

## Study on the Effect Mechanism of Psychological Compatibility of Entrepreneurial Team on Performance

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### Abstract

Entrepreneurship has been common in the current society. It is of great importance and significance for the entrepreneurial performance to entrepreneurial team and the success of venture. Based on this, sample analysis method was used in this paper to study some entrepreneurial teams. The effect of psychological compatibility on performance in different entrepreneurial stages was analyzed by virtue of track design, and the impact of team cohesion and justice perception was also expounded.

### Keywords

Entrepreneurial team; psychological compatibility; performance; effect mechanism.

### 1. Introduction

In all over the world, entrepreneurial activity in China is very active. China's entrepreneurial team reaches top 25 among more than 70 countries and regions participating in the global entrepreneurship observation, with a high level of activity. With the changes of China's environment and policies of development in recent years, a large number of entrepreneurial teams have emerged. However, their entrepreneurial performance is often limited in the actual process of entrepreneurship, and therefore it is difficult to achieve the ideal success. With respect to these problems, the effect mechanism of psychological compatibility can not be ignored for the entrepreneurial team performance. Better entrepreneurial performance can be achieved only when these problems were specified.

### 2. Background

In the current field of entrepreneurship, many entrepreneurs tend to have more autonomy and do not like the partners with complex relationship. They are also more willing to solve the problems encountered in entrepreneurship by themselves. This is a kind of performance with low psychological compatibility. It is often difficult to form good cooperation between members in entrepreneurial teams and they hold different opinions during work. Meanwhile, many entrepreneurs are born in 1980s and 1990s, with a strong sense of self-concept and subjective consciousness. Due to lack of team psychological compatibility which leads to poor team cooperation, it is difficult to achieve good performance. In addition, since some entrepreneurial teams do not have sound internal management mechanism, it is difficult to get effective solution in the event of conflict due to insufficient team psychological compatibility, and it is likely to generate adverse effect on performance.

Due to a variety of activities in entrepreneurial teams, it is easy to generate differences in emotional, cognitive and other aspects, resulting in psychological incompatibility. Psychological compatibility mainly refers to the interpersonal psychological characteristics in the team members. Members can accept, recognize and identify other members in psychology, and have a close relationship with the team identity. Entrepreneurship holds stage characteristics. The psychological compatibility of entrepreneurial team changes in different stages. For example, in the initial start-up phase, it is easier to generate disagreement among the members because the fixed business model has not yet formed and there are more selections for the future development, and the team psychological compatibility will generate greater impact on the performance.

### 3. Theoretical Analysis

In group psychology, psychological compatibility interacts based on group and identifies the common activity value, activity target and activity motivation, etc. Psychological compatibility as a psychological basis in team affects the formation of internal cohesion and establishment of harmonious relationship. If the entrepreneurial team has high psychological compatibility, habits, emotions and personality of members in group activities can be adjusted, so as to form mutual trust, respect, support and acceptance among the members, and eliminate discrimination, exclusion, hostility and other conflicts. Team members' psychological compatibility will affect the cohesion of the team. If the entrepreneurial team has favorable psychological compatibility, stronger team cohesion will be formed. It is also very important for good team cohesion in the entrepreneurial team performance to enhance the performance.

If the entrepreneurial team has high cohesion, it will be more united, and favorable work environment will be formed, so that the members will be more active to work. Psychological compatibility of entrepreneurial team and psychological characteristics of the members will have an impact on the team's perception of fairness. The team members can be divided into balanced, demanding, and contribution-type members based on the criteria of different members. In the measurement indicators of fairness conception applied widely, it is also an important dimension for organization members to actively promote common communication. For the performance of entrepreneurial team, favorable team fairness conception can effectively improve the performance of the team.

### 4. Study Method

Entrepreneurial activity mainly consists of four different stages. The first is the stage of project establishment, during which the entrepreneurial team seeks opportunities for entrepreneurship, and identifies finds and searches the period of entrepreneurial project. The second is the preparation stage of entrepreneurship, during which the entrepreneurial team integrates and collects human resources, equipment, capital and other entrepreneurial resources for preparations of the company establishment. The third is the early stage of entrepreneurship, during which the new company is established in the development of entrepreneurial project. The fourth is the management stage of entrepreneurship, during which the new company established is usually put into normal operation and management. The psychological compatibility scale, team fairness perception scale, team cohesion scale and team performance scale, etc. were used in the study. Amos 19.0, SPSS 16.0 and other tools were used in the statistical analysis and processing of the data. Internal consistency reliability estimation, factor analysis and other methods were used for the validation analysis of reliability and validity; data homology deviation was analyzed by virtue of single factor test. Descriptive statistics was conducted for each variable to discuss the relationship between variables. For example, there is no correlation between the relationship between study variables, average age, industry and other demographic variables, so it was not used as a control variable. The effect of psychological compatibility of the team in different stages on cohesion, fairness perception and performance was studied using the intermediary effect and structural equation model, etc.

### 5. Results

In the single factor test, the first factor explained variance was 12.107%, 12.926%, 12.453% and 14.218% in the four different stages, respectively, which proved that the deviation of the data was not obvious. It was concluded that individual level variables were effective to aggregate team level variables through the analysis of psychological compatibility, team cohesion, team fairness perception and team performance. In different entrepreneurial stages, entrepreneurial team's psychological compatibility can generate a positive impact on team performance. Meanwhile, psychological compatibility was also positively related to the team cohesion and fairness perception, etc. The cohesion and fairness perception have mediating effect on the relationship between psychological compatibility and performance of the entrepreneurial team. In the first stage of

entrepreneurship, psychological compatibility generates a positive effect on the performance based on partial mediating effect of cohesion and fairness perception. In different stages of entrepreneurship, psychological compatibility generates a positive effect on the team performance based on partial mediating effect of cohesion and fairness perception. The change trend of study variables in different development stages of the entrepreneurial team is shown everywhere. This shows that the entrepreneurial team's psychological compatibility, cohesion, fairness perception and performance, etc. change significantly from the first stage to the second stage, and rise again in the latter two stages. Therefore, the entrepreneurial team's psychological compatibility, cohesion, fairness perception, performance and so on decrease significantly in the stage of entrepreneurship preparation, and will be gradually improved and tend to be stable in the later two stages.

## 6. Results analysis

Based on the study on the effect mechanism of psychological compatibility of entrepreneurial team on the performance, the entrepreneurial team's psychological compatibility generates a positive impact on the team performance in the project establishment stage, entrepreneurship preparation stage, early stage of entrepreneurship and entrepreneurial management stage. The entrepreneurial team who has higher psychological compatibility can produce better performance. The performance of the entrepreneurial team will be reduced if cognitive differences occur which cannot be tolerated and each other's behaviors and emotion cannot be agreed or accepted mutually. Meanwhile, if the entrepreneurial team has higher psychological compatibility, its cohesion, fairness perception and so on will also be improved. Team cohesion and fairness perception will generate a certain intermediary effect between the entrepreneurial team's psychological compatibility and team performance. In the four stages of entrepreneurship, team cohesion can promote the psychological compatibility to generate positive impact on performance. The team's fairness perception makes it play a significant mediating effect in the first two stages of entrepreneurship. In addition, entrepreneurial team's psychological compatibility and performance, etc. are higher in the initial stage of entrepreneurship, which is due to the formation of entrepreneurial team, namely based on the same idea and purpose. They will decline after entering the running-in period and difficult period, and ultimately improve and tend to be stable.

## 7. Conclusion

Entrepreneurship is a common way of employment; especially in today's society, the majority of young people are willing to choose to start a business. Team's psychological compatibility is a very important factor in the entrepreneurial team, in order to achieve a better performance. Sound team's psychological compatibility can generate a positive effect on the performance, thus obtaining better entrepreneurial performance.

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