demographic characteristics such as age, sex, ethnicity, etc.; job specific, such as years of work, education, etc..
7	Gwendolyn et al., 2007 ^[23]	Heterogeneity is an immutable dimension in individual and group differences.	Gender, race, age, education, character, ability, years of work, etc.
8	Lei Si.,2008 ^[24]	Divided into social heterogeneity, information heterogeneity, value heterogeneity, heterogeneity of cognitive style, and heterogeneity of functional background.	Respectively corresponding to age, sex and race; seniority, rank, function and educational background; Differences in team mission, goals and tasks, perceptions, and commitments among entrepreneurial team members; differences among individual
1	Finkelstein et al., 1990 ^[18]	Reflect the team members' differences in the age, gender, race, experience, values, etc. Divided into heterogeneity of demographic characteristics and heterogeneity of deep trait.	Respectively corresponding to age, gender, race, education level, term, etc.; cognition, experience, values and so on.
2	Jackson et al., 1991 ^[19]	A mixture of personality, gender, attitudes, backgrounds, or experiences of a team member. Divided into heterogeneity of demographic characteristics (surface features, implicit features), heterogeneity of psychological characteristics variables (implicit features).	Respectively corresponding to age, sex, race, nationality, education, working years, professional background, cultural values, personality, beliefs, etc.
3	Jehn et al., 1999 ^[20]	Divided into heterogeneity of social category, information heterogeneity and value heterogeneity	Corresponding to demographic characteristics, such as race, gender, ethnicity, etc; Knowledge base and viewpoint of team members, such as education background, experience, professional knowledge, etc. When team members have different views on team goals and

No.	Scholars	Concept and classification	Contents
			team members in terms of organizational preferences and ways of handling information and experiences. Job experience, working experience, entrepreneurial experience, etc.
9	Yoke et al., 2009 ^[25]	Divided into shallow-level heterogeneity and deep-level heterogeneity.	Respectively corresponding to age, experience and gender; heterogeneity of personality, attitudes and values, etc.
10	Others(Chowdhury, 2005; Beckman et al., 2009 ^[26] ; Huang Yufang et al., 2010 ^[27] ; Niu Fang et al., 2011 ^[28]	Divided into task-related heterogeneity and relationship-related heterogeneity.	Gender, age, race, functional experience, industry experience, experience, education level, education level, culture, discipline, risk preference, cognition, personality, working life, character, value etc..
			of educational background with high relevance to the job in terms of member's education and training, etc. educational background, educational background, subject, professional knowledge, professional background, culture, knowledge, work, special education, etc.
3	Heterogeneity of entrepreneurial experience	The differences and distributions of the functional experiences of the creation or management of new ventures	Tenure, experience, working years, functional experience, industry experience, seniority, rank, professional background, job experience, working experience, etc.
4	Cognitive heterogeneity	Difference and distribution of processing information and accuracy of judgment, effected by the individual factors	Cognition, risk appetite, ability, attitude, preference, etc.
5	Heterogeneity of work value	The differences and distribution of team mission, objectives, beliefs and task cognitive, and commitment	Values, cultural values, personality, personality, personality, personality traits, beliefs and so on

The formation of entrepreneurial teams is a process of self-categorization. In this process, members of entrepreneurial teams are constantly "deindividuation". By self-categorization, the entrepreneur is no longer a single individual, but an entrepreneurial team. Heterogeneity of entrepreneurial team is only a static description of team structure. This study, referred to Jackson et al. (2003), defined heterogeneity of entrepreneurial team as: "Members of entrepreneurship teams appeared personal characteristics differences and distributions in dealing with interpersonal relationships and accomplishing tasks under the entrepreneurial situations."

When members of entrepreneurial team make social comparisons, they categorize themselves and others according to the same or different characteristics, therefore, in the division of entrepreneurial team's heterogeneity, the self-categorization process of individual members should be taken into account. In this process, having identification in certain aspects will induce members having a good impression and attracting each other. The stronger is the commitment to team identification, the higher the level of identity is. In this paper, the heterogeneity of entrepreneurial team is divided into five dimensions: general heterogeneity, heterogeneity of educational background, heterogeneity of entrepreneurial experience, cognitive heterogeneity and heterogeneity of job value, according to the period of an identity being activated or highlighted during an entrepreneurial process, shown in table 2.

Table 2: Classification and content of entrepreneurial team's heterogeneity

No.	Dimensions	Connotations	Contents
1	Heterogeneity of general demographic properties	It's easy to be identified by entrepreneurial team members. The differences and distributions of the demographic with low relevance to the job	Age, sex, nationality, race, nationality, etc.
2	Heterogeneity	Differences and distributions	Educational level,

3. ITEMS OF QUALITATIVE DEVELOPMENT MEASUREMENT

3.1 Development of Initial Test Items

The heterogeneity scale of entrepreneurial team is needed to measure the differences and distributions of individual characteristics that appear in dealing with interpersonal relationships and accomplishing their tasks under the entrepreneurial situation, including five dimensions which are the heterogeneity of general demographic attributes, heterogeneity of educational background, heterogeneity of entrepreneurial experience, cognitive heterogeneity, and heterogeneity of work value.

3.1.1 Dimension of general statistical attribute

The measurement items of heterogeneity of general population statistics is needed to measure differences and distribution of the demographic which have a low relevance with work among the members of the entrepreneurial team. According to table 2, it should cover age, gender, ethnicity, race and nationality indicators. After the revision of the start-up team members and experts of, the initial measurement items in terms of heterogeneity of entrepreneurial team's general demographic characteristics was formed, shown in table 3.

Table 3: Initial measurement items about heterogeneity of entrepreneurial team's general demographic characteristics

Measurement indicators	Measurement items	Code
Age heterogeneity	Team members have a wide range of ages	g1
Gender heterogeneity	The proportion of men and women in team varies greatly	g2
Ethnicity heterogeneity	Team members come from different ethnic groups	g3
Race heterogeneity	Team members come from different races	g4
Nationality heterogeneity	Team members come from different nationalities	g5

3.1.2 Dimension of educational background

The measurement items of educational background's heterogeneity are needed to measure the difference and distribution that having a high correlation with job among entrepreneurial team members in education and

training. According to the contents of Table 2, it should include nine indicators, educational level, educational status, educational background, discipline, professional knowledge, professional background, culture, knowledge and work-related special education. After the indicators of educational background was excluded, there were still 8 left. After the developed measurement items were revised by the members of entrepreneurial teams and experts, the initial measurement items about heterogeneity of entrepreneurial team's educational background was formed, shown in Table 4.

Table 4: Initial Measurement Items about Heterogeneity of Entrepreneurial Team's Educational Background

Measurement indicators	Measurement items	Code
Heterogeneity of educational level	Team members have diverse educational levels	b1
Heterogeneity of educational status	Team members have diverse educational status	b2
Heterogeneity of discipline	Team members have diverse discipline backgrounds	b3
Heterogeneity of professional knowledge	Team members have diverse professional knowledge	b4
Heterogeneity of professional background	Team members have diverse professional backgrounds	b5
Heterogeneity of culture	Team members have diverse culture	b6
Heterogeneity of knowledge	Team members have diverse knowledge	b7
Heterogeneity of work-related special education	Team members have diverse special education training related to job	b8

3.1.3 Dimension of entrepreneurial experience

The measurement items of educational background's heterogeneity are needed to measure the difference and distribution of the functions experienced involving the creation or management of new enterprises. According to the content of the table 2, it should cover 10 indicators, then we develop the measurement items. After the revision of the team members and experts of the start-up team, the initial measurement items table about heterogeneity of entrepreneurial team's entrepreneurial experience was formed, shown in table 5.

Table 5: Initial Measurement Items about Heterogeneity of Entrepreneurial Team's entrepreneurial experience

Measurement indicators	Measurement items	Code
Term heterogeneity	Team members have diverse term experiences	e1
Experiences heterogeneity	Team members have diverse experiences	e2
Heterogeneity of working years	Team members have diverse working years	e3
Heterogeneity of functional experience	Team members have diverse functional experiences	e4
Heterogeneity of industry experience	Team members have diverse industry experiences	e5
Seniority heterogeneity	Team members have diverse seniority	e6
Heterogeneity of rank position	Team members have diverse rank position	e7
Heterogeneity of professional background	Team members have diverse professional background	e8
Heterogeneity of duty experience	Team members have diverse duty experience	e9
Heterogeneity of co-work experience	Team members have diverse co-work experience	e10

3.1.4 The dimension of team cognition

The measurement items of cognitive heterogeneity are needed to measure the differences and distributions of the entrepreneurial teams' members that are influenced by individual factors under the entrepreneurial situation when they deal with information and judge things. According to the Table 2, it should include 5 indicators: cognition, risk preference, ability, attitude, preference, after excluding the cognitive indicator, there were still 4 lefts. After the developed measurement items were revised by the members of entrepreneurial teams and experts, the initial measurement items about cognitive heterogeneity of entrepreneurial team were formed, as shown in Table 6.

Table 6: Initial Measurement Items about Cognitive Heterogeneity of Entrepreneurial Team

Measurement indicators	Measurement items	Code
Heterogeneity of risk preference	Team members have diverse risk preferences	r1
Heterogeneity of ability	Team members have diverse cognitive capacity	r2
Heterogeneity of attitude	Team members have diverse cognitive attitudes	r3
Heterogeneity of preference	Team members have diverse preferences	r4

3.1.5 Dimension of work value

The measurement items of work value's heterogeneity are needed to measure the differences and distribution of entrepreneurial team members in team missions, goals, beliefs and tasks, and commitment, according to the content of the table 2, it should cover 7 indicators (values, cultural values, individuality, personality, character, personality traits, faith). Then we developed the measurement items according to table 2. After the revision of the team members and experts of the start-up team, character and personality traits were combined into character, the initial measurement items about entrepreneurial team's heterogeneity of work value which covers 6 indicators was formed, as shown in table 7.

Table 7: Initial Measurement Items about Entrepreneurial Team's Heterogeneity of work value

Measurement indicators	Measurement items	Code
Value heterogeneity	Diversity of values among team members	v1
Heterogeneity of cultural value	Diversity of cultural values among team members	v2
Individuality heterogeneity	Diversity of individuality among team members	v3
Personality heterogeneity	Diversity of personality among team members	v4
Character heterogeneity	Diversity of character among team members	v5
Faith heterogeneity	Diversity of faith among team members	v6

3.2 The measurement items of qualitative development of entrepreneurship teams' efficiency

In order to make a more thorough and detailed analysis of the measurement items' applicability, 22 experts were invited to participate in the further screening of these items. These experts independently read, analyzed and screened according to their work background and research, and there were 2 main jobs involved: (1) made recommendations on the appropriateness and accuracy of the contents of the items, deleted items with low degree of differentiation in China, deleted items that are ambiguous or unclear, merged items with similar content into new items and coded them (merged b1, b2 into b9; merged b3, b4, b5, b6, b7 into b10; merged e4, e7, e9 into e11; merged e5, e8 into e12; merged r1, r4 into r5; merged v3, v5 into v6), and increased the measurement items with characteristics of entrepreneurial teams. (2) Through repeated communications, put forward suggestions on the readability of the questionnaire, straightened out and determined the final statements of items. After brainstorming, repeated communication and discussion, eventually an item pool containing 24 items was formed, as shown in Table 8.

Table 8: Measuring Pool of Entrepreneurial Team' Heterogeneity

Number	Measurement items	Code
1	Team members have a wide range of ages	g1
2	The proportion of males to females varies significantly among team members	g2
3	Team members have received diverse special educational trainings related to job	b8
4	Team members have diverse educational backgrounds	b9
5	Team members have diverse professional knowledge and skills	b10
6	Team members have diverse working years	e3
7	Team members have diverse experiences of co-working	e10
8	Team members have diverse experiences in the functional department	e11
9	Team members have diverse working experiences	e12
10	Team members have diverse entrepreneurial experiences	e13
11	Team members have diverse cognitive abilities	r2
12	Team members have diverse cognitive attitudes	r3
13	The attitude towards entrepreneurial scene varies significantly among team members	r5
14	Team members have diverse cognitive styles	r6
15	Team members have diverse cognitive ways	r7
16	Team members are often able to identify different entrepreneurial risks	r8
17	Team members often find different entrepreneurial opportunities	r9
18	Diversity of values among team members	v1
19	Team members have diverse cultural values	v2
20	The diversity of team members' personality	v4
21	Team members have diverse attitudes toward work	v6
22	Team members have different beliefs about important matters	v7
23	Team members have diverse understanding of task object	v8
24	Team members have diverse understanding of the most important matters in the team	v9

4. QUANTITATIVELY DEVELOPMENT MEASUREMENT SCALE

Using quantitative methods removed unnecessary items to form the final concise scale. Following the principle of great importance, strong sensitivity, good representation, strong independence and good distinction, and considering the acceptability of the items, also using the degree of dispersion method, the method of discrimination analysis and factor analysis, we select the measurement items of entrepreneurial team's heterogeneity.

4.1 Measurement items selection method

4.1.1 The degree of dispersion method

Selecting the measurement items of entrepreneurial team's heterogeneity is from the perspective of sensitivity. If the items' degree of dispersion is low, the difference between the measures will be poor, so it's better to include a high degree of discourse into the scale. In order to eliminate the influence of different dimension and average, coefficient of variation (percentage of sample's standard deviation accounting for the corresponding average) generally is used to measure the index of dispersion degree. Because the options of measurement scale of entrepreneurial team's heterogeneity are 7grade categorical variables, and the scores of each item were basically normal distribution. So, in this study the coefficient of variation of each

item's scores is used to measure its degree of dispersion.

4.1.2 Discrimination analysis

We selected the heterogeneous measurement items from the perspective of discrimination. Then, T-test was used to analyze each measurement items to select the measure items for distinguishing the heterogeneity of entrepreneurial team.

4.1.3 Factor analysis

We chose the measurement items of entrepreneurial team' heterogeneity according to the load on the factors. The method of principal component was used for factor analysis, and the maximum orthogonal rotation was performed, then according to the theoretical structure to determine the number of factors, lastly, the larger load of the measurement items on the corresponding factors were selected.

4.2 Empirical investigation

From May 2010 to August 2010, 400 questionnaires were sent to the entrepreneurial teams of Jiangsu, Shanghai and Zhejiang provinces. Then 385 questionnaires were collected and the recovery rate was 96.3%; 48 valid cases were excluded and the effective rate of the questionnaire was 84.3%. In that, we chose three kinds of questionnaire survey methods. Firstly, through the VC practitioners, we contacted the start-up team and reached consensus, sent out 250 questionnaires by email or post, then collected 238 copies, and the effective questionnaire was 235, the recovery rate of the valid questionnaires was 94.0%; Secondly, 100 questionnaires were issued from the field of entrepreneurship training courses, 87 of them were recovered, and 76 questionnaires were valid. The recovery rate of effective questionnaires was 76.0%. Thirdly, 50 questionnaires were sent to the senior executives of the new ventures, recovered 37 copies, 26 questionnaires were valid, and the recovery rate of the effective questionnaires was 52.0%. The respondents were mainly members of entrepreneurial teams in the high-tech industry. Except the basic information of individual and the start-up enterprise were used the form of the single choice, the questionnaire was designed with a Likert 7 scale. Due to the limitation of time, energy and the related factors, as well as the sample were difficult to get, the 337 samples were randomly divided into two parts, one part of the samples with 168 for exploratory factor analysis, the other part of the sample with 169 for confirmatory factor analysis. The basic characteristics of all 337 samples are described in table 9.

Table 9: Basic characteristics of the development sample of entrepreneurial team heterogeneous measurement scale

Personal characteristics				New starting entrepreneurial characteristics			
Trait	Classification	Frequency	Percentage	Trait	Classification	Frequency	Percentage
G1. Gender	male	228	67.7	C1. Company's nature	Partnership enterprise	265	78.6
	Female	109	32.3		Sole proprietors hip	11	3.3
G2. Age	<=25	55	16.3	C2. Listed or not	Unincorporated institutions	53	15.7
	26—30	143	42.4		Foreign-funded enterprises	4	1.2
	31—35	94	27.9		Others	4	1.2
	36—40	34	10.1		Y	8	2.4
	>40	11	3.3	C3. Enterprise age	N	329	97.6
	high school or lower	11	3.3		Less than 1 year	222	65.9
G3. Education degree	junior college	41	12.2		1-3 years	79	23.4
	undergraduate	216	64.1		3—5 years	16	4.7
	Master	55	16.3		5—10 years	12	3.6
	Doctor	14	4.2		More than 10 years	8	2.4

G4. Professional background	Science Engineering	194	57.6	C4. Employees number	Less than 5 people	38	11.3
	Department of economics and management	94	27.9		6—10 people	151	44.8
	Literature and art	27	8.0		11—30 people	119	35.3
	Law	14	4.2		31—100 people	17	5.0
	Others	8	2.4		101—500 people	4	1.2
	Production	18	5.3		More than 500 people	8	2.4
G5. The longest job before starting a business	Research and Development	129	38.3	C5. Industry	High-tech	270	80.1
	Finance	27	8.0		Traditional manufacturing	38	11.3
	Marketing	36	10.7		Building property	7	2.1
	Human resources	15	4.5		Trade services	16	4.7
	Administrative management	19	5.6		Others	6	1.8
	Engineering Technology	89	26.4		Start-up stage	187	55.5
G6. Present job function	Others	4	1.2	C6. Stage of the company	Growth period	118	35.0
	Administration	62	18.4		Mature period	11	3.3
	Technology	190	56.4		Transition period	21	6.2
	Marketing	63	18.7		1-3 years	75	22.3
	Auxiliary	14	4.2		3-5 years	27	8.0
G7. Years of team formation	Others	8	2.4	G7. Years of team formation	5-10 years	4	1.2
	Less than half a year	107	31.8		More than 10 years	4	1.2
	Six months to 1 years	120	35.6				

Kaiser-Meyer-Olkin measure of sample adequacy		.883
Bartlett's test of Sphericity	Approximate chi-square	13756.264
	Degree of freedom df	348
	Significance probability Sig.	.000

According to the three kinds of methods of items' selection, (degree of dispersion method, method of discrimination analysis and factor analysis, coefficient of correlation method), and through SPSS, we got the analysis results, shown in the table 12.

Table 12: Summary of selection results of measurement items

Items	Factors	The degree of dispersion			Differentiation analysis		Factor Analysis		Reserved items	
		Means	Standard deviation	Coefficient of variation	T value	Sig.	Factor load	Communality	Condition	Coding
g1	H1 Heterogeneity of general statistical attribute	3.952	1.562	0.395	32.790	0.000	0.948	0.910	√	H1-1
g2		3.946	1.740	0.441	42.273	0.000	0.947	0.925	√	H1-2
b8	H2 Heterogeneity of educational background	3.273	1.081	0.330	23.401	0.000	0.642	0.736	×	—
b9		4.196	1.769	0.422	30.750	0.000	0.730	0.923	√	H2-2
b10		4.017	1.528	0.380	40.927	0.000	0.932	0.955	√	H2-1
e3	H3 Heterogeneity of entrepreneurial experience	3.214	1.703	0.530	24.465	0.000	0.811	0.903	√	H3-2
e10		3.846	1.734	0.451	18.141	0.000	0.394	0.667	×	—
e11		3.685	2.370	0.643	20.148	0.000	0.855	0.967	√	H3-1
e12		4.639	1.826	0.394	15.250	0.000	0.482	0.809	×	—
e13		4.244	2.092	0.493	26.293	0.000	0.559	0.848	√	H3-3
r2	H4 Cognitive heterogeneity	4.220	2.338	0.554	23.396	0.000	0.576	0.915	√	H4-5
r3		4.257	1.203	0.283	27.816	0.000	0.594	0.732	×	—
r5		3.726	1.996	0.536	24.196	0.000	0.530	0.849	√	H4-6
r6		3.923	2.362	0.602	21.522	0.000	0.706	0.834	√	H4-2
r7		4.071	1.907	0.468	27.677	0.000	0.633	0.862	√	H4-4
r8		3.720	2.113	0.568	22.817	0.000	0.679	0.781	√	H4-3
r9		4.327	2.325	0.537	24.121	0.000	0.773	0.905	√	H4-1
v1	H5 Heterogeneity of work value	4.065	1.805	0.444	29.189	0.000	0.875	0.810	√	H5-1
v2		3.052	1.247	0.409	1.825	0.108	0.608	0.863	×	—
v4		3.345	1.860	0.556	17.738	0.000	0.413	0.627	×	—
v6		4.065	2.347	0.577	22.447	0.000	0.852	0.931	√	H5-2
v7		3.958	2.489	0.629	20.612	0.000	0.586	0.774	√	H5-5
v8		3.839	1.399	0.364	35.581	0.000	0.712	0.824	√	H5-4

4.3 The quantitative analysis of measurement items

Through SPSS, reliability statistics are shown in table 10. Table 3.8 shows that the coefficient of internal consistency is 0.837, greater than 0.8, which indicates that the overall reliability of the questionnaire is good, and the measurement results are reliable and suitable for statistical analysis.

Table 10: Coefficient of Cronbach's α

Cronbach's α	number of terms
.837	24

Entrepreneurial team's heterogeneity test questionnaire's KMO sample measure and Bartlett's Test of Sphericity result are shown as Table 11, KMO is 0.883, it is suitable for exploratory factor analysis; The Bartlett's Test of Sphericity is 0, which indicates that the correlation is strong.

Table 11: Measure of sample adequacy and test of sphericity

Kaiser-Meyer-Olkin measure of sample adequacy		.883
Bartlett's test of Sphericity	Approximate chi-square	13756.264
	Degree of freedom df	348

Items	Factors	The degree of dispersion			Differentiation analysis		Factor Analysis		Reserved items	
		Means	Standard deviation	Coefficient of variation	T value	Sig.	Factor load	Communality	Condition	Coding
v9		4.083	1.721	0.422	30.747	0.000	0.772	0.823	√	H5-3

The degree of dispersion method selects the measurement items from the sensitivity angle. This study deleted items which the coefficient of variation was less than 0.35 by using the coefficient of variation, including b8(team members have received diverse special educational trainings related to job) and r3(team members have diverse cognitive attitudes). Differentiation analysis is an approach to select measurement items from the perspective of differentiation and importance. We carried out the T-test on each measurement items, if T-test results reaches significant level (Sig. Value is less than 0.05), which indicates that this measurement items can identify the reaction degree of different samples, if not, remove the item. Based on this standard, item h5-2 (team members have diverse cultural values) was deleted from the measurement.

Factor analysis is the selection of measurement items from the perspective of representativeness. Through the factor analysis of all the items in the questionnaire, the factors having larger internal weight were selected. In this study, principal component analysis was used to extract the factors. In the selection of measurement items, we followed Hair standards (1998) (when the sample size is greater than or equal to 50, and the coefficient of factor load is greater than 0.3, the factor can be considered as a significant factor; when coefficient of load is greater than 0.4, the factor can be considered important; more than 0.5 is very important). In this study, 0.5 is used as the critical point of factor load, so the items that do not meet the requirements should be deleted. The retained measurement items are recoded according to the order of factor load weight, as shown in table 12.

We extracted factors and selected eigenvalue which greater than 1 according to the method of the principal component analysis. Generally, if each factor's cumulative contributing rate of variance is more than 60%, it shows that the questionnaire has good structural validity. It can be seen from the accumulation, exacted by the variance decomposition of principal component that cumulative contributing rate of the first five factors we extracted was 87.438%, and cumulative contributing rate of variance of factor 1 was relatively high, reaching 62.089%. Therefore, the cumulative contributing rate of the five factors in this study was ideal, and the results are shown in table 13.

Table 13: Cumulative contributing rate of variance

Factors	Initial Eigenvalues			Rotation Sums of Squared Loading		
	Total	Variance %	Accumulation %	Total	Variance %	Accumulation %
H5 Heterogeneity of Work value	11.176	62.089	62.089	5.323	29.570	29.570
H4 Heterogeneity of Cognitive	2.061	11.452	73.541	3.391	18.839	48.408
H3 Heterogeneity of entrepreneurial experience	1.185	6.582	80.123	2.950	16.390	64.798
H2 Heterogeneity of educational background	.682	3.789	83.912	2.141	11.897	76.695

H1 Heterogeneity of general statistical attribute	.635	3.526	87.438	1.934	10.743	87.438
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As we can see from the cumulative contribution rate of variance and the rotation matrix:

(1) The factors' eigenvalue of general demographic attribute's heterogeneity is 0.635, and the Rotation Sums of Squared Loading is 1.934, which explain 3.526% of total variation, and 10.743% of Rotation Sums of Squared Loading variance. This factor includes measurement items H1-1 and H1-2. (2) The factors' eigenvalue of educational background's heterogeneity is 0.682, and the Rotation Sums of Squared Loading is 2.141, which explain 3.789% of the total variation, and 11.897% of Rotation Sums of Squared Loading variance. This factor includes measurement items H2-1 (team members have a diverse professional knowledge and skills) and H2-2 (team members have a diverse degree of education). (3) The factors' eigenvalue of entrepreneurial experience's heterogeneity is 1.185, and the Rotation Sums of Squared Loading is 2.950, which explain 6.582% of the total variation, and explain 16.390% of Rotation Sums of Squared Loading variance. This factor includes measurement items H3-1 (team members have a diverse number of years of work), H3-2 (team members have a diverse entrepreneurial experience) and H3-3 (team members have a diverse number of years of work experience). (4) The factors' eigenvalue of cognitive heterogeneity is 2.061, and the Rotation Sums of Squared Loading is 3.391, which explain 11.452% of the total variation, and 18.839% of Rotation Sums of Squared Loading variance. This factor includes measurement items H4-1 (team members often find different entrepreneurial opportunities), H4-2(team members have diverse cognitive styles), H4-3(team members can often identify different entrepreneurial risks), H4-4(team members have diverse cognitive ways), H4-5(team members have diverse cognitive abilities) and H4-6 (team members have diverse attitudes towards entrepreneurship situation). (5) The factors' eigenvalue of heterogeneity of work values is 11.176, and the Rotation Sums of Squared Loading is 5.323, which explain 62.089% of the total variation and 29.570% of Rotation Sums of Squared Loading variance. This factor includes measurement items H5-1 (the diversity of team member's value), H5-2(team members have diverse attitudes toward work), H5-3 (team members have diverse understanding of matters of the team the most important), H5-4 (team members have diverse understanding of task object), and H5-5 (team members have different beliefs about important matters).

4.4 Confirmatory factor analysis

The remaining half sample with 169 samples data were used for confirmatory factor analysis. The retained 18 measurement items were re-encoded in the order of the weight of the factors' load. Thus, H1-1 ~ H1-2 are two measurement items that reflect the entrepreneurial team's heterogeneity of general statistical attribute, H2-1~H2-2 are two measurement items that reflect the entrepreneurial team's heterogeneity of educational background, H3-1~H3-3 are three measurement items that reflect the entrepreneurial team's heterogeneity of entrepreneurial experience, H4-1~H4-6 are six measurement items that reflect the entrepreneurial team's cognitive heterogeneity, H5-1~H5-5 are five measurement items that reflect the entrepreneurial team's heterogeneity of work value.

In order to improve the suitability of SEM analysis, two samples were combined into one sample with a total of 337 samples data. We used AMOS18.0 statistical software and maximum likelihood method to process parameter estimation, and fitted the 337-observation data with the corresponding conception model. We first fitted every two factors among the 5 factors of entrepreneurial team's heterogeneity, then obtained the complete standard solution of the 5 factors model of entrepreneurial team's heterogeneity.

We established 5H five-dimension hypothesis model consisting of entrepreneurial team's heterogeneity of general demographic attributes, heterogeneity of educational background, heterogeneity of entrepreneurial experience, cognitive heterogeneity and heterogeneity of work value. After analysis, the covariance of heterogeneity of general demographic attributes and educational background(H1-H2), heterogeneity of general demographic attributes and entrepreneurial experience(H1-H3) did not passed the test. Therefore, we deleted the two paths and obtained a five-dimensional hypothesis model for 5H heterogeneity measurement of entrepreneurial team, as shown in Figure 1. And the fitting results of the 5H five-dimensional hypothesis model are ideal, and the results of each index are

shown in table 14. $\chi^2/df = 1.828$; RMSEA=0.073; NFI=0.939; TLI=0.927; CFI=0.954, shown in the table 14.

Figure 1: The five-dimensional hypothesis model for 5H heterogeneity measurement of entrepreneurial team

Table 14: Five-dimensional hypothesis model fitting index table of measurement of 5H heterogeneity in entrepreneurial team

Fitting index	Absolute fitting index				Relative fitting index		
	χ^2	df	χ^2/df	RMSEA	NFI	TLI	CFI
Fitting result	232.118	127	1.828	0.073	0.939	0.927	0.954

The C.R. values of each measurement index is all greater than 1.96. The load coefficients of each item are greater than 0.5. The covariance of heterogeneity of general demographic attributes and cognition is -1.017, its C.R. values is -3.452. The correlation between the heterogeneity of general demographic attribute and cognition of the entrepreneurial team is -0.163. The covariance of heterogeneity of general demographic attributes and work value is 0.890, and C.R. values is 3.083, , The correlation between the heterogeneity of general demographic attribute and work value of the entrepreneurial team is 0.511; The covariance of heterogeneity of educational background and entrepreneurial experience is 1.250, and C.R. values is 7.365.

The correlation between the heterogeneity of educational background and entrepreneurial experience of the entrepreneurial team is 0.511. The covariance of heterogeneity of educational background and cognition is -1.452, and C.R. values is -7.796. The correlation between the heterogeneity of educational background and cognition of the entrepreneurial team is -0.554. The covariance of heterogeneity of educational background and work value is 0.929, and C.R. values is 7.002. The correlation between the heterogeneity of educational background and work value of the entrepreneurial team is 0.437. The covariance of heterogeneity of entrepreneurial experience and cognition is -2.845, and C.R. values is -9.395.

The correlation between the heterogeneity of entrepreneurial experience and cognition of the entrepreneurial team is -0.657, The covariance of heterogeneity of cognition and work value is -2.465, its C.R. values is -9.748. And all the above passing the significant test. But the covariance of heterogeneity of entrepreneurial experience and work value is 1.321, and C.R. values was 8.231, not passed the significance test. The correlation between the heterogeneity of entrepreneurial experience and work value of the entrepreneurial team is 0.529. The correlation between the heterogeneity of entrepreneurial experience and work value of the entrepreneurial team is -0.697, shown in Figure 2.

Figure 2: The five-dimensional fitting model for 5H heterogeneity measurement of entrepreneurial team

4.5 Scale evaluation

4.5.1 Evaluation of structural dimensions of the heterogeneity of entrepreneurial team

As can be seen from the results in Table 14, fitting model of the heterogeneity measurement scale, χ^2/df , RMSEA, NFI, TLI, CFI are ideal. Thus, the concept of heterogeneity of entrepreneurial team can be measured by five dimensions consisting of general demographic heterogeneity, education background heterogeneity, entrepreneurial experience heterogeneity, cognitive heterogeneity and work value heterogeneity.

According to the principle of evaluating content validity in structural equation, which is that the normalized factor is greater than 0.71 that means the multiple correlation coefficient (the square of the factor loading) R^2 is greater than 0.5, in other words, the latent variables can explain more than 50% of the corresponding problem in the scale. It can be seen from Fig. 2 that the normalized factor loading of the 18 measurement items is greater than 0.71 in five dimensions, which indicates that the explanatory ability of each latent variable corresponding to measurement items was relatively strong.

4.5.2 Reliability assessment

In order to assess the reliability of entrepreneurial team heterogeneity of five dimensions, the structure reliability of each factor should be calculated. The structural reliability measures the internal consistency of the scale, which is presented by the Cronbach's alpha coefficient in the confirmatory factor analysis shown in table 15.

Table 15: The internal consistency reliability coefficient of the measurement scale

Factor	H1	H2	H3	H4	H5	The overall measure scale
Cronbach's α	0.763	0.809	0.816	0.857	0.829	0.874
number of terms	2	2	3	6	5	18

4.5.3 Validity evaluation

In this study, we used the content validity and construct validity to test the validity of the scale.

The questionnaire of heterogeneity measurement of entrepreneurial team was obtained based on literature research, investigation and discussion, and in order to make the questionnaire more integrity and clear, experts were invited to conduct a qualitative analysis on the meaning and expression after

completion of the first draft of the questionnaire, and deleted the unsuitable measurement items with qualitative analysis method, also this study selected the high-tech start-up team as the main sample, so judging from the perspective of rationality of the items, the content validity of the measurement scale of entrepreneurial team's heterogeneity is appropriate. Construct validity consists of convergent validity and differential validity. According to the convergent validity, as shown in Figure 2, the results of confirmatory factor analysis show that the heterogeneity of entrepreneurial team consists of five dimensions with structure clear, the content clear, and the load of each measurement items corresponding to the factor is greater than 0.71.

As shown in table 16, The AVE coefficients of general demographic heterogeneity, education background heterogeneity, entrepreneurial experience heterogeneity, cognitive heterogeneity and work value heterogeneity of the entrepreneurial team are 0.701, 0.711, 0.827, 0.768 and 0.759 respectively, which are greater than the correlation coefficient between the factors. In addition, the AVE coefficient of each factor is greater than 0.5, so it can be considered that the measurement scale of the entrepreneurial team's heterogeneity had sufficient discriminant validity. Therefore, the measurement scale of the entrepreneurial team's heterogeneity has good construction validity.

Table 16: The AVE coefficients of difference validity of the scale of entrepreneurial team heterogeneous

Factors	H1	H2	H3	H4	H5
H1 General demographic heterogeneity	0.701*				
H2 Educational background heterogeneity	---	0.711*			
H3 Entrepreneurial experience heterogeneity	---	0.511	0.827*		
H4 Cognitive heterogeneity	-0.163	-0.554	-0.657	0.768*	
H5 Work value heterogeneity	0.114	0.437	0.529	-0.697	0.759*

Through the quantitative analysis, we found that heterogeneity of entrepreneurial team has five dimensions consisted of heterogeneity of general demographic attribute, heterogeneity of educational background, heterogeneity of entrepreneurial experience, cognitive heterogeneity and heterogeneity of work value. The measurement scale of the entrepreneurial team's heterogeneity that we developed achieves the effective matching between the connotation of team's heterogeneity and practical measurement, having good the reliability and validity, makes it an effective measuring tool.

5. CONSTRUCT THE SYSTEM OF MEASUREMENT INDEX

According to the scale with good structural dimension, reliability, validity, we constructed the index system of the heterogeneous measure of entrepreneurial team, as shown in figure 3.

Figure 3: An index system for measuring heterogeneity of entrepreneurial team

The index system of entrepreneurial team's heterogeneity measurement is composed of five primary indicators: heterogeneity of general demographic attribute, heterogeneity of educational background, heterogeneity of entrepreneurial experience, cognitive heterogeneity, heterogeneity of work Value with 18 eighteen secondary indicators such as heterogeneity of age, heterogeneity of gender, etc.

6. DISCUSSION AND CONCLUSION

The results of our study show that the measurement dimension of the entrepreneurial team heterogeneity is consistent with a study. The measurement dimension contains not only the demographic characteristics that are easily observed and judged, such as general statistical heterogeneity, educational background heterogeneity and entrepreneurial experience heterogeneity, but also the features that are not easily observed and judged, such as cognitive heterogeneity and work values heterogeneity. In this study, we systematically sorted out the classification and content of team heterogeneity, especially in terms of scale development section, expanded the measurement items of entrepreneurial team heterogeneity which has its own characteristic, enriched the connotation of entrepreneurial team heterogeneity which could have reference value for future research.

In addition, the measurement scale of the entrepreneurial team's heterogeneity that we developed achieves the effective matching between the connotation of team's heterogeneity and practical measurement, having good the reliability and validity, makes it an effective measuring tool, could help promoting the empirical research on the heterogeneity of entrepreneurial team in the future.

Furthermore, we built a measure index system consisting of five primary indexes (general statistical heterogeneity, educational background heterogeneity, entrepreneurial experience heterogeneity, cognitive heterogeneity and work values heterogeneity) with 18 secondary indexes, which apparently has practical value in the research field of entrepreneurial team. Among the index system, the heterogeneity of general statistical properties is consisted of two indicators which are age heterogeneity and gender heterogeneity, the background heterogeneity of education is consisted of two indicators which are professional heterogeneity and educational background, the entrepreneurial experience heterogeneity is consisted of three indicators which are heterogeneity of the functional department, working years and entrepreneurial experience, cognitive heterogeneity is consisted of 6 indicators which are the heterogeneity of entrepreneurial opportunity choice, the cognitive style, risk identification, cognitive style, cognitive ability, and attitude to entrepreneurship, work values heterogeneity is consisted of five indicators which are the heterogeneity of work values, values of members, attitude to work, understanding of the most important issues for this team, understanding of mission objectives.

Even though we made some progress, but there are still some limitations. First of all, due to the limited time and resources, the survey subjects mainly come from the emerging enterprises which is in the middle of growing, rather the failed entrepreneurial team, which may affect the results in some way. In addition, the survey data mainly are obtained through the VC practitioners and the samples are mainly from the high-tech partnership, so the representativeness has some limitations.

The entrepreneurial team is a very complex organization form, its heterogeneity will become the research trend in the future, especially the empirical research, which is more valuable to enterprise practice. This study

is only a preliminary study, next, how to explore and reveal influence mechanism of entrepreneurial team heterogeneity and how to improve the entrepreneurial team heterogeneity those questions are worth studying. There are also many problems worth studying. For example, how entrepreneurial team heterogeneity can affect the results of entrepreneurship in the process of entrepreneurship? How to use entrepreneurial team heterogeneity to improve the efficiency of entrepreneurial team? How are the influence effects of team heterogeneity on team performance during the different phases of entrepreneurship? What is the relationship between team heterogeneity and the knowledge sharing and transferring inside the entrepreneurial team?

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