6-11-2016

MUDDLING THROUGH AKERLOFIAN AND KNIGHTHEAN UNCERTAINTIES: THE ROLE OF TEAM POSITIVE AFFECTIVE TONE AND POLYCHRONICITY (SUMMARY)

Daniel Leunbach
University of Oslo, Norway, daniel.leunbach@sfe.uio.no

Truls Erikson
University of Oslo, Norway

Max Rapp Ricciardi
University of Gothenburg, Sweden

Karolina Heggli
University of Oslo, Norway

Matthew Good
University of Oslo, Norway

Recommended Citation
Leunbach, Daniel; Erikson, Truls; Ricciardi, Max Rapp; Heggli, Karolina; and Good, Matthew (2016) "MUDDLING THROUGH AKERLOFIAN AND KNIGHTHEAN UNCERTAINTIES: THE ROLE OF TEAM POSITIVE AFFECTIVE TONE AND POLYCHRONICITY (SUMMARY)," Frontiers of Entrepreneurship Research: Vol. 36 : Iss. 8 , Article 7.
Available at: https://digitalknowledge.babson.edu/fer/vol36/iss8/7

This Summary is brought to you for free and open access by the Entrepreneurship at Babson at Digital Knowledge at Babson. It has been accepted for inclusion in Frontiers of Entrepreneurship Research by an authorized editor of Digital Knowledge at Babson. For more information, please contact digitalknowledge@babson.edu.
SUMMARY

MUDDLING THROUGH AKERLOFIAN AND KNIGHTHEAN UNCERTAINTIES: THE ROLE OF TEAM POSITIVE AFFECTIVE TONE AND POLYCHRONICITY

Daniel Leunbach, University of Oslo, Norway
Truls Erikson, University of Oslo, Norway
Max Rapp Ricciardi, University of Gothenburg, Sweden
Karolina Heggli, University of Oslo, Norway
Matthew Good, University of Oslo, Norway

Principal Topic

Business venturing is associated with what is known as Akerlofian and Knightean uncertainties. In this study, we try to unpack the team states and process that enable new venturing teams (NVTs) to deal effectively with these types of uncertainties. Specifically, we argue that sociobehavioural integration is a precondition for effective venturing teams. Furthermore, we identify plausible mediating and moderating variables in the sociobehavioural integration-team effectiveness relationship to shed light on the process aspects. Specifically, we argue that team positive affective tone mediates the effect of sociobehavioural integration on NVT effectiveness, and that polychronicity—the extent to which team members’ value and prefer to work on several task simultaneously (Souitiaris and Maestro, 2009)—positively moderates the effect of sociobehavioural integration on NVT effectiveness.

Methods

This study is based on smaller data sets from two Scandinavian countries. NVT sociobehavioural integration was measured with items from Chen et al. (2010). Team positive affective tone was measured with items from JAWS (Van Katwyk, Fox, Spector, and Kelloway, 2000), and Polychronicity was measured with items from Souitiaris and Maestro (2009). NVT effectiveness was measured with items from De Jong & Elfring (2010). All constructs have acceptable Cronbach's alphas.

Results and Implications

The results support the hypothesized direct, mediated and moderated relationships. Our study lends credence to the idea that excitement and enthusiasm may serve to promote NVT members’ motivation to overcome the setbacks and hurdles which so often occur in the commercialization of new science-based ventures. A positive team affective tone is then regarded as mechanism that helps NVTs cope with uncertainty in a complex and uncertain (Akerlofian) environment. Moreover, our study helps specify the conditions under which polychronicity is conducive to team effectiveness. Our results suggest that polychronicity has a direct negative effect on the effectiveness of NVTs, but a positive moderating effect when sociobehavioural integration is high. Polychronicity is then regarded as an important, but hitherto overlooked mechanism that helps sociobehaviourally well-integrated teams tackle longitudinal (Knightean) uncertainty.

CONTACT: Daniel Leunbach; daniel.leunbach@sfe.uio.no; (T):+47 22840920: Centre for Entrepreneurship, University of Oslo, P.O.B. 1080, Blindern, N-0316, Oslo, Norway.