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If You Fight With Me, I'll Get Mad! A Social Model of Entrepreneurial Affect

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Although studies have highlighted economic and psychological antecedents of negative affect, social antecedents have been neglected. Building on attribution theory, we distinguish between relationship and task conflict to investigate the generation of negative affect during entrepreneurial team tasks including the team members' context in terms of uncertainty and satisfaction with the team. Two studies, in the field and in the laboratory, highlight the importance of social contexts: while uncertainty attenuates negative affective reactions to conflict, satisfaction with the team magnifies them. We discuss our contributions for research on affect, conflict, uncertainty, and satisfaction with the team in entrepreneurial contexts.

Introduction

Affect plays a crucial role for entrepreneurs (Baron, 2008; Cardon, Foo, Shepherd, & Wiklund, 2012). Previous entrepreneurship research has highlighted the importance of negative affect,[1] which is "a general dimension of subjective distress and unpleasurable engagement that subsumes a variety of aversive mood states" (Watson, Clark, & Tellegen, 1988, p. 1063). It can serve as a warning function indicating that the entrepreneur and the venture are not doing well (Foo, Uy, & Baron, 2009; Pollack, Vanepps, & Hayes, 2012) and can facilitate effort toward the venture (Foo et al.), but it can also impede entrepreneurial action (Koellinger, Minniti, & Schade, 2007). Despite the impact of negative affect on entrepreneurial outcomes, a recent review on entrepreneurial affect—that is, affect experienced throughout the entrepreneurial process (Cardon et al.)—revealed that little research has explored its antecedents (Delgado García, De Quevedo Puente, & Blanco Mazagatos, 2015). Factors previous research has identified as shaping

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1. Consistent with previous work on affect in general (Barsade, Ward, Turner, & Sonnenfeld, 2000; Berry & Hansen, 1996; Watson et al., 1988), we conceptualize negative affect as independent of positive affect. That is, when individuals experience no or low levels of negative affect, this does not result in high levels of positive affect.

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entrepreneurial negative affect are economic stress (Pollack et al.), occupational status (Patzelt & Shepherd, 2011), and business failure (Jenkins, Wiklund, & Brundin, 2014; Shepherd, 2003).

Although these studies on the antecedents of negative affect have increased our understanding of the entrepreneurial process, they have largely focused on economic and psychological antecedents and less on social antecedents (Doern & Goss, 2014). As an individual's affect is substantially influenced by his or her perceptions of the social context (e.g., Doern & Goss; Epstude & Mussweiler, 2009) and entrepreneurs often need to collaborate intensively in entrepreneurial teams (Klotz, Hmieleski, Bradley, & Busenitz, 2014), experiences within an entrepreneurial team will likely impact an entrepreneur's negative affect. Indeed, work on interpersonal conflict (Brissette & Cohen, 2002) and marital conflict (Whisman, Weinstock, & Uebelacker, 2002) has suggested that experiencing conflict in social relationships can trigger an individual's negative affect. However, these studies focused on conflict in general and did not take into account that research on team conflict distinguishes between two types of conflict individuals can experience within teams. First, *relationship conflict* has been defined as "disagreements among group members about interpersonal issues, such as personality differences or differences in norms and values" (de Wit, Greer, & Jehn, 2012, p. 360). Second, *task conflict* refers to "disagreements among group members about the content and outcomes of the task being performed" (de Wit et al., p. 360).

Previous research on the consequences of these two types of conflict has focused on team and venture outcomes (Ensley & Hmieleski, 2005; Ensley, Pearson, & Amason, 2002; Foo, 2011b), but individual-level consequences in terms of entrepreneurial affect have not been sufficiently addressed. However, given the social nature of entrepreneurship (Klotz et al., 2014) and the uncertainty surrounding entrepreneurial tasks (McMullen & Shepherd, 2006), it is important to understand how the entrepreneurial context shapes the relationship between an individual's experience of team conflict (both relationship and task) and his or her negative affect. Negative affect can, in turn, be expected to impact cognition and action throughout the entrepreneurial process (Delgado García et al., 2015). Indeed, as negative affect has a strong influence on human beings in general (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001) and as entrepreneurs may be particularly prone to affective influences (Baron, 2008; Cardon et al., 2012) analyzing what triggers negative affect in entrepreneurial contexts is a crucial step for better understanding the entrepreneurial process.

To address this important gap, we build on attribution theory (Weiner, 1985, 1995) and develop a contextual model of individuals' negative affective reactions to social interactions as part of the entrepreneurial process. Specifically, we theorize about how both uncertainty and satisfaction with the team influence the nature of the relationship between individuals' experience of conflict (relationship and task) within the team and their negative affect. We test our model using two studies: Study 1 is a field survey of a sample of 112 entrepreneurial team members, and Study 2 involves an entrepreneurial task (i.e., opportunity selection) combined with an experimental manipulation of uncertainty using a sample of 156 students grouped into teams.

In doing so, we make four primary contributions. First, we address recent calls for research on the antecedents of entrepreneurial affect (Delgado García et al., 2015; Shepherd, 2015). While research has started to explore the affective impact of the social context *outside* the entrepreneurial venture (Doern & Goss, 2014), we investigate the social context *within* the venture—namely, the entrepreneurial team context. This internal view highlights the importance of social influences on entrepreneurial affect and contributes to dismantle the idea of the entrepreneur as a "lone hero" (Harper, 2008, p. 614) by showing that the team

context can be an important source of entrepreneurial affect. Furthermore, incorporating the team context into the development of affect is consistent with a general call for research on affect in organizational behavior by Gooty, Gavin, and Ashkanasy (2009), which highlighted the "need to take into account the *context* wherein emotions occur" (p. 836, emphasis in the original). Thus, our model contributes to an understanding of the contextual influences on affective reactions.

Second, research on entrepreneurial teams has connected conflict with outcomes at the team or venture level (Ensley & Hmieleski, 2005; Ensley, Pearson, & Amason, 2002; Foo, 2011b). By focusing on entrepreneurial team members' negative affect as a proximal and individual-level outcome, we extend previous work by offering additional insights into the outcomes of conflict. While we confirm the detrimental consequences of relationship conflict captured in previous conflict research both in entrepreneurship (Ensley et al.; Foo) and organizational behavior (Choi & Sy, 2010; Shaw et al., 2011), we offer a more nuanced perspective on task conflict that has thus far yielded a rather ambiguous set of findings (de Wit et al., 2012). Specifically, we demonstrate that benefits of task conflict are stronger in some contexts than in others, which helps to reconcile previously inconclusive findings on task conflict across studies.

Third, previous research has highlighted the negative consequences of uncertainty in terms of reduced individual (Desai, Sondak, & Diekmann, 2011), team (Cordery, Morrison, Wright, & Wall, 2010), and firm performance (Waldman, Ramirez, House, & Puranam, 2001). In contrast to this view on the negative impact of uncertainty, we theorize and find that high uncertainty attenuates individuals' negative affective reactions to conflict within the entrepreneurial team. Thus, our model offers an "affective counterweight" to the cognitive costs of a highly uncertain context.

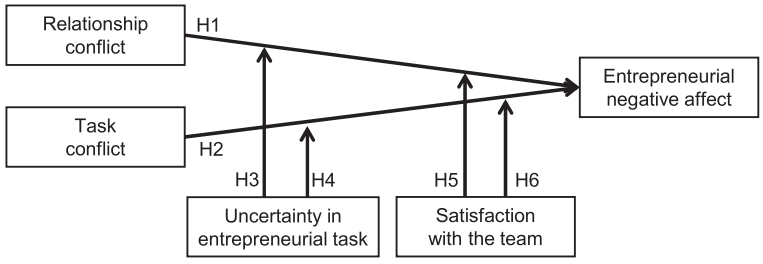
Finally, research on teams has associated member satisfaction with the team with positive outcomes, such as lower absenteeism (Dineen, Noe, Shaw, Duffy, & Wiethoff, 2007), greater creativity (Thatcher & Greer, 2008), and enhanced team performance (Kong, Konczak, & Bottom, 2015). Further, satisfaction with the entrepreneurial team has been suggested to lead to perseverance in young ventures (Foo, Sin, & Yiong, 2006). On the one hand, we find another positive effect of satisfaction with the team as team members' negative affect in reaction to high task conflict is higher when satisfaction is low than when it is high. Conversely, we theorize and find a potential downside of an individual's satisfaction with the team—namely, member satisfaction with the team exacerbates the negative affect generated by relationship conflict. Therefore, this study provides a more balanced view of the impact of an individual's satisfaction with the team.

Affective Reactions to Conflict in Teams

We build on attribution theory (Weiner, 1985, 1995) to theorize about individuals' affective reactions to relationship and task conflict within entrepreneurial teams. Central to attribution theory is the notion that individuals tend to make explanations (i.e., attributions) for achievements and failures. These attributions can vary on several dimensions—internal (e.g., one's ability) versus external (e.g., task difficulty), stable (e.g., one's personality) versus unstable (e.g., luck), and controllable (e.g., effort) versus uncontrollable (e.g., illness)—which have a strong impact on individuals' affect, motivation, and behavior (Harvey, Madison, Martinko, Crook, & Crook, 2014; Weiner, 1985). Applied to the social context of work life, Eberly, Holley, Johnson, and Mitchell (2011) extended the internal versus external dimension by developing the concept of relational attributions. *Relational attributions* are "those explanations made by a focal individual that locate the

Figure 1

A Social Model of Entrepreneurial Affect



cause of an event within the relationship the individual has with another person" (Eberly et al., p. 736). For example, in an entrepreneurial team context, an individual responsible for the failed performance of a prototype may attribute the failure to others conducting the prototype testing (i.e., external attribution), his or her own poor performance in designing and constructing the prototype (i.e., internal attribution), or a lack of communication within the team such that the prototype's technological features were not sufficiently integrated into production for testing (i.e., relational attribution).

In developing our social model of entrepreneurial affect, we build on attribution theory and the theory of relational attributions to theorize on the mechanisms that underlie the relationship between different forms of conflict within the team and individuals' negative affect. We contextualize the model by integrating individuals' external and internal team environments. Moreover, we enrich our theorizing with interview data from 16 entrepreneurs from seven entrepreneurial teams. Appendix A provides an overview of the interviewees, their descriptions of conflict episodes, their attributions, and their affective reactions to conflict. Figure 1 summarizes our model, which is detailed in the following sections.

Conflict Within an Entrepreneurial Team and Negative Affect

Based on Jehn's seminal work (1995, 1997), research on team conflict has distinguished between relationship and task conflict. However, the distinction between these two types of conflict is not clear cut, because they often coexist (de Wit et al., 2012) and can transform into each other (Simons & Peterson, 2000). Still, previous research has highlighted different consequences of relationship and task conflict for teams (Amason, 1996; Choi & Sy, 2010; de Wit et al.; Olson, Parayitam, & Bao, 2007) and entrepreneurial firms (Ensley & Hmieleski, 2005; Ensley et al., 2002). Likewise, the entrepreneurs we interviewed about recent conflicts in their team intuitively offered similar distinctions. For example, Adam from team Alpha (a three-member team active in the field of design) characterized the most recent team conflict as a relationship conflict that he ascribed to differences in the team members' personalities:

> [Our last conflict] is not about a work-related or professional topic but reflects the different feelings in the team. At a professional level, we all go into the

same direction. We hardly have any discussions here. Our issues are more team related.

In contrast, George from team Gamma (a three-member team working on mobile apps) described the absence of relationship conflict despite intense task conflict:

> We do not have any friction in the team. If there are aspects which we somehow do not really agree on, we are quick to discuss them without any friction. . . . Our discussions are quite conflict laden but not in the sense of real friction or anything like that. I get along well with everyone, and that is the case all the time.

These two types of conflict likely trigger opposing reactions in terms of negative affect. Experiencing relationship conflict within an entrepreneurial team can generate negative affect for a member of that team. First, when a team member experiences relationship conflict, he or she often encounters hostility in team communication (Pelled, Eisenhardt, & Xin, 1999). Individuals who feel attacked by fellow team members will likely blame them for this behavior; that is, they will attribute the team members' aggression to controllable behavior. Thus, they will experience negative affect toward those aggressive team members (Weiner, 1995; Wickens, Wiesenthal, Flora, & Flett, 2011). This is paralleled by the findings in our interviews in which entrepreneurs blamed their team members' personalities or behavior when facing relationship conflict. For example, Alex from team Alpha attributed their relationship conflict to his partners' "very different personalities," which made him feel "annoyed," "angry," and "disappointed."

Second, as the fellow team members' hostile behavior is under others' control, it can also be interpreted as uncontrollable by the focal individual. This might represent a threat to the individual's and the firm's well-being, which is likely to trigger anger as well as fear (Côté, 2005). Indeed, besides feeling "angry," Alan stated that "[t]here are these fears that this ruthless behavior means that our firm will not survive for a very, very, very long time."

Finally, in some cases the experience of relationship conflict might also trigger internal attributions such that an entrepreneurial team member blames his or her own controllable behavior for the conflict, which can generate feelings of guilt (Roseman, Antoniou, & Jose, 1996). Alan stated, "We always have this emotional component [in our conflicts]" and acknowledged that "[y]ou also have to admit your guilt. I have to admit that I could have done things better."

For task conflict we suggest that *lower* levels of task conflict are likely to increase a team member's negative affect. Individuals who experience low levels of task conflict lack the opportunity to develop a mutual understanding with their fellow team members (Simons & Peterson, 2000), feel less involved in the team decision-making process (Amason, 1996), and feel less welcome to express their opinions (Olson et al., 2007). They are likely to attribute these negative outcomes to their fellow team members' lack of communication (i.e., making negative external attributions) or to the team's failure to communicate effectively (i.e., making negative relational attributions). In turn, these attributions will likely lead to negative affect (Harvey et al., 2014; Weiner, 1985). Consistent with these arguments, Alan complained about a lack of task conflict: "They never approach me. They never ask any questions. For me, this [team members' asking him questions] would be a team [that would benefit a great deal from] good collaboration." He attributed the lack of task conflict to the other team members being "passive," which made him feel "frustrated" and "annoyed."

In contrast, higher levels of task conflict can reduce a team member's negative affect because of the constructive discussion and exchange of different ideas about the task (Jehn, 1995; Olson et al., 2007). During task conflict, team members have a greater opportunity to understand the other team members' perspectives (Simons & Peterson, 2000) and learn about their information (Todorova, Bear, & Weingart, 2014). We suggest these positive aspects of task conflict trigger positive relational attributions because team members will link these aspects to their team communication. These attributions, in turn, reduce negative affect (Eberly et al., 2011). For example, Brian described several episodes of productive task conflict in entrepreneurial team Beta (a three-member team that founded a venture in the software industry) that were not harmful because the task conflict helped the team members "understand each other." He attributed these positive consequences of task conflict to the "very direct and open" team interactions and connected this view of the team with his low levels of negative affect.

Finally, task conflict signals to individuals that the team has worked intensely on a topic and accomplished an adequate outcome (Amason, 1996). This feeling of accomplishment reflects goal attainment, which can also reduce individuals' negative affect (Gabriel, Diefendorff, & Erickson, 2011), in particular if others are perceived to be supportive in achieving the positive outcomes (Weiner, 1985). Ted from the entrepreneurial team Theta (a two-member team active in the software industry) also connected task conflict and team Theta's accomplishments. He referred to task conflict as "'storming' episodes" that "were very constructive." Ted described how helpful his co-founder Tom's perspective was in these conflictual interactions, making positive and external attributions to his co-founder's personality. As a result, he did not experience any negative affect but rather felt "euphoric" after these discussions. Based on these arguments, we offer the following baseline hypotheses:

Hypothesis 1: The more an individual experiences relationship conflict when performing entrepreneurial tasks, the greater the negative affect.

Hypothesis 2: The more an individual experiences task conflict when performing entrepreneurial tasks, the less the negative affect.

Conflict, Uncertainty, and Negative Affect

Entrepreneurial tasks often involve high uncertainty (McMullen & Shepherd, 2006). An individual experiences uncertainty when "he/she perceives himself/herself to be lacking sufficient information to predict accurately or because he/she feels unable to discriminate between relevant data and irrelevant data" (Milliken, 1987, p. 136). One reason for these perceptions of uncertainty is environmental dynamism, which refers to "change that is hard to predict and that heightens uncertainty for key organizational members" (Dess & Beard, 1984, p. 56). However, these dynamic, highly uncertain environments are the very environments that entrepreneurs often face when identifying, evaluating, and pursuing entrepreneurial opportunities (McMullen & Shepherd). Generally, uncertainty reduces individuals' perceived control over the situation, which makes them less comfortable with it and more likely to avoid it (McKelvie, Haynie, & Gustavsson, 2011). However, we suggest that the perceived lack of control due to uncertainty will have positive consequences for the generation of negative affect from team conflict as individuals are likely to adjust their attributions of team conflict to take into account the external situation (i.e., impersonal causes) when explaining their team members' behavior (Weiner, 1995).

Specifically, even though relationship conflict within the team is connected to hostile and negative communication, a team member is likely to attribute the cause of these attacks (at least to a certain extent) to the difficult situation faced. The uncontrollability of the situation reduces perceptions of the other team members' responsibility for the conflict (Weiner, 1995). Attribution theory suggests that these uncontrollable impersonal circumstances can serve as an excuse, thereby reducing negative affect in reaction to others' socially undesirable behavior (Weiner; Wickens et al., 2011). Consistent with these arguments, the entrepreneurs in our interviews often blamed the uncertain environment for incidents of relationship conflict. For example, Ben from entrepreneurial team Beta referred to the environment as "chaos" and described that in a typical conflict, "all of us are fuming. Then, we either apologize, or it [the fight] evaporates by itself. We realize, of course, the situation we are in is always very dynamic." He did not report any negative affect, and his partner, Bob, stated that their conflicts are "not so . . . annoying."

In contrast, in a situation with more certainty, the individual will likely focus more on personal causes and hold other team members responsible for attacks. Thus, other team members' behavior is seen as controllable, which will result in higher levels of negative affect when relationship conflict occurs (Weiner, 1985; Wickens et al., 2011). This argument parallels research showing that feelings of anger toward a target person are elicited when that target person's behavior is interpreted as hostile *and* when it appears that person's behavior is under his or her control (Roseman et al., 1996). We also observed this pattern in the entrepreneurs we interviewed. For example, Alan specified one relationship conflict in team Alpha:

> We have had this one customer who basically buys whatever we offer, and this is a great opportunity to really achieve something. [He described how this situation reduced their uncertainty with respect to the market.] . . . I really remember our discussion well. It was not that great. Someone immediately started to attack, and then emotions were running high.

He reacted with anger and frustration because his team members' aggressive behavior was "quite pointless" in such a privileged situation, indicating that he considered their behavior in this context as controllable. Based on the above, we offer the following:

> **Hypothesis 3**: Uncertainty will negatively moderate the relationship between an individual's experience of relationship conflict when performing entrepreneurial tasks and his or her negative affect.

As proposed above, lower levels of task conflict will increase a team member's negative affect, whereas higher levels of task conflict will be connected to less negative affect. We suggest that this effect is more pronounced when uncertainty is low than when it is high. An individual who experiences little or no task conflict is unlikely to gain a deep understanding of other team members' perspectives (Olson et al., 2007; Simons & Peterson, 2000). Under high uncertainty, an individual experiencing little task conflict likely attributes this lack of understanding to external, impersonal, and uncontrollable causes, which reduces his or her negative affective reaction (Weiner, 1985; Wickens et al., 2011). As this individual will not perceive team members to be (fully) responsible for insufficient mutual understanding, his or her negative affect will be less pronounced (Weiner, 1995). For example, when Don complained that the members of entrepreneurial team Delta (a three-member team in a measurement instruments business) "never address

issues," he clearly blamed their uncertain tasks which were challenging because "nobody can have an overview about everything." Because of this, all team members were willing to "swallow their anger" about the lack of communication about their tasks. When uncertainty is low, an individual will attribute poor mutual understanding from a lack of task conflict to team members' controllable behavior. These attributions will generate greater negative affect (Harvey et al., 2014; Weiner, 1985; Wickens et al.). For example, in an interview, Alan complained about a customer project that failed even though the other entrepreneurial team members "should have known better," implying that he considered their behavior to be controllable. He stated, "[w]e probably should have discussed it fully. . . . I was really irritated by this situation."

Team members will particularly appreciate the benefits of task conflict when uncertainty is rather low. They will attribute the positive effects of task conflict to the team relationships given that the low-uncertainty situation indicates that the team has more control over the situation (Cordery et al., 2010). These positive relational attributions will reduce the individual's present negative affect (Harvey et al., 2014; Van Dijk & Zeelenberg, 2002). In the interviews, both members of the entrepreneurial team Gamma reported several episodes of task conflict. George characterized their decision-making context by low levels of uncertainty and high levels of predictability, which enabled them to bring "all the relevant parameters to the table." Gary appreciated the constructive discussions in the team and explained that discussions are rarely "emotional" and that they "have them very much under control" because of the constructive teamwork (i.e., making positive relational attributions). In contrast, when uncertainty was high, entrepreneurs appreciated task conflict less. Ed from team Eta (a three-member team developing a web platform) described several episodes of task conflict with respect to product development. He stated that their situation was characterized by a lack of information because they did not know "what the customer thinks is cool." Still, he felt that Ewan wasted his time with "pointless and lengthy" discussions. Ed suggested that Ewan should realize that his behavior was destructive. That is, he attributed their unhelpful task conflict to Ed's controllable behavior. These external and personal attributions triggered intense negative affect and led him to start yelling at his co-founder. Based on this reasoning, we hypothesize the following:

> **Hypothesis 4**: Uncertainty will positively moderate the relationship between an individual's experience of task conflict when performing entrepreneurial tasks and his or her negative affect.

As we discussed in this section, uncertainty surrounding the entrepreneurial task is an important contextual consideration external to the team that likely influences the relationship between conflict and individuals' negative affect. However, individuals' evaluations of the team itself also represent an important contextual variable that likely influences how conflict impacts their negative affect, to which we now turn.

Conflict, Members' Satisfaction With the Team, and Negative Affect

Individuals' satisfaction with the team refers to their "overall evaluations about working in their current team" (Shaw et al., 2011, p. 391). Importantly, while satisfaction with the team can be conceptualized at the team (Dineen et al., 2007; Kong et al., 2015) or individual level (Shaw et al., 2011; Thatcher & Greer, 2008), *individuals'* evaluations are particularly important in the development of their negative affect. Therefore, we theorize on members' satisfaction with the team at the individual level. High levels of member

satisfaction with the team indicate that a team member assesses team interactions as being pleasant and expects future team interactions to be enjoyable (Duffy, Shaw, & Stark, 2000; Jehn, Rispens, & Thatcher, 2010). In research on conflict, satisfaction with the team is an important outcome. Meta-analyses show that both relationship and task conflict are negatively related to satisfaction with the team and that this relationship is more negative for relationship than task conflict (De Dreu & Weingart, 2003; de Wit et al., 2012). Although satisfaction with the team can be an important outcome of conflict, in particular as a long-term consequence of conflict (Tekleab, Quigley, & Tesluk, 2009), it refers to the team members' "holistic evaluation" (Kong et al., p. 162) of the team and depends on many other factors, such as the team's open communication (Foo et al., 2006), the team members' interdependence (Duffy et al.), and their job complexity (Van Der Vegt, Emans, & Van De Vliert, 2000). In the context of our paper, we focus on a team member's evaluation of his or her team as an important contextual factor that shapes individuals' affective reactions to conflict. Indeed, individuals' satisfaction with social relationships has been found to impact their affective reactions to conflict (Whisman et al., 2002) and work outcomes (Gabriel et al., 2011). Thus, we theorize that individuals' satisfaction with the team will likely moderate the effects of relationship conflict and task conflict on their negative affect.

When individuals are satisfied with their team, they expect the social interactions to be positive and enjoyable (Duffy et al., 2000; Jehn et al., 2010). However, if they experience relationship conflict, these expectations are not fulfilled. Because of the favorable team situation, they are likely to perceive the hostile communication to be avoidable. Thus, they are likely to blame their fellow team members' behavior and these external and personal attributions will trigger a negative affective reaction (Weiner, 1985; Wickens et al., 2011). They might blame their team members for jeopardizing the relationships in the team through their aggressive behavior (Ren & Gray, 2009), thereby triggering, for example, disappointment and frustration (Van Dijk & Zeelenberg, 2002). Therefore, an individual who is satisfied with his or her team is likely to experience more negative affect when relationship conflict is high. Again, we found evidence for these arguments in our interviews. In entrepreneurial team Iota (a two-member team working on a web platform venture), Ian perceived their team climate as having always been "very good." Still, he experienced major relationship conflict with his co-founder, Ike, who accused him of not contributing sufficiently to a project. Ian illustrated his affective reaction to this conflict in detail: "I was so totally upset by his statement because I absolutely did not expect it." He was particularly "shocked" and "disappointed" because he felt that Ian put their team relationship at risk by attacking him.

In contrast, when members' satisfaction with the team is low, they have lower expectations regarding team interactions and are more distant from the team (Van Dijk & Zeelenberg, 2002). If these members experience relationship conflict, they will see its cause in the poor relationships in the team. The expected hostile communication and the connected relational attributions will reduce the team members' negative affective reactions (Van Dijk & Zeelenberg). Thus, a member who is less satisfied with his or her team is more likely to tolerate relationship conflict than a member who is highly satisfied with his or her team. For example, Tom attributed his frequent experience of relationship conflict in entrepreneurial team Theta to the team's climate, which had been harsh since firm foundation in his view and in which attacks were common. Because of these relational attributions, he did not report substantial negative affect from these attacks: "It does not help if we always hit the roof. I have to swallow my negative feelings." Based on these arguments, we offer the following:

Hypothesis 5: An individual's satisfaction with the team will positively moderate the relationship between an individual's experience of relationship conflict when performing entrepreneurial tasks and his or her negative affect.

Just as members' satisfaction with the team likely moderates the impact of relationship conflict on negative affect, it may also help explain heterogeneity in the relationship between task conflict and negative affect. If individuals who are satisfied with their team experience low levels of task conflict, they are likely to attribute the lack of exchange and mutual understanding (Olson et al., 2007; Simons & Peterson, 2000) to a failure to communicate sufficiently in the team (i.e., making negative relational attributions). These relational attributions will likely trigger negative affect (Eberly et al., 2011). For example, despite the "good team spirit," Ike reported being "emotionally distressed," "frustrated," and "worried" by the lack of task conflict in team Iota, which resulted in "problems about having the same level of knowledge" in the team. He complained about a lack of collaboration in the team as members "work in a very focused way on parallel tracks that do not meet," attributing low task conflict to the relationship in the team.

If task conflict is high, the team members experience a greater exchange of ideas and a better mutual understanding in the team (see arguments above). When an individual's satisfaction with the team is high, the positive experiences from task conflict are likely attributed to the team and the good relationships among team members (Eberly et al., 2011). These positive relational attributions will result in an individual's lower negative affect. Brian provided an example of this effect in our interviews. He assessed team Beta's underlying spirit to be "very good." Further, he described several episodes of task conflict in which nobody was hurt or insulted because of the atmosphere of trust and openness in the team (i.e., making relational attributions). In contrast, individuals who are less satisfied with their entrepreneurial team are less likely to appreciate the exchange of opinions associated with task conflict. Indeed, they are likely to interpret task conflict and their fellow team members' behavior in a negative way, making negative external and personal attributions, which increase negative affect. In our interview, Ewan—who described his team in a negative way—illustrated a task conflict in team Eta about how to deal with a bug in their webpage. He complained that his co-founder, Ed, was not interested in a shared understanding of the problem: "I explained it quite well, but Ed just did not care." Because of Ed's attitude their "discussions were useless," which made him feel "fed up" and "frustrated." Although the conflict referred to a disagreement about the team's task, it seemed to have spilled over into a relationship conflict. This finding is consistent with previous research that has shown that task conflict and relationship conflict often coexist (Simons & Peterson, 2000). Based on this reasoning, we offer the following:

Hypothesis 6: An individual's satisfaction with the team will negatively moderate the relationship between an individual's experience of task conflict when performing entrepreneurial tasks and his or her negative affect.

Study 1: Research Methods

Sample and Procedure

For Study 1, we focused on entrepreneurial team members in entrepreneurship centers and incubators because these firms are in an early stage of development (Rice, 2002),

and their teams need to work together intensively to advance their ventures (Klotz et al., 2014). Thus, team members in this context will likely experience different types of conflict with their fellow team members. We focused on the group of people in the venture who make strategic decisions and are active in operational aspects of the venture (Klotz et al.). We identified potential participants by reviewing the webpages of all entrepreneurship centers and incubators in a large European metropolitan area, resulting in a list of 289 ventures. When possible, we collected the entrepreneurial team members' names on the Internet. We visited or called the ventures to check if they were in fact run by teams and if the list of team members was correct. We were unable to contact 66 ventures from the list even after repeated visits and phone calls. Center managers informed us that most of these firms had ceased to exist or had never really "gotten off the ground." Moreover, we had to exclude 94 ventures from the original list as 37 ventures were not founded and run by a team, 19 ventures were spinoffs of larger companies, and 38 ventures did not meet our venture age restriction of a maximum of 6 years (Amason, Shrader, & Tompson, 2006). In total, we identified 129 ventures as appropriate for our study. While the team members of 65 teams refused to participate (typically because of time constraints), 161 individuals from 64 teams agreed to take part. These 161 team members were invited in separate emails to participate in an online survey (see description below). Team members who did not respond were sent two reminders (7 and 14 days after the initial survey) containing the link to the survey and an explanation about the study's importance. Based on this procedure, we received 112 responses nested within 59 teams (response rate of 46% in terms of the 129 ventures contacted).[2]

On average, the participants were 31.71 years old (standard deviation [SD = 8.12]), and 9.8% were female. In terms of education, 10% had doctoral degrees, 71% held university degrees below the doctoral level, 4% finished vocational training, and 11% had high school degrees (4% chose the "other" category). Moreover, the participants had diverse educational backgrounds: 42% in engineering, 24% in business, 12% in natural and life sciences, 7% in design, 6% in computer sciences, 3% in law, and 6% in the "other" category. The average team size was 2.58 (SD = 0.73), which is consistent with previous work on entrepreneurial teams (Ensley & Hmieleski, 2005; Gruber, MacMillan, & Thompson, 2008). Across all teams, 1.90 members per entrepreneurial team participated in the survey (SD = 0.78). For 18 ventures (31%), 1 member responded; for 31 ventures (53%), 2 members responded; for 9 ventures (15%), 3 members responded; and for 1 venture (2%), 5 members responded. On average, the teams' ventures were 2.51 years old (SD = 2.46) and had 3.98 full-time equivalent employees excluding the founders (SD = 11.49). As we did not restrict our sample with respect to the venture's industry, the participating ventures were from different industries, such as information technology, software development, or e-commerce (44%); services (41%); material, natural, or life sciences (7%); and others (8%).

Measures and Variables[3]

Dependent Variable. The dependent variable is the entrepreneurial team members' negative affect. Drawing on the 10 negative affect items from the Positive and Negative

2. The data are based on the second wave of a larger data-collection endeavor at the first author's institution.

3. We used a back-and-forth translation procedure (Brislin, 1970) to translate all scales into German to ensure maximal consistency between the translated and original scales. If not indicated otherwise,

Affect Schedule (PANAS; Watson et al., 1988), we asked participants how much they felt "distressed," "upset," "guilty," "scared," "hostile," "irritable," "ashamed," "nervous," "jittery," and "afraid" over the last weeks. The participants' answers were recorded on five-point Likert-type scales with the anchors "very slightly or not at all" to "extremely." The Cronbach's alpha for the scale was .90, which is considered sufficiently reliable (Hair, Black, Babin, Anderson, & Tatham, 2006).

Experience of Relationship and Task Conflict. We recorded the experience of relationship and task conflict within the entrepreneurial team drawing on scales developed by Jehn and Mannix (2001) and asked each team member to specify his or her experiences over the last weeks working with his or her entrepreneurial team. Each scale consists of three items, such as "How much relationship tension is there in your team?" for relationship conflict and "How much conflict of ideas is there in your team?" for task conflict. The Cronbach's alphas were .82 and .77, respectively.[4]

Uncertainty. In this study, a participant's perception of uncertainty refers to his or her inability to predict the venture's environment and future (Milliken, 1987). These perceptions are triggered by the environmental dynamism surrounding the venture—that is, the entrepreneur's perception of the instability and unpredictability of the venture environment (Dess & Beard, 1984). To capture these perceptions, we used a scale measuring environmental dynamism (Green, Covin, & Slevin, 2008) based on Miller and Friesen (1982). All items of the five-item scale were originally reverse-coded, but we recoded them for our analysis such that higher levels indicate that the entrepreneurial team member perceived the venture environment as being more uncertain. An example item of this scale is "Product demand is easy to forecast." The Cronbach's alpha of this scale was .67, which is slightly below the cutoff of .70 (Hair et al., 2006). However, because there was no single item that did not fit the scale and because the Cronbach's alpha was comparable (.72) in the original study (Green et al.), we decided to use all five items.

Team Members' Satisfaction With the Team. We conceptualized members' satisfaction with the team as an individual-level construct and asked each participant about his or her evaluations of the team based on the last weeks with a scale developed by Jehn et al. (2010). The scale included three items, such as "I am very satisfied working with this team." The reliability of this scale was high (Cronbach's alpha = .96).

Control Variables. Although the use of control variables is somewhat controversial (Atinc, Simmering, & Kroll, 2012; Spector & Brannick, 2011), we carefully selected control variables that are relevant for theory-based reasons and were used in related research, thus enhancing the comparability of our findings. However, we also followed the recommendations by Spector and Brannick and present our model without the inclusion of any control variables (see model without control variables in Table 2).

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participants' answers were recorded on seven-point Likert-type scales with the anchors "not at all" and "very much."

4. Consistent with previous research on team conflict (Amason, 1996; Forbes et al., 2010; Olson et al., 2007), experiences of relationship and task conflict were correlated in our study. To provide empirical support for the discriminant validity of the two scales, we conducted an exploratory factor analysis. All items clearly loaded on their respective factor in a pattern consistent with the original scale conceptualization (Jehn & Mannix, 2001). Results are available from the first author.

Table 1

Means, Standard Deviations, Cronbach's Alphas, and Correlations Between Focal Variables (Study 1)

		Mean	SD	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
(1)	Negative affect	1.72	0.65	(.90)										
(2)	Relationship conflict	2.13	1.04	.44***	(.82)									
(3)	Task conflict	2.71	1.08	.46***	.64***	(.77)								
(4)	Uncertainty	4.19	1.06	.02	.04	.13	(.67)							
(5)	Satisfaction with team	6.16	0.99	−.07	−.37***	−.12	.08	(.96)						
(6)	Positive affect	4.00	0.55	−.37***	−.18	−.15	−.02	.29**	(.87)					
(7)	Monitoring	5.46	0.99	−.19*	−.05	−.08	−.22*	.14	.16	(.85)				
(8)	Age	31.71	8.12	−.16	−.14	−.11	−.21*	.01	.00	.12	(–)			
(9)	Gender†	0.10	0.30	−.16	−.02	−.11	.06	−.00	.20*	.10	.17	(–)		
(10)	Business background‡	0.25	0.43	.17	.08	.09	−.05	−.08	.05	−.01	−.06	.16	(–)	
(11)	Team age§	3.37	2.50	−.05	−.05	.07	−.12	.15	−.08	−.02	.39***	.08	−.06	(–)
(12)	Industry§,¶	0.41	0.49	.09	−.19	−.16	−.14	.10	.02	.08	.11	.09	.02	−.09

*** $p < .001$, ** $p < .01$, * $p < .05$.
Notes: N = 112, Cronbach's alpha (if applicable) is reported on the diagonal.
†0 = "male," 1 = "female."
‡0 = "no business background," 1 = "business background."
§These variables were measured at the team/venture level of analysis and assigned down to individual team members for computing the correlations.
¶0 = "product-based firms," 1 = "service-based firms."

We controlled for team members *positive affect* because it prevents the development of conflict in social interactions (Berry & Hansen, 1996) and can decrease the generation of negative affect (Fredrickson, 2001). We used the 10 positive PANAS items (Watson et al., 1988) and asked the participants how much they felt "interested," "excited," "strong," "enthusiastic," "proud," "alert," "inspired," "determined," "attentive," and "active" over the last weeks. The Cronbach's alpha was .87. Additionally, we included *monitoring*, which is the ability to direct and control one's cognitive processes (Flavell, 1979). Individuals with better monitoring abilities are less likely to experience conflict (Baron, 1989) and to react with negative affect to hostile situations (Wilkowski, Robinson, & Troop-Gordon, 2010). We recorded the team members' tendency to monitor their thoughts and actions with a seven-item scale (Haynie & Shepherd, 2009). The scale's Cronbach's alpha was .85. As previous research has found age and gender to impact individuals' perceptions of and reactions to conflict (Davis, Capobianco, & Kraus, 2010) and their affective experiences (Diener, Sandvik, & Larsen, 1985), we included the participants' *age* in years and *gender* (0 = male and 1 = female) as control variables. Furthermore, to enhance the comparability between Study 1 and Study 2 (in which all participants had a background in business; see description below) and because differences in training in business or other areas, such as technological subjects, can trigger conflict (De Clercq, Thongpapanl, & Dimov, 2009), we controlled for *educational background* in business-related subjects (coded as business background = 1) or other subjects (no business background = 0). At the team level, we controlled for *team age*—that is, how many years the entrepreneurial team worked together as a unit. As team dynamics develop over time (Jehn & Mannix, 2001), team age was found to impact team conflict (Barsade et al., 2000; Jehn, 1995) and team members' affective experiences (Van Der Vegt et al., 2000). Further, since industry sector

impacts the team's environment and also the team interaction, consistent with previous research (Ucbasaran, Lockett, Wright, & Westhead, 2003), we differentiated between services-based ventures (coded as 1) and product-based ventures (coded as 0) based on the industry affiliation indicated in the survey.

Study 1: Results and Discussion

Table 1 presents the descriptive statistics, correlations, and Cronbach's alphas of the variables. In a first step, we inspected the correlations between the entrepreneurial team members' negative affect and their experience of relationship and task conflict. Both types of conflict were positively correlated with negative affect ($r = .44$, $p < .001$ for relationship conflict and $r = .46$, $p < .001$ for task conflict). This pattern is consistent with hypothesis 1, which postulates a positive relationship between relationship conflict and negative affect, but is inconsistent with hypothesis 2, which predicts a negative relationship between task conflict and negative affect. As only two of the control variables were significantly correlated with team members' negative affect (positive affect: $r = -.37$, $p < .001$ and monitoring: $r = -.19$, $p < .05$), we report our analyses with and without the control variables below. As a second step, we checked for potential multicollinearity problems by calculating variance inflation factors (VIFs) based on ordinary least squares (OLS) regressions, assigning the Level 2 variables to Level 1. The highest VIF in the full model was 2.35 for relationship conflict, which is clearly below the suggested cutoff of 10 (Hair et al., 2006).

Finally, we relied on hierarchical linear modeling (HLM; Raudenbush & Bryk, 2002), which takes into account nested data (i.e., individuals nested within teams) to provide detailed tests of our hypotheses. For the HLM analyses, the variables at the individual level were group mean centered, and the variables at the team/venture level (i.e., team age and industry sector) were grand mean centered following Hofmann and Gavin's suggestions (1998). As an indicator for the explained variance in the dependent variable, we report the pseudo R^2 (Raudenbush & Bryk), which shows the proportion of the individuals' variance in negative affect accounted for by the variables included in the model.

In Table 2, we present the results. We ran our model in a first step without including any control variables (model without control variables). This model explained 22% of the individuals' variance in negative affect. In this model, relationship conflict had a significant and positive coefficient ($b = 0.16$, $p < .05$), whereas task conflict did not have a significant coefficient ($b = 0.12$, $p = .11$).[5] To test the moderating effects of uncertainty and satisfaction with the team on the relationship between relationship/task conflict and negative affect, we inspected the interactions between these variables. The interaction between relationship conflict and uncertainty was not significant ($b = 0.05$, $p = .12$), whereas the interaction between task conflict and uncertainty was positive and significant ($b = 0.23$, $p < .05$). Finally, while the interaction between relationship conflict and satisfaction with the team was not significant ($b = -0.01$, $p = .78$), the interaction between task conflict and satisfaction with the team was negative and significant ($b = -0.15$, $p < .05$).

In addition to this model without control variables, we built up stepwise models in which we first entered the theoretically relevant control variables (see above) at the individual level and at the team level (model 1 in Table 2). The control variables explained

5. Interpreting these coefficients, we need to take into account that the model includes interaction effects. Thus, the first-order effects represent conditional effects at the mean of the moderating variables and not constant effects of relationship and task conflict across all values of the other variables (Aiken & West, 1991).

Table 2

Hierarchical Linear Model for the Prediction of Entrepreneurs' Negative Affect (Study 1)

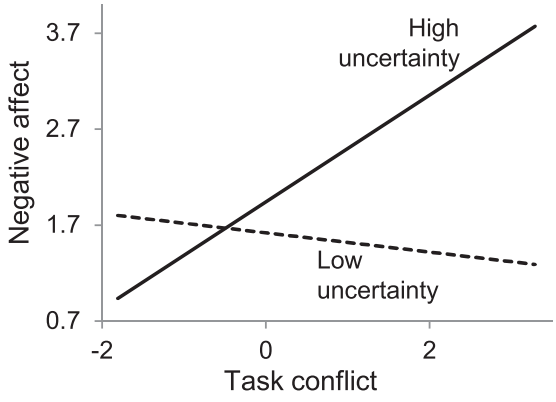
Variables	Model without control variables		Model 1		Model 2		Model 3	
Intercept	1.73***	(0.07)	1.74***	(0.08)	1.74***	(0.08)	1.75***	(0.08)
Level 2								
Team age			0.01	(0.04)	0.01	(0.04)	0.00	(0.03)
Industry sector†			0.18	(0.16)	0.20	(0.16)	0.20	(0.16)
Level 1								
Age			−0.01	(0.01)	−0.02*	(0.01)	−0.01	(0.01)
Gender‡			0.03	(0.18)	−0.07	(0.25)	1.99***	(0.25)
Business background§			0.11	(0.23)	−0.08	(0.13)	0.28	(0.18)
Monitoring			−0.14	(0.07)	−0.14*	(0.07)	−0.41***	(0.04)
Positive affect			−0.38**	(0.07)	−0.19	(0.10)	−0.51***	(0.11)
Relationship conflict	0.16*	(0.08)			0.17*	(0.09)	0.19*	(0.07)
Task conflict	0.12	(0.08)			0.05	(0.08)	0.18***	(0.05)
Satisfaction with team	0.03	(0.10)			−0.02	(0.86)	−0.11*	(0.05)
Uncertainty	0.13	(0.07)			−0.11	(0.07)	0.23**	(0.07)
Interaction effects								
Relationship conflict × uncertainty	0.05	(0.07)					0.36	(0.21)
Task conflict × uncertainty	0.23*	(0.09)					0.47**	(0.12)
Relationship conflict × satisfaction	−0.01	(0.04)					0.37**	(0.12)
Task conflict × satisfaction	−0.15*	(0.07)					−0.16**	(0.07)
Pseudo R^2	0.22		0.23		0.36		0.44	
Δpseudo R^2					0.13		0.08	

*** $p < .001$, ** $p < .01$, * $p < .05$.
Notes: N = 112 individuals (Level 1) in 59 teams (Level 2).
Unstandardized estimates are reported and robust standard errors are in parentheses.
Interactions between all Level 2 variables and all Level 1 variables were also included in the model but are not displayed in the table to keep it a manageable size.
†0 = "product-based firms," 1 = "service-based firms."
‡0 = "male," 1 = "female."
§0 = "no business background," 1 = "business background."

23% of the variance in negative affect. Second (model 2), we entered all the independent variables (i.e., each team member's experience of relationship and task conflict, perceived uncertainty, and satisfaction with the team). The pseudo R^2 rose to 36% (Δpseudo $R^2 = 0.13$). Finally, in model 3, we included the interaction terms. Again, this resulted in an increased pseudo R^2 of 44% (Δpseudo $R^2 = 0.08$). Because we theorized and found statistically significant interaction effects, we interpreted all first-order effects based on the full model (i.e., model 3 in Table 2) (Aiken & West, 1991). This means that first-order effects should be interpreted as conditional effects at the mean of the moderating variables and not as the constant effects of relationship and task conflict across all values of the other variables (Aiken & West). Thus, we tested the conditional effect of relationship conflict and task conflict on the team members' negative affect at the group mean values of uncertainty and satisfaction with the team. Relationship conflict had a significant and

Figure 2

Moderating Effect of Uncertainty on the Relationship of Task Conflict With Individual Team Members' Negative Affect (Study 1)



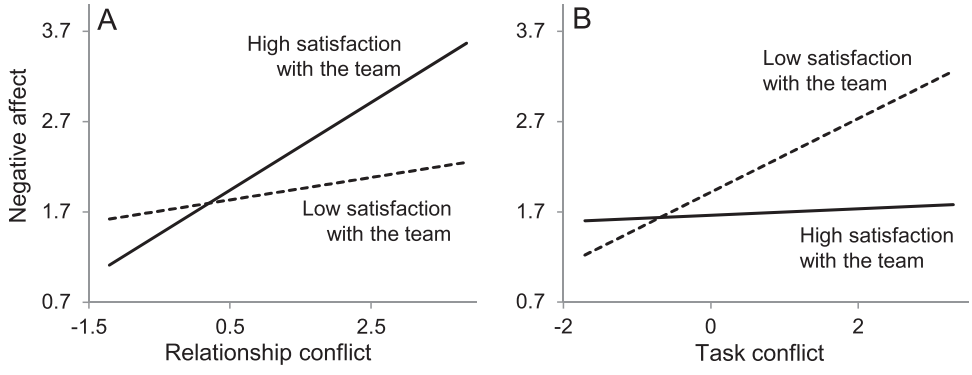
positive coefficient ($b = 0.19$, $p < .05$). This finding indicates that individuals at the group mean values of uncertainty and satisfaction who experience more relationship conflict when performing entrepreneurial tasks will experience more negative affect than individuals who experience less relationship conflict. Contrary to our expectations, task conflict had a significant and positive coefficient ($b = 0.18$, $p < .001$). Overall, our findings from the correlational analyses and the HLM model with and without the control variables indicate that there is support for hypothesis 1 (i.e., a positive relationship between relationship conflict and negative affect), while hypothesis 2 (i.e., a negative relationship between task conflict and negative affect) is not supported.

Hypotheses 3 and 4 focus on the moderating role of uncertainty in the relationship between (1) relationship conflict and (2) task conflict and team members' negative affect. Model 3 in Table 2 shows that the interaction between relationship conflict and uncertainty was not significant ($b = 0.36$, $p = .09$), which parallels the model without control variables. Thus, hypothesis 3 is not supported. The interaction between task conflict and uncertainty was positive and significant ($b = 0.47$, $p < .01$) again consistent with the model without control variables. We plotted this interaction in Figure 2. The *y*-axis represents negative affect, and the *x*-axis represents task conflict. We plotted two lines for high (solid line; one standard deviation above the mean) and low (dashed line; one standard deviation below the mean) levels of uncertainty. Figure 2 shows that when task conflict is perceived to be low, team members experience more negative affect if uncertainty is low than high. In contrast, when task conflict is high, team members experience more negative affect when uncertainty is higher than when it is lower, thereby providing support for hypothesis 4.

Finally, we hypothesized that individuals' satisfaction with the team moderates the impact of relationship (hypothesis 5) and task conflict (hypothesis 6) on negative affect. The interaction between relationship conflict and satisfaction with the team was significant and positive ($b = 0.37$, $p < .01$), and the interaction between task conflict and satisfaction was significant and negative ($b = -0.16$, $p < .01$) in model 3. We present graphs of these interactions in Figure 3. The *y*-axis represents negative affect, and the *x*-axis represents relationship conflict in Figure 3A and task conflict in Figure 3B. Two separate

Figure 3

Moderating Effect of Individuals' Satisfaction With the Team on the Relationship of (A) Relationship Conflict and (B) Task Conflict With Individual Team Members' Negative Affect (Study 1)



lines represent high (solid line; one standard deviation above the mean) and low (dashed line; one standard deviation below the mean) levels of satisfaction with the team. As Figure 3A illustrates, team members experience more negative affect under higher levels of relationship conflict when they are more satisfied with the team than less satisfied. Figure 3B shows that under higher levels of task conflict, team members experience more negative affect when satisfaction is low than when it is high. Combing these findings with the model without control variables, our results provide mixed support for hypothesis 5 and full support for hypothesis 6. As relationship and task conflict often coexist (de Wit et al., 2012) and are positively correlated in this study ($r = .64$, $p < .001$, Table 1), we conducted a robustness check in which we included an interaction term between relationship and task conflict. It was not significant ($b = 0.11$, $p = .10$), and the pattern of results reported above did not change substantially. These results are available from the first author.

Study 1 relied on individuals' experiences in their entrepreneurial teams. However, the study's design did not enable us to control for initial levels of negative affect that team members experienced before interacting with their team which might, for example, enhance the experience of relationship conflict. Furthermore, even if attribution theory posits that an individual's perception of a situation is critical for the generation of affect (Weiner, 1985, 1995), our measure of uncertainty in Study 1 did not take the objective team context into account, which might also be an important moderator as it entails actual obstacles and opportunities for entrepreneurs (Dess & Beard, 1984). To address these limitations and to test the robustness of our results, we conducted Study 2 in a lab setting with a hypothetical entrepreneurial decision-making task (see description below) and randomly assembled teams. This research design had the benefit of controlling for the initial level of negative affect before team interaction. Thus, it captured the effects of the interaction on team members' negative affect. Moreover, there was neither an influence of previous interactions nor a generally positive or negative view of the team. Finally, we were able to experimentally manipulate uncertainty (in terms of information unpredictability) in the team task.

Study 2: Research Methods

Sample, Design, and Research Setting

For Study 2, we drew on a sample of 156 undergraduate students enrolled at a European university. Students were recruited in business and economics lectures so that the hypothetical situation in the team task (see description below) was comprehensible to them, and they were offered 20€ (∼$25) to participate. All volunteers were randomly invited in groups of three to each session. The participants were on average 24.31 years old (SD = 2.54), and 83 (53%) participants were female. We experimentally manipulated the teams' task context (high versus low uncertainty; see description below) and randomly assigned 26 teams to the high uncertainty condition and 26 teams to the low uncertainty condition.

We drew on a hidden profile task (Stasser & Titus, 1985) to generate discussions within the teams. In our task, participants were asked to take the role of an entrepreneurial team and to choose one out of four alternative business opportunities to exploit when starting their venture, a task at the core of entrepreneurship (Gruber et al., 2008). Before team discussion, members received information sets about the decision alternatives. Consistent with the typical construction of hidden profile tasks (Stasser & Titus), these information sets indicated different best solutions to each team member as some pieces of information were given to only one member. However, if all information across the team members was pooled, one best solution became evident that had initially not been evident to any single team member.

Procedure

When the participants arrived at the lab, the experimenter welcomed them, explained the procedure, and handed out pre-experimental questionnaires. Then, we introduced the hypothetical team task and asked participants to imagine themselves being an entrepreneurial team that had just identified four potential business opportunities to exploit their invention. We provided each participant an information set, and the level of uncertainty (high versus low) was manipulated (see description below). We asked the participants to study their sets carefully and to familiarize themselves with the situation. We then asked the teams to start the discussion as an entrepreneurial team and come to a decision on which of the four alternatives they wanted to exploit. To keep the teams focused on the task, we suggested a timeframe of 30 minutes, and the experimenter reminded them when this time had passed without specifying additional time limits (Schulz-Hardt, Brodbeck, Mojzisch, Kerschreiter, & Frey, 2006). The average discussion time was 22 minutes (SD = 8.14). After the discussion, participants completed a postexperiment questionnaire, were debriefed, and were paid their reimbursement.

Measures and Variables[6]

Dependent Variable. The dependent variable is team members' negative affect after team interaction. Like in Study 1, we used the negative affect scale of the PANAS

6. All scales were again translated into German using back-and-forth translation (Brislin, 1970). If not indicated otherwise, participants' answers were recorded on seven-point Likert-type scales with the anchors "not at all" and "very much."

(Watson et al., 1988) with five-point Likert-type scales (see items above) and gave it to the participants directly after team interaction. The Cronbach's alpha was .72 in this sample, which is considered sufficiently reliable (Hair et al., 2006).

Experience of Relationship and Task Conflict. To take into account the one-shot nature of team interaction, we used scales to record participants' experience of relationship and task conflict that were designed for a (quasi) experimental study and not for permanent teams (Jehn, Chadwick, & Thatcher, 1997). Each scale consisted of four items, including "How much interpersonal friction was there in your team?" for relationship conflict and "How different were your views on the content of your team task?" for task conflict. Cronbach's alphas were .89 and .85, respectively.[7]

Uncertainty. Uncertainty was manipulated as a two-level between-team factor. Consistent with the literature, we operationalized high levels of uncertainty as the perceived inability to make accurate predictions and to plan the future because of unreliable and potentially outdated information (Dess & Beard, 1984; Milliken, 1987). Thus, individuals in the 26 teams under *high levels of uncertainty* were told that for all decision alternatives, no reliable predictions were possible. They were told that they heard some rumors about the different opportunities from their nonexpert acquaintances, but it was questionable if this information was reliable, trustworthy, and up to date. Further, they were told that no one could predict the future of the different alternatives, so they could not rely on expert opinions; that the market potential was very difficult to assess; and that the opportunities' feasibility was unclear. To emphasize the doubtfulness of this uncertain information, we presented handwritten information sets on checkered paper. In contrast, individuals in the other 26 teams facing *low uncertainty* were told that for all potential venture opportunities, reliable predictions were possible. They were told that a (fictitious) renowned consulting firm had already completed research for them, such as extensive market research, detailed proofs of concept with scientists, and in-depth interviews with experts. We told them that they could trust the information gathered by the consulting firm and that the information could be considered up to date and accurate. Further, the information sets were presented in reputable looking folders with the logo of the fictitious consulting firm. Thus, participants in the different uncertainty conditions received the same content and amount of information, but it was presented in a different way. As uncertainty only varied between but not within teams, it represents a team-level variable (Level 2). It was entered as a dummy variable in the analysis: 0 for low uncertainty and 1 for high uncertainty.

To determine if this manipulation was successful, in the postexperiment questionnaire, we asked participants about the perceived uncertainty of their task context. The wording of the five items was "The information that our team possessed was valuable for our decision," "The information that our team possessed was reliable," "The information that our team possessed made it possible for us to come to an optimal decision," "The information that our team possessed was trustworthy," and "Our team could rely on the information that we had for our decision." The Cronbach's alpha of this scale was .90. A *t*-test comparing the two conditions revealed significant differences between the members in the low and high uncertainty conditions, $t(154) = 11.49$, $p < .001$. This indicates that our manipulation was successful.

7. As the scales for relationship and task conflict were significantly correlated ($r = .54$, $p < .001$), we again conducted an exploratory factor analysis with all items. The items clearly loaded on their respective factor consistent with the original conceptualization of the conflict scales (Jehn et al., 1997). These results are available from the first author.

Table 3

Means, Standard Deviations, Cronbach's Alphas, and Correlations Between Focal Variables (Study 2)

		Mean	SD	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
(1)	Negative affect T2†	1.14	0.25	(.72)									
(2)	Relationship conflict	1.66	0.97	.28***	(.89)								
(3)	Task conflict	3.43	1.21	.02	.54***	(.85)							
(4)	Uncertainty‡	0.50	0.50	−.09	.06	−.05	(–)						
(5)	Satisfaction with team	6.37	0.81	−.15	−.61***	−.38***	.06	(.89)					
(6)	Negative affect T1†	1.30	0.36	.63***	.14	−.01	−.01	.05	(.73)				
(7)	Positive affect T1†	3.02	0.54	.13	−.13	−.11	−.05	.28***	.10	(.78)			
(8)	Monitoring	5.16	0.75	−.05	.00	.02	.00	.23**	.10	.28***	(.73)		
(9)	Age	24.31	2.54	−.02	−.01	.09	−.06	−.05	−.04	−.02	.13	(–)	
(10)	Gender§	0.53	0.50	−.14	−.03	.06	.01	−.01	−.03	−.22**	−.12	.11	(–)
(11)	Duration of interaction‡	21.63	8.09	.10	.23**	.36***	−.06	−.10	.09	.07	.11	−.02	−.09

*** $p < .001$, ** $p < .01$, * $p < .05$

Notes: N = 156, Cronbach's alpha (if applicable) is reported on the diagonal.

†T1 = "before the team interaction," T2 = "after the team interaction."

‡These variables were measured at the team level of analysis and assigned down to individual team members for computing the correlations.

§0 = "male," 1 = "female."

Team Members' Satisfaction With the Team. We assessed each member's satisfaction with the team after the task by asking them to rate their overall satisfaction with the team using a scale by Lurey and Raisinghani (2001). The scale consists of five items, such as "I enjoyed being a member of this team," and it was sufficiently reliable (Cronbach's alpha = .89).

Control Variables. To take into account team members' "baseline" affect, we controlled for negative affect before team interaction again using the negative PANAS items (Watson et al., 1988). The Cronbach's alpha before team interaction was .73. Further, like in Study 1, we carefully selected theoretically relevant control variables, but we will also present our model without any control variables (see Table 4) to take into account the criticism around the use of control variables (Atinc et al., 2012; Spector & Brannick, 2011). We controlled for members' *positive affect before team interaction* because this corresponds better with the buffering role of positive affect (Fredrickson, 2001) than the concurrently measured positive affect in Study 1. Again, we used the positive PANAS items (Watson et al.), which had a Cronbach's alpha of .78 in this sample. Consistent with Study 1, we controlled for participants' tendency to *monitor* their thoughts and actions as monitoring impacts the experience of conflict and negative affective reactions (Baron, 1989; Wilkowski et al., 2010). The Cronbach's alpha of the monitoring scale (Haynie & Shepherd, 2009) was .73. Like in Study 1, we controlled for the participants' *age* in years and *gender* (0 = male and 1 = female) because these characteristics can impact individuals' experience of conflict and affect as well (Davis et al., 2010; Diener et al., 1985). As previous research has shown that the duration of team interactions can influence characteristics of the interaction (Karau & Kelly, 1992) and team members' reaction to conflict (Ayoko, Callan, & Härtel, 2008), we also controlled for the *duration of the team interaction*. Duration of the interaction was entered in minutes.

Study 2: Results

In Table 3, we present the descriptive statistics, correlations, and Cronbach's alphas of the research variables. The individuals' experience of relationship conflict and their negative affect after team interaction were significantly correlated ($r = .28$, $p < .001$), whereas task conflict and negative affect after team interaction were not significantly correlated ($r = .02$, $p = .85$). Again this pattern is consistent with hypothesis 1 and inconsistent with hypothesis 2, but as the correlations do not account for the individuals' initial level of negative affect before team interaction, we tested our hypotheses relying on HLM models controlling for negative affect before team interaction. The correlation pattern of the control variables and team members' negative affect after team interaction indicated that we should test our model in two versions: one without and one including the control variables.

Before running our analyses, we again calculated VIFs to check for potential multicollinearity problems. The highest VIF was 7.73 for the interaction of relationship conflict and satisfaction, which is below the suggested cutoff of 10 (Hair et al., 2006).[8] For the HLM analyses, we centered individual-level variables at their group means and team-/venture-level variables (i.e., uncertainty and duration of the interaction) at their grand means (Hofmann & Gavin, 1998). The results are presented in Table 4.

In a first step, we analyzed our social model of entrepreneurial affect without control variables but taking into account the participants' negative affect before team interaction. The strong correlation of negative affect before and after team interaction ($r = .63$, $p < .001$) indicates that the initial value of negative affect is a major predictor of negative affect after the interaction, which is consistent with previous research on affect (e.g., Sy, Côté, & Saavedra, 2005). Table 4 displays the model without control variables, which had a pseudo R^2 of 0.48. The coefficient was significant and positive for relationship conflict ($b = 0.08$, $p < .001$) and significant and negative for task conflict ($b = -0.03$, $p < .05$).[9] The cross-level interactions of relationship and task conflict with uncertainty revealed that uncertainty moderated these relationships (γ for relationship conflict $= -0.09$, $p < .001$ and γ for task conflict $= 0.07$, $p < .05$). Finally, the interaction between relationship conflict and satisfaction with the team was significant and positive ($b = 0.05$, $p < .05$), and the interaction between task conflict and satisfaction was significant and negative ($b = -0.07$, $p < .05$).

Subsequently, we stepwise entered our variables. First, we included the control variables (model 1), which resulted in a pseudo R^2 of 0.45. Then, we entered the individuals' experience of relationship and task conflict, satisfaction with the team, and uncertainty on the intercept only (model 2), which resulted in a small decrease in the pseudo R^2 (pseudo $R^2 = 0.44$). Finally, we included the interaction terms and cross-level interactions of uncertainty (model 3). The pseudo R^2 rose to 0.48 (Δpseudo $R^2 = 0.04$). The comparison of pseudo R^2 values across models indicates that decreases in pseudo R^2 are possible. In our model, team members' negative affect before team interaction has a strong impact on their negative affect after team interaction at Level 1, which can distort estimations of pseudo R^2 (Hox, 2010). Therefore, the pseudo R^2 values need to be interpreted with care in our models.

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8. As this VIF was still rather high, we reran our models without the interaction of (1) relationship conflict and satisfaction and (2) task conflict and satisfaction. The highest VIFs were (1) 2.84 for team satisfaction and (2) 3.52 for the interaction between relationship conflict and satisfaction. All results concerning our hypotheses tests were identical in these two reduced models.

9. Again, these coefficients represent conditional effects of relationship and task conflict at the grand/group mean values of the moderating variables (Aiken & West, 1991).

Table 4

Hierarchical Linear Model for the Prediction of Entrepreneurial Negative Affect After an Entrepreneurial Task (Study 2)

Variables	Model without control variables		Model 1		Model 2		Model 3		Prediction of change in negative affect	
Intercept	1.15***	(0.02)	1.14***	(0.02)	1.14***	(0.02)	1.14***	(0.02)	−0.16***	(0.02)
Level 1 effects										
Age			0.01	(0.01)	0.01	(0.01)	0.01*	(0.01)	0.01*	(0.01)
Gender†			−0.04	(0.03)	−0.04	(0.03)	−0.04	(0.03)	−0.04	(0.03)
Monitoring			−0.03*	(0.02)	−0.03	(0.02)	−0.05*	(0.02)	−0.05*	(0.02)
Positive affect T1‡			0.03	(0.03)	0.04	(0.03)	0.08*	(0.03)	0.08*	(0.03)
Negative affect T1‡	0.41***	(0.09)	0.45***	(0.10)	0.44***	(0.10)	0.41***	(0.08)	−0.59***	(0.08)
Relationship conflict	0.08***	(0.01)			0.05	(0.03)	0.10***	(0.02)	0.10***	(0.02)
Task conflict	−0.03*	(0.01)			−0.02	(0.02)	−0.04*	(0.02)	−0.04*	(0.02)
Satisfaction with team	0.01	(0.03)			−0.00	(0.03)	0.02	(0.05)	0.02	(0.05)
Level 1 interaction effects										
Relationship conflict × satisfaction	0.05*	(0.02)					0.13***	(0.03)	0.13***	(0.03)
Task conflict × satisfaction	−0.07*	(0.03)					−0.04	(0.02)	−0.04	(0.02)
Level 2 effects										
Duration of interaction			0.00	(0.00)	0.00	(0.00)	0.00	(0.00)	−0.00	(0.00)
Uncertainty§	−0.06	(0.03)			−0.04	(0.04)	−0.04	(0.04)	−0.04	(0.05)
Cross-level interactions for uncertainty										
Relationship conflict	−0.09***	(0.02)					−0.17**	(0.05)	−0.17**	(0.05)
Task conflict	0.07*	(0.03)					0.07*	(0.03)	0.07*	(0.03)
Pseudo R^2	0.48		0.45		0.44		0.48		0.58	
Δpseudo R^2	–		–		−0.01		0.04			

*** $p < .001$, ** $p < .01$, * $p < .05$

Notes: N = 156 individuals (Level 1) in 52 teams (Level 2).

Unstandardized estimates are reported, and robust standard errors are in parentheses.

Interactions between all Level 2 variables and all Level 1 variables were also included in the model but are not displayed in the table to keep it a manageable size.

†0 = "male," 1 = "female."

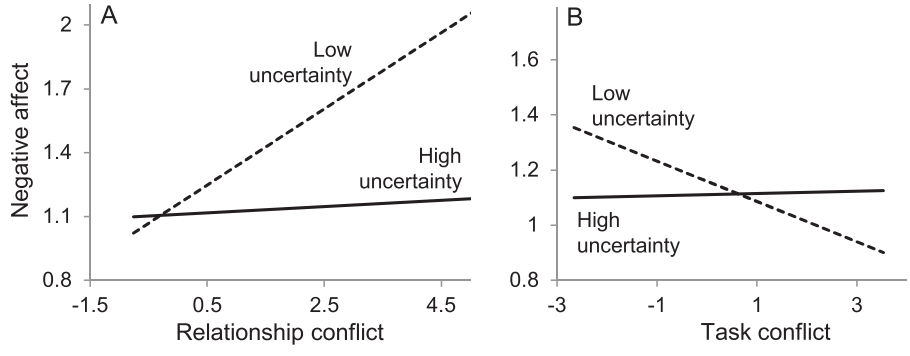
‡T1 = "before the team interaction."

§0 = "uncertainty low," 1 = "uncertainty high."

Again, we interpreted the first-order effects based on the full model because of significant interaction effects (model 3 in Table 4). We would like to point out that, although the direct effects of relationship and task conflict are not significant in model 2 (Table 4) without the inclusion of the interaction effects, we followed Aiken and West's (1991, p. 102) "strategy of choice" and tested the significance of each coefficient in the full model. Thus, we investigated the conditional effects of both types of conflict at the means of the moderating variables (Aiken & West). Relationship conflict had a significant and positive coefficient ($b = 0.10$, $p < .001$), indicating that individuals at the grand mean value of uncertainty and the group mean value of satisfaction with the team experience more negative affect when relationship conflict is higher. We also found a negative and significant coefficient for task conflict ($b = -0.04$, $p < .05$)—that is, individuals at the

Figure 4

Moderating Effect of Uncertainty in the Entrepreneurial Task on the Relationship of (A) Relationship Conflict and (B) Task Conflict With Individual Team Members' Negative Affect (Study 2)



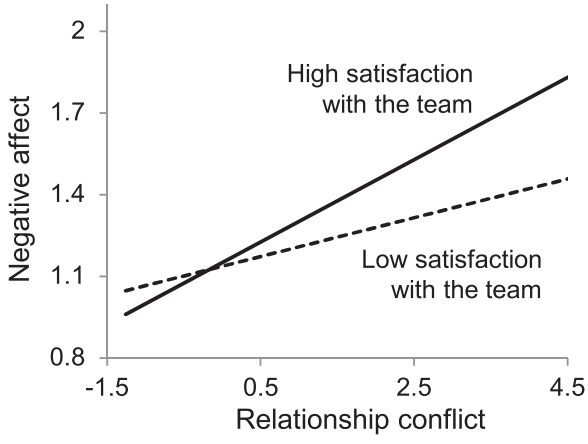
grand mean value of uncertainty and the group mean value of satisfaction who experience more task conflict experience less negative affect than those who experience less task conflict. Comparing these findings across analyses (Table 3, model without control variables in Table 4, and model 3 in Table 4), the results provide full support for hypothesis 1 and mixed support for hypothesis 2.

Hypotheses 3 and 4 relate to the cross-level interaction effects of uncertainty and relationship and task conflict. Both interaction terms were significant (γ for relationship conflict $= -0.17$, $p < .01$ and γ for task conflict $= 0.07$, $p < .05$). We plotted these interactions in Figure 4. The *y*-axis represents negative affect after the interaction, and the *x*-axis represents the experience of relationship conflict in Figure 4A and task conflict in Figure 4B. The dashed line represents low and the continuous line high uncertainty. As illustrated in Figure 4A, individuals react with more negative affect to relationship conflict when uncertainty is low than when it is high. Figure 4B shows that when team members experience lower levels of task conflict, they react with more negative affect when uncertainty is low than when it is high. When team members experience higher levels of task conflict, they react with more negative affect when uncertainty is high than when it is low. In combination with the results from the Model without control variables, these findings provide support for hypotheses 3 and 4.

Hypotheses 5 and 6 focus on the interactions between the two types of conflict and individuals' satisfaction with the team. The interaction between relationship conflict and satisfaction with the team was significant ($b = 0.13$, $p < .001$) and is illustrated in Figure 5. Again, the *y*-axis represents negative affect, and the *x*-axis represents relationship conflict. We plotted two separate lines for high (one standard deviation above the mean) and low (one standard deviation below the mean) satisfaction with the team. Figure 5 indicates that team members react with more negative affect to high levels of relationship conflict during an entrepreneurial task when their satisfaction with the team is high than when it is low. Like in the model without control variables, this finding provides support for hypothesis 5. In contrast to the model without control variables, the interaction of task conflict and

Figure 5

Moderating Effect of Individuals' Satisfaction With the Team on the Relationship of Relationship Conflict With Individual Team Members' Negative Affect (Study 2)



satisfaction was not significant ($b = -0.04$, $p = .12$) in model 3 of Table 4. So, support for hypothesis 6 is only limited.

Again, we conducted a robustness check including an interaction term between relationship and task conflict in the model because of the positive correlation between them ($r = .54$, $p < .001$, Table 3). The interaction term was not significant ($b = 0.00$, $p = .98$), and the pattern of results was consistent with the findings presented above. These results are available from the first author. As an additional robustness check, we computed a difference score between the individuals' negative affect after the entrepreneurial task minus their negative affect before the task and used this difference score as an alternative dependent variable in our model (see the model "Prediction of change in negative affect" in Table 4). All the results based on the difference score paralleled the model with negative affect after the interaction as the dependent variable, thus providing additional support for the robustness of our model.

General Discussion

We developed a social model of entrepreneurial affect and tested it in two studies—one in the field and one in the laboratory. The comparison of results across studies provides interesting insights into the effect of conflict for active entrepreneurial teams and *ad hoc* teams working on entrepreneurial tasks. While the experience of relationship conflict was positively related to an individual's negative affect, the findings for task conflict were mixed: task conflict was positively related to negative affect in the field study, but it was not related or was negatively related to negative affect in the lab study. This pattern is consistent with a recent meta-analysis by de Wit et al. (2012) showing that while task conflict had no significant main effect on team performance, it was particularly detrimental

for teams in field settings. The authors argued that task conflict may be difficult to resolve and can escalate in the field, where team members repeatedly interact with each other for a long period of time. Perhaps future research can design lab studies with interactions that occur over an extended period, which would give the opportunity to reconcile differences between field and lab studies and thus better utilize lab studies to understand the impact of social interactions on individuals' affect during repeated interactions.

Furthermore, the interaction effects in our study revealed a complex pattern of conflict's impact on negative affect based on the team's context. First, uncertainty attenuated the negative effect of relationship conflict in the lab, whereas it did not have a significant impact on the relationship between relationship conflict and negative affect in the field. Relationship conflict could potentially be more detrimental for team members' negative affect in the field ($r = 0.44$, $p < .001$; Table 1) than in a lab setting ($r = 0.28$, $p < .001$; Table 3) such that team members are less willing to accept uncertainty as an excuse for relationship conflict in the field than in a lab setting.

Second, uncertainty moderated the impact of task conflict in both studies despite different operationalizations—one as a perceptual measure and the other as a manipulated variable. A lack of task conflict was connected to higher levels of team members' negative affect when uncertainty was low than when it was high. Under lower levels of uncertainty, high levels of task conflict were connected to lower negative affect than under higher levels of uncertainty. Interestingly, task conflict in the field even increased negative affect when uncertainty was high (Figure 2). This finding was also reflected in the interview data as Ed complained about "pointless and lengthy" discussions with his cofounder Ewan in a situation characterized by high levels of uncertainty. The time-consuming nature of task conflict (Jehn, 1995) can be detrimental for entrepreneurial team members in uncertain environments, which can increase negative affect. Thus, not only for team performance but also for individual team members' negative affect, task conflict can be "a double-edged sword" (Bradley, Postlethwaite, Klotz, Hamdani, & Brown, 2012, p. 156).

Third, the magnifying effect of an individual's satisfaction with the team on the relationship between relationship conflict and negative affect received mixed support in the field study and full support in the lab study. This finding provides tentative evidence that a "positive" construct like satisfaction with the team (Dineen et al., 2007; Foo et al., 2006; Kong et al., 2015) can also have negative consequences for team members as it increases entrepreneurial team members' vulnerability to relationship conflict.

Finally, we found full support for the interaction between task conflict and satisfaction with the team in the field setting and mixed support in the lab setting. In our interviews, entrepreneurial team members who were not satisfied with their team assessed task conflict to be "useless" (e.g., Ewan). This finding complements previous research showing that the team context is an important precondition that enables teams to benefit from task conflict (Bradley et al., 2012).

Despite these interesting insights, we also want to highlight that the comparison across studies has to be interpreted with caution. First, individuals might experience conflict in a different way during an entrepreneurial task in the lab versus in their actual entrepreneurial team that meets on a regular basis. Our results suggest that both relationship and task conflict may have less detrimental consequences in the lab than in the field setting. Still, participants considered relationship conflict to be "painful" even in a short-term interaction with strangers in the lab. Second, the team composition in our two studies was not identical. For Study 1, we recruited actual entrepreneurial teams without making any restrictions with respect to the participants' educational background or their gender. Thus, our participants had a broad range of educational backgrounds and, like in many

samples drawing on entrepreneurs (Minniti, 2009), women were underrepresented in Study 1 (10% of all participants). For Study 2, we recruited students with a background in business and economics to facilitate their understanding of the entrepreneurial task presented to them. Again, we did not make any restrictions with respect to gender, and 53% of our participants were female. As gender and differences in training can impact the development and experience of conflict (Davis et al., 2010; De Clercq et al., 2009) and to increase the comparability across studies, we controlled for educational background in Study 1 and for gender in both studies. However, these differences between the samples could have an additional impact on our findings. For example, the team members' awareness of gender diversity (i.e., gender identity salience) could influence experiences of conflict in the team beyond actual gender diversity (Randel, 2002). Future research can explore these nuances.

Theoretical Contributions

This article contributes to research on entrepreneurial affect. Although it has been suggested that entrepreneurs are particularly susceptible to affective influences throughout the entrepreneurial process (Baron, 2008) and understanding the conditions under which their affect develops is thus important for understanding the entrepreneurial process, research so far has not sufficiently addressed the antecedents of entrepreneurial affect (Delgado García et al., 2015; Shepherd, 2015). As entrepreneurs frequently work in teams (Harper, 2008), we focused on the social antecedents of negative affect within the entrepreneurial team and addressed a recent call for research by Klotz et al. (2014) to study the impact of team interactions on entrepreneurial affect. We theorized and found that the entrepreneurial team context and the conflict experienced by individuals in the team are related to negative affect. Consistent with attribution theory, our findings revealed a complex interplay of team and venture environment impacting entrepreneurial affect. These findings are particularly relevant given the warning function ascribed to negative affect that indicates to entrepreneurs that they and their ventures are not doing well (Foo et al., 2009), which can lead to withdrawal from entrepreneurial activities (Pollack et al., 2012). Future research moving forward from our work could explore the consequences of negative affect contingent on both the team and the environmental context. It would be interesting to investigate whether negative affect triggered by the entrepreneurial team signals to entrepreneurs that their team is not functioning well, leading them to withdraw from the team and eventually exit (Breugst, Patzelt, & Rathgeber, 2015). On the contrary, the theory of relational attributions (Eberly et al., 2011) suggests that if negative affect experienced in the entrepreneurial team setting is attributed to the team relationship, it could result in higher levels of "relationship work" by team members—that is, attempts "to repair or strengthen the relational processes" (Eberly et al., p. 741). Thus, the incorporation of the entrepreneurial team context to research on entrepreneurial affect has the potential to broaden our understanding of the antecedents as well as of contextual influences on affect.

Beyond work on entrepreneurial affect, we also address a call for affect research in organizational behavior, which emphasizes the importance of including context in research on affect (Gooty et al., 2009). We suggest that the entrepreneurial context as an "extreme experience" (Schindehutte, Morris, & Allen, 2006, p. 349) can be particularly insightful for research on affect because intense and varying forms of affect can be observed (Foo, Uy, & Murnieks, 2015; Foo et al., 2009). Our model highlights the complexity of an individual's affective reactions to his or her team environment. Team

members' affect is not only shaped by their experience of conflict, but these effects are also contingent on the external and internal team context. Much research on affect relies on the manipulation of affective reactions in laboratory studies taking into account only one driver of affect at a time (e.g., Biss & Hasher, 2011; Epstude & Mussweiler, 2009; Lenton, Slabu, Sedikides, & Power, 2013). While this approach has led to interesting insights, taking into account the mutual impact of several contextual factors is likely to better reflect the development of negative affect in real life. As negative affect has important consequences for individuals (Baumeister et al., 2001), it is crucial to understand its development, including intensifying and mitigating factors.

This research also helps shed light on entrepreneurial team conflict by focusing on a proximal outcome at the individual level—the individual team member's negative affect. Specifically, our paper extends work demonstrating that relationship conflict is connected to negative team (Foo, 2011b) and venture outcomes (Ensley & Hmieleski, 2005; Ensley et al., 2002) by showing that relationship conflict also leads an entrepreneurial team member to actually *feel* worse. This parallels the terminology used by some authors who refer to relationship conflict as *affective conflict* (e.g., Amason, 1996), which implicitly connects relationship conflict to team members' affect. However, we also found that task conflict—often referred to as *cognitive conflict* (e.g., Amason)—is connected to an individual team member's affect. Particularly, our results show a complex pattern in which task conflict can reduce or increase negative affect depending on the research setting and the team context. Team members interpret task conflict or a lack thereof in different ways, which shapes their affective reactions to it. Our interviews illustrated that although entrepreneurs connected a lack of task conflict to their negative affect, some entrepreneurs did not see the benefits of task conflict under certain conditions. Future research can take into account what task conflict means for a team member given his or her specific situation. The focus on the individual team member's experiences with respect to task conflict is a promising avenue to better understand its consequences.

This article also contributes to the large stream of research on uncertainty. Research in this field has typically emphasized the negative consequences of uncertainty, such as reduced individual, team, and firm performance (Cordery et al., 2010; Desai et al., 2011; Waldman et al., 2001). Consistent with these negative consequences, we found that in the field setting, entrepreneurial team members experience more negative affect from task conflict when uncertainty is high. However, our findings also reveal positive consequences of uncertainty: it attenuates the negative affective consequences of relationship conflict. This extends the view of uncertainty as a cognitive burden (Milliken, 1987) by recognizing an opposite effect: uncertainty can also reduce affective strain and thus facilitate entrepreneurial team members' ability to handle affectively challenging situations. Following this argument, future research could investigate the effects of entrepreneurs' perceptions of uncertainty on the consequences of venture failure. While uncertainty could be the cause of venture underperformance (Waldman et al.), uncertainty might also serve as an excuse for entrepreneurs. Although this will not help them deal with the financial costs of venture failure or learn from the experience, it could help them handle the emotional costs of venture failure (Shepherd, Wiklund, & Haynie, 2009).

Finally, we also inform research on teams in general. Satisfaction with the team is an important outcome in the team literature (Mathieu, Maynard, Rapp, & Gilson, 2008), particularly in work on team conflict (De Dreu & Weingart, 2003; de Wit et al., 2012). However, whereas this research explicitly or implicitly assumes that members' satisfaction with their team has positive consequences for individual members and their teams (Dineen et al., 2007; Kong et al., 2015; Thatcher & Greer, 2008), our model provides a more nuanced picture. While in Study 1 under lower (but not under higher) levels of

satisfaction with the entrepreneurial team task conflict was positively connected to negative affect, we theorized and found in both studies that satisfaction with the team magnified the negative consequences of relationship conflict. This latter finding challenges the assumption that satisfaction with the team is only positive and reveals a potential downside. Higher levels of satisfaction can make team members vulnerable to the negative affective consequences of relationship conflict. Future research could further explore this path and investigate, for example, if highly satisfied team members also react more negatively to negative events, such as acute periods of stress (Ellis, 2006), because they might expect team interactions to run smoothly. In the entrepreneurial context, it would be interesting to analyze the impact of low venture performance on highly satisfied team members who might be particularly disappointed because they expect their team to be able to better master the challenges facing young firms.

Limitations and Future Research

While we conducted Study 2 to overcome some of the limitations of Study 1, limitations remain that future research could address. First, while our model is based on theoretical arguments and is supported by some qualitative evidence, both studies cannot fully rule out reverse causality. As we measure members' satisfaction with the team and negative affect at the same time, it is possible that both are a consequence of conflict. While the interview data suggest that satisfaction with the team *prior* to conflict has an impact on how team members react to conflict, the two studies cannot prove this assumption. This limitation provides an avenue for future research, which could use a longitudinal approach to disentangle the impact of conflict on negative affect and satisfaction with the team. For example, work on marital relationships suggests that an increase in maladaptive attributions of the spouse's negative behavior over time reduces marital satisfaction (Karney & Bradbury, 2000). Likewise, conflict in entrepreneurial teams could trigger maladaptive attributions and negative affect, which reduces satisfaction with the team and could, in turn, impact how future conflict is experienced. Thus, an important opportunity for future research is to explore the longitudinal interplay of conflict, satisfaction with the team, and negative affect.

Second, in Study 2, we experimentally manipulated uncertainty as the external team's environment. Because perceptions of uncertainty (which we captured in Study 1) depend on the information available about the environment (Milliken, 1987), the lab study built on this idea to create situations characterized by a high or a low level of uncertainty. Still, the participants worked in face-to-face situations on an entrepreneurial task in their teams, and we recorded their experiences and evaluations of their team. As a next step, researchers could also manipulate the team members' experiences, for example, by confronting them with (confederate) fellow team members who are more or less conflict seeking (Carnevale & Probst, 1998). While the manipulation of conflict will help isolate the effects of conflict and perceptions of the team, we assume that team members' subjective experiences of conflict likely influence their affect.

Additionally, we employed similar scales for team conflict in both studies relying on operationalizations by Jehn et al. (Jehn & Mannix, 2001; Jehn et al., 1997). Despite some reservations brought forward about Jehn's scales (Korsgaard, Jeong, Mahony, & Pitariu, 2008), they have been widely used in entrepreneurial team research (e.g., Ensley & Hmieleski, 2005; Foo, 2011b; Forbes, Korsgaard, & Sapienza, 2010), which also enhances the comparability of our results with existing research. While there is still a debate on the ideal measurement of conflict (Korsgaard et al.), a meta-analysis did not find a significant

impact of the type of scale used (Jehn versus non-Jehn scale) on the relationship between conflict and team outcomes (de Wit et al., 2012). Thus, while our results are unlikely driven solely by the type of scales used, we encourage future researchers to consider alternative scales to measure team conflict (e.g., Duffy et al., 2000; Shaw et al., 2011). Further, future research could focus on other forms of conflict, such as process (Jehn, 1997) or status conflict (Bendersky & Hays, 2012). Moreover, different types of conflict can coexist (de Wit et al.) and transform into each other (Simons & Peterson, 2000), which is also consistent with our interviews (e.g., Ewan's description of task conflict incorporates aspects of relationship conflict). Thus, it would be interesting to study the longitudinal development and transformation of conflict. For example, harmless episodes of task conflict could escalate and turn into harmful relationship conflict, or high levels of relationship conflict could trigger task conflict. Relying on an experience sampling approach (Uy, Foo, & Aguinis, 2010), researchers could track episodes of conflict in entrepreneurial teams and analyze how team members' experiences change over time. Further, it would be interesting to investigate the role of conflict resolution over time (Tekleab et al., 2009). For example, conflict resolution might help team members avoid the escalation of conflict and might increase satisfaction by demonstrating to team members that they can effectively deal with conflict in their entrepreneurial tasks.

Finally, we relied on self-reports of participants' affect. Affect is a complex phenomenon involving physiological activation, behavioral changes, and subjective experiences (Frijda, 1986), yet self-reports focus on the experience component of affect (Barrett, Mesquita, Ochsner, & Gross, 2007). Future research could complement self-reports with physiological measures or observer ratings to capture different facets of affect. Furthermore, given our focus on entrepreneurial affect, we relied on a broad measure of negative affect which captures a general feeling of displeasure (Watson et al., 1988). Future research could expand our model by focusing on the activation provided by entrepreneurial affect besides its valence (Delgado García et al., 2015; Foo et al., 2015). Are both relationship and task conflict connected to negative affect of the same level of activation, or is relationship conflict more likely to be connected to activating affect, such as anger, whereas lacking task conflict is more likely to be connected to deactivating affect, such as disappointment? Moreover, it would be interesting to investigate specific emotions. For example, although anger and fear can be subsumed under negative affect and both are activating, they have an opposite impact on opportunity evaluation (Foo, 2011a). Thus, understanding how the entrepreneur's social context shapes his or her specific emotions would represent an important next step.

Conclusion

This article includes the social context in our understanding of entrepreneurial affect. It provides insights into the relationship between conflict and negative affect and the impact of the environmental and team contexts on these relationships. Relationship conflict was consistently related to an increase in negative affect, whereas the pattern for task conflict was less clear: it was connected to an increase or a decrease in negative affect depending on the setting. Interestingly, our findings revealed positive consequences of uncertainty (i.e., attenuating negative consequences of conflict) and negative consequences of satisfaction with the team (i.e., magnifying negative consequences of conflict). This pattern shows that not only does the entrepreneurial team interaction influence individuals' negative affect but that context also plays a crucial

Appendix A

Descriptions of conflict by entrepreneurial team members

Team and background	Members	Conflict episodes	Attributions of conflict	Emotional reaction
Alpha Team age: 2 years Team size: 3 members Industry: Design	Adam	Describes a major *relationship conflict* about financial compensation: "[Our last conflict] is not about a work-related or professional topic but reflects the different feelings in the team. At a professional level, we all go into the same direction. We hardly have any discussions here. Our issues are more team related."	*External-personal (team members' personality)*: Describes "heated discussion" that "escalated" because of a "clash of different philosophies" in the team (referring to differences in the team members' risk-taking propensities).	*High negative affect*: First, he was "frustrated" and "irritated"; then, he "got so angry" that he "exploded" in rage.
	Alex	Describes a major *relationship conflict* about financial compensation: "I really reacted defiantly. I really tried to get my way because I am, in fact, quite annoyed."	*External-personal (team members' personality)*: Team members have "very different personalities" and "aim too much for security."	*High negative affect*: Felt "annoyed," "angry," and "disappointed."
	Alan	Describes several episodes of *relationship conflict*: "We always have this emotional component [in our conflicts]. If we were able to focus on the matter, we could come to a solution." "We have had this one customer who basically buys whatever we offer, and this is a great opportunity to really achieve something. . . . I really remember our discussion well. It was not that great. Someone immediately started to attack, and then emotions were running high."	*External-personal (team members' controllable behavior under low uncertainty)*: Lack of understanding for team members' aggressive and "quite pointless" behavior in such a privileged situation. *Internal and controllable (own behavior)*: Blames his own behavior.	*High negative affect*: "[Conflicts] triggered negative emotions in me." He felt "angry." "There are these fears that this ruthless behavior means that our firm will not survive for a very, very, very long time." "You also have to admit your guilt. I have to admit that I could have done things better."
		Complains about *lack of task conflict*: "They never approach me. They never ask any questions. For me, this [team members' asking him questions] would be a team [that would benefit a great deal from] good collaboration. . . . They never discuss anything." Complains about a *lack* of an explicit *task conflict* in which a customer's order was very clear, but the team members did not work on it as expected: "We probably should have discussed it fully. . . . We must have more frequent discussions and must intensify our interactions."	*External-personal (team members' personality)*: Blames his team members' ignorance and passivity. *External-personal (team members' controllable behavior under low uncertainty)*: Blames team members who "should have known better."	*High negative affect*: Describes being "frustrated," "disappointed," and "annoyed" about the lack of task conflict. "I was really irritated by this situation."

Appendix A

Continued

Team and background	Members	Conflict episodes	Attributions of conflict	Emotional reaction
Eta Team age: 1 year Team size: 3 members (1 not interviewed) Industry: Web platform	Ed	Describes several episodes of *task conflict* with respect to product development: The tasks are highly uncertain because they do not know "what the customer thinks is cool." This lack of knowledge makes their discussions "pointless and lengthy."	*External-personal (team members' behavior under high uncertainty)*: Accuses Ewan of acting according to the idea: "I confront you with information that you cannot have but that will make your arguments meaningless."	*High negative affect*: Feels "annoyed" about the time spent in discussions. He admits that this makes him so angry that he starts yelling at his co-founder.
	Ewan	Describes a *task conflict* about a bug in their webpage. Complains that Ed was not interested in a shared understanding of the problem (potential escalation into relationship conflict): "I explained it quite well, but Ed just did not care."	*External-personal (team member's behavior in unfavorable team context)*: Blames Ed for not taking his opinion seriously. Their "discussions were useless" because they did not listen to each other carefully enough.	*High negative affect*: Feels "fed up" and "frustrated."
Iota Team age: 3.5 years Team size: 2 members Industry: Web platform	Ian	Describes a major *relationship conflict* in which Ike accused him of not contributing sufficiently to a project. *Describes a lack of task conflict*: "It wouldn't hurt if we communicated more. . . . It could brighten things up in the team. . . . We probably could illuminate different aspects in these discussions, other aspects of the daily work."	*External-personal (team members' behavior in favorable team context)*: Blames Ike for putting their "very good team climate" at risk. *Relational (collaboration in team)*: "In our interactions, we have not been very efficient."	*High negative affect*: "I was completely shocked. . . . I was so totally upset by his [Ike's] statement because I absolutely did not expect it." He further described being "hurt" and "disappointed." Ian reports being annoyed about this situation because this reduces his "fun" in the team.
	Ike	Describes a *lack of task conflict*: The team has "problems about having the same level of knowledge," which he connects to a lack of discussions in the team.	*Relational (collaboration in team)*: Experiences a "good team spirit" but complains about the teamwork: "We work in a very focused way on parallel tracks that do not meet."	*High negative affect*: Reports being "emotionally distressed," "frustrated," and "worried."
Beta Team age: 0.5 years Team size: 3 members	Ben	Describes several episodes of *relationship conflict*: "[In a conflict] all of us are fuming. Then, we either apologize, or it [the fight] evaporates by itself. We realize, of course, the situation we are in is always very dynamic."	*External-impersonal (uncontrollable situation under high uncertainty)*: "We have been in chaos mode."	*Low negative affect*: Reports no negative affect; conflicts "evaporate."

Appendix A

Continued

Team and background	Members	Conflict episodes	Attributions of conflict	Emotional reaction
Industry: Software	Bob	Describes several episodes of *relationship conflict*: "I have the impression that the reasons [for the conflicts] are based on different characteristics. This can just sometimes happen in this environment, and the collaboration flips [in a negative way]. We snarl at each other, but I do not think that this is so severe or annoying."	*External-impersonal (uncontrollable situation under high uncertainty)*: Refers to the environment as a "dynamic situation" that is to blame for team conflicts.	*Low negative affect*: Describes conflicts as "not so severe or annoying."
	Brian	Describes high levels of *task conflict*: "We have a very direct and open way. . . . [After a conflict] we are hardly ever miffed because we can understand each other." Describes a specific *task conflict* in which the team had to decide if a contract with an advertising agency should be extended or not: "We never risk damaging our personal relationship. The reason for that is that we collaborate so frequently and so well. . . . We have found a very grown-up mode [of dealing with conflicts]."	*Relational (perceives team spirit as being positive)*: Highlights an atmosphere of trust and openness resulting from the "very good team spirit." This atmosphere enables them to have conflicts that do not hurt.	*Low negative affect*: He thinks that conflict are "not wearing," but describes rational discussions that are not offensive for team members.
Gamma Team age: 1.5 years Team size: 3 members (1 not interviewed) Industry: Mobile apps	George	Describes a high level of *task conflict*: "We do not have any friction in the team. If there are aspects we somehow do not really agree on, we are quick to discuss them without any friction. . . . Our discussions are quite conflict laden but not in the sense of real friction or anything like that. I get along well with everyone, and that is the case all the time." George explains that decisions take quite long because they need to exchange information in the team and bring "all the relevant parameters to the table." These lengthy discussions can be "tedious," but even if a member's temper rises in the discussion, it is quickly "cooled down again."	*Relational (controllable situation under low uncertainty)*: Reports about weekly meetings in which the team plans all activities. One strength of the business is that the team can "think ahead into the future."	*Low negative affect*: Tempers quickly "cooled down again."

Appendix A

Continued

Team and background	Members	Conflict episodes	Attributions of conflict	Emotional reaction
	Gary	Describes a *task conflict* in which the team had to decide how to restructure task allocation: "The largest challenge was to address this in time. We approached the problem [in the team] to come up with a solution, but we did not experience any friction."	*Relational (controllable situation under low uncertainty)*: Describes that the team is able to plan and monitor their activities well, which is why Gary feels their discussions are constructive.	*Low negative affect*: "It is very rare that [discussions] get emotional; we have them very much under control."
Delta Team age: 2.5 years Team size: 3 members (1 not interviewed) Industry: Measurement instruments	Don	Describes *low* levels of *task conflict*: "One problem is that we never address issues." He says that this lack of communication has an impact on the team, but this is "not extreme"; there is still "a certain harmony" in the team.	*External-impersonal (uncontrollable situation under high uncertainty)*: Tasks are very complex "so that nobody can have an overview about everything."	*Low negative affect*: Team members "swallow their anger" about the lack of communication.
	David	Describes *low* levels of *task conflict*: "We have split our responsibilities quite well. . . .The person who is the expert in an area makes a recommendation, and we believe him. We think about it, but we do not challenge it."	*External-impersonal (uncontrollable situation under high uncertainty)*: Highlights frequent changes in the environment and the team's plans: "We have so many projects that are unexpected."	*No negative affect*: Does not report any negative affect.
Theta Team age: 3 years Team size: 2 members Industry: Software	Tom	Describes several episodes of *relationship conflict*: "Ted is a very emotional person and can be very grumpy. This is something you have to learn and deal with it."	*Relational (perceives team climate to be harsh)*: Explains that he does not always feel well-respected in the team: "Since the beginning it has been difficult for me. [. . .] I have to proof that I am capable."	*Low negative affect*: "It does not help if we always hit the roof. I have to swallow my negative feelings."
	Ted	Describes several episodes of *task conflict*: "We have had several 'storming' episodes. . . . But they were very constructive. I have appreciated Tom's feedback."	*External-personal (team members' behavior in favorable team context)*: Conflicts do not escalate because of Tom's "balanced" and "diplomatic" personality. "If I could wish for a team partner, I would wish for Tom."	*No negative affect*: Describes being "euphoric" after discussions with Tom.

role in shaping affect. Thus, our social model of entrepreneurial affect helps explain the interplay of entrepreneurial affect, conflict, uncertainty, and satisfaction with the team.

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