

# Research on the Influence Mechanism of Negative Guidance of Entrepreneurial Mentors on Social Inhibition of Entrepreneurs

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**Abstract.** Based on the theory of resource conservation, this paper explores the formation mechanism of entrepreneurs' social inhibition in the process of entrepreneurship guidance under the mediating of resentment and regulating effects of traditionalism. The results showed that : (1) negative guidance had a negative effect on resentment; (2) resentment plays a complete mediating role between negative guidance and social inhibition of mentors; (3) traditionality regulates the relationship between negative guidance and resentment, that is, the higher the traditionality of an individual, the weaker the positive influence of negative guidance on resentment. This paper enriches the research on the guiding behavior of the entrepreneurial mentor, and provides a theoretical research foundation for the research of mechanism exploring and systematic prevention of the negative behavior of the entrepreneurial mentor.

## Introduction

Under the global pattern of promoting the construction of entrepreneurial environment advocated by all countries, with the increasingly mature and stable background of "entrepreneurship and innovation" and innovation-driven mechanism, more and more individuals and organizations devote themselves to it, and the role of entrepreneurial mentor emerges at the right moment. The study found that entrepreneurial mentors have a positive impact on entrepreneurs in many aspects, such as career support, social psychological support and role model. Mentoring entrepreneurs can effectively improve the survival rate of entrepreneurial enterprises and contribute to their development (Liu Feng et al.,2016).

In this process of development, there is a great deal of research on the benefits of mentors in the process of guidance, and personal career success is usually attributed to the ownership of mentors (Willbur, 1987). The research on positive effects mainly focuses on three aspects :(1) as a social resource, entrepreneurial mentors can enable entrepreneurs to make more business partners and expand interpersonal networks;(2) entrepreneurial mentor improves entrepreneurs' personal abilities, including enterprise management ability, goal achievement ability, opportunity recognition ability and cognitive learning ability;(3) entrepreneurial mentors promote the performance of entrepreneurs, which is reflected in the growth of sales, the enhancement of profitability and the expansion of market scale. However, for entrepreneurs, the experience in the process of guidance is not always positive, because studies on social psychology believe that any kind of relationship is marked by positive and negative aspects (Eby,2010).

However, previous studies have not given necessary and sufficient attention to negative guidance, and scholars have not systematically studied the negative aspects of the mentoring relationship. Research on mentoring shows that negative mentoring experienced by entrepreneurs is very common and covers a wide range of contents. A survey of 156 students in multiple industries and professions showed that 54% of the participants reported at least one negative experience (El Hallam h&st-jean, 2016). Negative guidance does great harm to students. Negative guidance will reduce their job satisfaction, increase their turnover tendency and generate great pressure. Entrepreneurial guidance, as a branch of general guidance, negative guidance also exists. In view of the above deficiencies, this study intends to conduct an in-depth discussion on the effect mechanism of negative guidance on entrepreneurs in the practice of entrepreneurial guidance based on the

resource conservation theory.

Resource conservation theory points out that resources can be divided into four types: physical resources, conditional resources, personal resources and energy resources. The core of this theory is that people are always committed to protecting existing resources and building new ones. The theory recognizes that work events and behaviors, such as the negative guidance described in this article, can have an impact on the resources an individual has. Based on the above theories, this paper proposes a model of indirect influence of negative guidance on entrepreneurs' social inhibition in the context of entrepreneurial guidance, discusses the impact of entrepreneurs' negative guidance experience on the loss of individual emotional resources, and then provides an explanation for the causes of entrepreneurs' social inhibition. Specifically, this paper believes that negative guidance leads to the loss of entrepreneurs' resources. In order to keep the existing resources free from loss, resentment towards the mentor is generated, which implies that the loss of resources is still happening and urges individuals to adopt a radical approach -- social inhibition to cope with it, so as to reduce the loss of individual resources. In addition, negative guidance has a different impact on individuals. Tradition, as an important factor restraining the behavior of contemporary Chinese people, is an important moderator variable for studying the relationship between entrepreneurial mentors and entrepreneurs. Therefore, it is speculated that different degrees of traditionality have a certain impact on the relationship between negative guidance and resentment. In conclusion, this paper will focus on the relationship between negative guidance, resentment and social inhibition, as well as the moderating effect of tradition.

## **Literature Review and Research Hypothesis**

### **Negative Guidance and Social Inhibition.**

Negative mentoring refers to the special behaviors between entrepreneurial mentors and entrepreneurs. The unique way of interaction between entrepreneurial mentors and entrepreneurs or the characteristics of mentors limit their ability to effectively provide guidance to students. It is generally divided into five dimensions : (1) poor match between the two sides, (2) distant behavior of the mentor, (3) manipulative behavior of the mentor, (4) lack of professional knowledge of the mentor, and (5) poor performance characteristics of the mentor. Social inhibition originates from Rook's research on the number of problematic social interactions in the field of social psychology. It refers to the negative behaviors in social interactions that deliberately impede the establishment and maintenance of individual positive interpersonal relationships, affect the success of work and good reputation (Judy et al., 2013). Although existing studies have not paid much attention to the relationship between the two variables, there may be a connection between them. First, the mentor's manipulative behavior will directly inspire the entrepreneurs to be rude to the mentor (Ghosh, 2011). At the same time, in terms of research on abusive management, subordinates are subjected to abusive management, which will lead to deviant behaviors and aggressive behaviors directed at supervisors, namely, taking revenge on supervisors by damaging their reputation, professional achievements and interpersonal relationships (Lian, 2014). Although there are differences between negative guidance and abusive management behaviors, they are all behaviors that can cause the other party to perceive negative emotions. It has certain research reference. Finally, the theory of resource conservation points out that individuals who perceive that resources may or are continuously losing will take certain actions to obtain other resources and prevent further loss of resources. Negative guidance will make entrepreneurs feel pressure, which will consume a lot of emotional resources and energy resources. For the entrepreneurs, the implementation of social inhibition directed at the mentor can have the effect of obtaining and preserving resources. Therefore, the hypothesis is proposed:

Hypothesis 1: negative guidance from entrepreneurial mentors will have a positive impact on entrepreneurs' social inhibition towards mentors.

### **Negative Guidance, Resentment and Social Inhibition.**

The existing literature does not discuss the relationship between negative guidance and resentment from the perspective of quantitative analysis. There are two main types of negative

guidance effects on entrepreneurs, one of which is the negative impact on entrepreneurs' emotion and behavior. Previous studies have shown that negative guidance positively influences the generation of negative emotions of the instructed, and resentment may be included in it. The initial forms of resentment include revenge, malice, jealousy and hostility (Wang Liping,2015). It is caused by being treated unfairly, feeling dissatisfied, dissatisfied and resentful, and being in a passive position that cannot be directly expressed by actual actions or words (Wang Xiaozhang & Feng Ting,2015). First, in the long run, negative mentoring occurs when the person being directed thinks the relationship is giving more than they can get from it. Secondly, the input-output perspective of resource conservation theory indicates that when individuals feel unbalanced input-output of their own resources, a large number of negative emotions will be generated (Ashforth, 2016), which may contain resentment. Therefore, the hypothesis is proposed:

Hypothesis 2: the negative guidance of entrepreneurial mentors will have a positive impact on the resentment of entrepreneurs.

Resource conservation theory states that all people have a strong incentive to protect existing resources from loss. Firstly, negative guidance makes entrepreneurs feel the loss of their resources. In order to prevent the loss of resources and preserve their existing resources, resentment against the mentor is generated. Secondly, studies have shown that social inhibition is related to negative emotions. For example, jealousy (a kind of resentment) will increase the moral evasion of individuals, which will lead to social inhibition. Finally, due to the existence of the "loss spiral" in the resource conservation theory, the energy resources of entrepreneurs will be further lost. At this time, individuals will adopt further coping strategies to reduce the loss of such resources, so that students can show the social inhibitions against their mentors and obtain the effect of reducing the loss of resources. Therefore, the hypothesis is proposed:

Hypothesis 3: Resentment of entrepreneurs can positively predict their social inhibition to mentors.

Hypothesis 4: Resentment of entrepreneurs is an intermediary variable between the influence of negative guidance on social inhibiting behaviors directed at mentors.

### **The Moderating Effect of Traditionality.**

In the context of China, the role of traditional Chinese culture cannot be ignored in studying the influence of negative guidance of entrepreneurial mentors on the social inhibition of entrepreneurs. Traditionality is one of the variables that can best reflect the unique personality and value orientation of Chinese people (Zhang G&Bai YT&Caza a.et al.,2014), which specifically refers to the cognitive attitude and behavior pattern of individuals under the influence of traditional Chinese culture. In the traditional Chinese society where the word "tolerance" predominated, the expression of negative emotions, such as resentment and anger, was usually restrained in spite of inner dissatisfaction. Respect for superior and inferior, respect for teachers and education is an important aspect of Chinese traditionality. The more traditionality they have, the more tolerant they are of self-interested behavior from superiors or colleagues, and the less likely they are to take effective measures in response. Therefore, this paper concludes that the traditionality of entrepreneurs can adjust the relationship between negative guidance and resentment. That is to say, in the face of the same negative guidance from the mentor, the resentment of entrepreneurs with high traditionality may be less affected by the negative guidance. Even if they suffer from negative guidance, entrepreneurs with high traditionality will not easily develop resentment because they are deeply influenced by traditional concepts. However, the resentment of entrepreneurs with low traditionality is more susceptible to negative guidance. Therefore, the hypothesis is proposed:

Hypothesis 5: traditionality negatively regulate of the positive relationship between negative guidance and resentment.

To sum up, the research model of this paper is shown in figure 1:

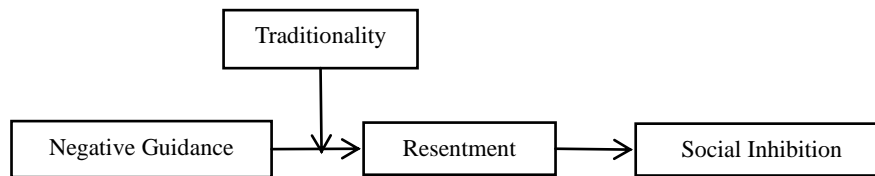


Figure. 1 Research Model

## The Research Methods

### The Sample.

In this study, the data of independent variables, mediating variables, moderating variables and outcome variables were collected by questionnaire survey. The subjects of the questionnaire survey are mainly the entrepreneurial mentors and entrepreneurs of Wuhan Entrepreneurial Angel Mentor Group. A total of 189 paper questionnaires were issued and 168 were recovered, with an effective rate of 88.9%. In terms of gender, 56.8% of the samples were male and 43.2% were female. In terms of academic qualifications, all the samples surveyed have bachelor's degree or above, and the majority of them have bachelor's degree or postgraduate degree, accounting for 68.4%. In terms of working years, the average working years is 4.43 years. As for the overall sample composition, the objects of this survey are broadly representative, which conforms to the pre-design and can meet the requirements of hypothesis test in subsequent studies.

### Measuring tool.

All variables in this study were measured by likert 5-point scoring (1= "strongly disagree", 5 = "strongly agree"). Among them, 42 item scales developed by Eby et al. (2004) were used for negative guidance, 7 item subscales of SSP resentment dimension were used for resentment, 13 item scales compiled by revised Duffy et al. (2002) were used for social inhibition behavior, and 5 item scales developed by Farh et al. (1997) were used for traditionality.

## THE RESULTS

### Reliability and validity analysis.

In order to ensure the consistency, reliability and stability of measurement results, Cronbach's alpha internal consistency coefficient was used in this study to test the degree of internal consistency of each item of the scale, that is, the reliability of the scale. It is generally believed that Cronbach's alpha higher than 0.75 indicates the high reliability of this scale. SPSS22.0 was used to test the reliability of each variable. The specific analysis results are shown in table 1:

Table 1 Reliability Analysis Results of Each Variable

Variable	Item Number	Cronbach's $\alpha$
Negative Guidance	42	0.87
Resentment	7	0.85
Social Inhibition	13	0.89
Traditionality	5	0.91

Note: data sources were sorted out according to SPSS22.0 reliability analysis results.

To ensure that the data structure collected from the survey was consistent with the expected structure of the model constructed. AMOS 22.0 was used in this study to conduct confirmatory factor analysis on the structural validity of negative guidance, resentment, social inhibition and traditional variables, as shown in table 2.

Table 2 Structural Validity Test of Each Variable

Variable	$\chi^2/df$	RMR	RMSEA	GFI	CFI	PGFI	PNFI
Negative Guidance	1.684	0.038	0.035	0.910	0.902	0.667	0.746
Resentment	1.189	0.021	0.032	0.969	0.986	0.618	0.571
Social Inhibition	1.814	0.018	0.027	0.978	0.963	0.523	0.589
Traditionality	1.643	0.025	0.023	0.911	0.902	0.538	0.566

Note: data sources are sorted out according to the analysis results of AMOS22.0.

### Discriminant validity test of variables.

Confirmatory factor analysis was used to test the discriminative validity among four variables, namely, negative guidance, resentment, social inhibition, and traditionality. According to the results, the four-factor model M0 was well fitted with the data ( $\chi^2=782.544$ ,  $df=401$ ,  $\chi^2/df=1.95$ , CFI=0.957, TLI=0.961, SRMR=0.046, RMSEA=0.032), significantly superior to the competition model. Therefore, the four variables have good discriminative validity.

### Descriptive statistical analysis.

SPSS was used to test the correlation between variables, and the results showed that there was a significant positive correlation between negative guidance and resentment ( $r = 0.381$ ,  $p < 0.01$ ), and a significant positive correlation between social inhibition ( $r = 0.285$ ,  $p < 0.01$ ). There was a significant positive correlation between resentment and social inhibition of mentors ( $r = 0.453$ ,  $p < 0.01$ ). Overall, the correlation of variables in this study was lower than the warning value of 0.75, indicating that there was no serious multicollinearity problem in the data of this study.

### Hypothesis testing.

Hierarchical regression method was used to test the research hypothesis, and the results were shown in table 3. The results show that negative guidance has a significant positive effect on social inhibition ( $\beta = 0.304$ ,  $p < 0.01$ ), so hypothesis 1 is supported. Then, the mediating effect of resentment was tested, and the results showed that negative guidance had a significant positive impact on the production of resentment ( $\beta = 0.386$ ,  $p < 0.01$ ), and hypothesis 2 is supported; Resentment has a significantly positive effect on social inhibition ( $\beta = 0.415$ ,  $p < 0.001$ ), hypothesis 3 is supported; In addition, after the addition of mediating variables, the direct influence of negative guidance on social inhibition is not significant, while negative guidance has a significant positive impact on social inhibition ( $\beta = 0.384$ ,  $p < 0.01$ ), indicating that resentment plays a complete mediating role between negative guidance and social inhibition. Therefore, hypothesis 4 is supported. Then, the moderating effect of tradition is tested, and the results are shown in table 3. The correlation between negative guidance and traditional interaction terms and resentment was significant ( $\beta = -0.113$ ,  $p < 0.05$ ), but the interaction term coefficient was negative. Therefore, traditionality weakens the positive relationship between negative guidance and resentment. Therefore, hypothesis 5 is supported.

Table 3 Hierarchical Regression Results

Var	R					SI		
	M1	M2	M3	M4	M5	M6	M7	M8
XB	-0.048	-0.051	-0.057	-0.063	0.050	0.048	0.065	0.071
XL	0.030	0.025	0.008	0.014	0.060*	0.051	0.042	0.039
GZ	-0.056	-0.097	-0.040	-0.083	-0.130*	-0.098*	-0.087*	-0.102*
NG		0.386**	0.218*	0.352*		0.304**		0.068
R							0.415**	0.384**
T			-0.089	-0.105				
NG×T				-0.113*				
R <sup>2</sup>	0.018	0.146	0.210	0.203	0.040	0.187	0.205	0.214
Δ R <sup>2</sup>	0.022	0.103	0.035	0.045	0.038	0.145	0.182	0.075
F	1.589**	2.956**	6.325**	4.233*	3.861**	4.178**	4.897*	7.480**

Note: XB, XL, GZ, NG, R, SI, T represent gender, academic qualifications, working years, negative guidance, resentment, social inhibition, tradition and other variables, respectively. "\*" and "\*\*" represent the significance levels of 0.05 and 0.01 respectively.

## Conclusions and Implications

### The Research Conclusion.

From the perspective of resource conservation theory and combining with the characteristics of China's social and cultural context, this study constructs a theoretical model of the relationship between negative guidance and social inhibition, and discusses the influence of resentment and

traditionality on the relationship between the two. Based on the above theoretical model derivation and questionnaire survey data analysis, the following conclusions are drawn: the negative guidance will have a positive impact on the social inhibition behavior directed at the mentor; the resentment completely mediates the relationship between negative guidance and social hindrance; traditional negatively regulate the positive relationship between negative guidance and resentment.

### **Research Limitations and Prospects.**

The limitations of this paper mainly exist in two aspects. Firstly, the limitations of research sample selection. Due to the limitations of time, financial resources and other objective conditions, the samples of this study are all from Wuhan. Although they are representative to some extent, they are from a single source. It is hoped that a wider range of samples can be selected for future studies. Secondly, the regulatory variables selected are too single. Since the traditional cultural values of Chinese society have a profound impact on the formation process of Chinese psychology and behavior. In future studies, it can be considered to analyze the moderating effect of face view, mean value orientation and other typical factors that reflect more traditional Chinese values on the outcome variables of negative guidance experience in entrepreneurship guidance, so as to enrich the understanding of contingency mechanism theory of negative guidance affected by cultural values.

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