

Albert Martin, Susanne Bartscher-Finzer\*

## **The self-concept of book publishers and its significance for job satisfaction and satisfaction with economic success \*\***

The present article analyses two opposing self-concepts of entrepreneurs in the book publishing industry based on the well-known culture/commerce divide that operates in cultural industries. It analyses the effects of the self-concepts on entrepreneurial orientation, intrinsic motivation, job satisfaction and satisfaction with the economic success. The main result of our study is that there are two ways for gaining work satisfaction as a publisher. Both have inherent constraints. Publishers with a strong idealistic orientation to promote cultural goals are often not very satisfied with the economic success of their enterprises. However, their high intrinsic motivation enhances their job satisfaction. Publishers with a strong economic orientation derive their satisfaction primarily from their firms' success and obtain high job satisfaction from that. Somewhat surprisingly we find a strong relationship between satisfaction with success and intrinsic motivation, a result that seemingly contradicts the crowding-out thesis, which asserts that extrinsic rewards undermine intrinsic motivation. The limitations of this thesis and of its application to publishers are discussed. The data stems from a survey with responses of 196 publishers.

**Key words:** book-publishing, self-concept, entrepreneurial orientation, job satisfaction, satisfaction with success, job strain, intrinsic motivation, crowding-out hypothesis (JEL: D21, D22, D23)

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\* Prof. Dr. Albert Martin, Institute for Small Business Management, University of Lueneburg, Campus, 21391 Lueneburg, Germany. E-mail: martin@uni-lueneburg.de.  
Prof. Dr. Susanne Bartscher-Finzer, Hochschule Kaiserslautern, Location Zweibruecken, Amerikastraße 1, 66482 Zweibruecken, Germany.  
E-mail: susanne.bartscherfinzer@hs-kl.de.

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## 1. Aim of the study

In the German literature on Business Administration (Betriebswirtschaftslehre) a distinction is made between formal goals (Formalziele) and goals which are directed towards contents (Sachziele). Content-related goals refer to goods and services (consumer goods, machinery, counseling etc.); formal goals refer to functional requirements of enterprises as for example liquidity, profit, and rate of return (Wöhe & Döring, 2010, p. 73). Typically one assumes a means-end relation: firms produce computers, cars, groceries etc. because of the profits they promise. When profits diminish, the product is taken out of the market and replaced by a variant or a new product. But in reality, things are not that simple, especially in industries where the entrepreneur has an intense sense of mission and in industries, where the entrepreneur develops a strong personal identification with his products. An industry branch where one can find a lot of “idealistic” entrepreneurs with such strong content-related goals is the book publishing industry. This article therefore deals with two fundamental orientations: the emphasis on economic goals on the one hand and the emphasis on cultural goals on the other. We ask whether these orientations have an impact on the satisfaction of the publisher with his economic success and on his satisfaction with his work as a publisher. In a first step we present a theoretical frame of reference. Building on that, we formulate eight hypotheses, which are examined in the subsequent sections. The data for our analysis stem from a survey of 196 book publishers. In our article we focus on the situation of small and medium-sized publishing houses because in the German book publishing industry one can only find a few large firms which follow their own logic and therefore deserve a special analysis.

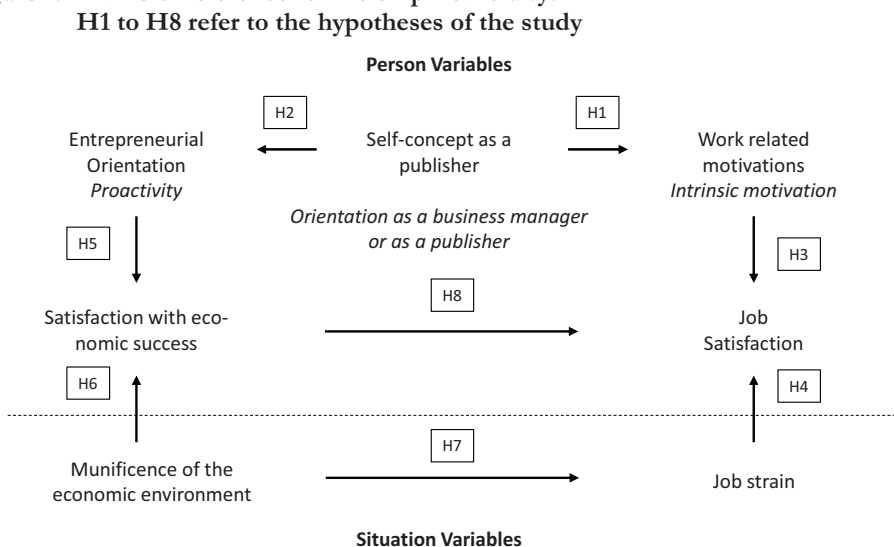
## 2. Theoretical background

The purpose of this paper is to explain why many publishers are satisfied and why others are not satisfied with their jobs. For that we do not deliver a new theory of entrepreneurship (in the publishing industry); we rather use elements of existing theories and combine important behavior variables in an integrated model. With this we follow a generally re-commended methodology to explain concrete phenomena (Bunge, 1973, Nienhüser, 1996), which is also common in studies about entrepreneurial behavior (e.g. Baum, Locke, & Smith, 2001; Li, 2013; Dahan & Shoham, 2014). Our model is based on two considerations (figure 1). Firstly, we do not only look at the dispositions of the publishers but also at the challenges of the task environment of the publishing houses (for similar approaches see Rauch & Frese, 2007; Shane, 2003; Chell, 2008, pp. 145-173). Secondly, we look at two classes of behavior, the entrepreneurial function of managing the company and the publishing function, which is directed at activities as for example editing, design of the books, supporting and nurturing authors, networking etc. The managing function is the main subject of the entrepreneurial research, the working function is a main topic in motivation research. In our model we use both theoretical traditions. The influence of situational variables is also analyzed in various research areas. Contingency theories explain the relationship between properties of the economic environment on the structure and behavior of firms, and at the level of the working place a lot of theories in work psychology explain the impact of the work environment on motivation and task behavior. In our explanatory

model we use elements of all the mentioned research areas, i.e. contingency theory, motivation theory, work psychology and entrepreneurial research.

However, in these research areas one can find a wide range of theoretical approaches and empirical studies and many different variables which cannot all be used at the same time. Entrepreneurial research, for example, looks primarily at success factors which are located in the person of the entrepreneur, motivations (need for achievement, need for independence), attitudes (risk proneness, competitive orientation, passion), personality variables (extraversion, stability, tenacity), beliefs (self-efficacy, locus of control, tolerance for ambiguity), behavioral styles (aggressiveness, proactivity, determination) and abilities (intelligence, experience, social capital). Of interest in these research traditions are also situational variables, such as the availability of resources, the financial situation, and the access to the capital markets (Furnham, 1992; Shane, 2003; Rauch & Freese, 2007; Chell, 2008). To be able to formulate a compact and clear model, one has to make a decision how to select variables with great explanatory power out of the multiplicity of determinants. A highly influential approach to explain entrepreneurial behavior was developed by Danny Miller. Thus a successful entrepreneur is characterized primarily by innovativeness, risk-taking, and proactivity (Miller, 1983). Covin and Selvin, in elaborating the theoretical considerations of Miller, undertook a series of studies (Covin & Slevin, 1986, 1991, 1993), which provided guidance for many further studies (Kemelgor, 2002; Wiklund & Shepherd, 2003; Kreiser, Marino, & Weaver, 2002; Madsen, 2007; Rauch, Wiklund, Lumpkin, & Frese, 2009). Further important characteristics of entrepreneurship proved to be the strive for autonomy and aggressive competitive behavior (Lumpkin & Dess, 1996). Classical theories of entrepreneurship (Schumpeter, 1912; Kirzner, 1978; Casson, 1982) emphasize the importance of proactivity as the most essential characteristic of entrepreneurs, which is why we incorporate this variable in our explanatory model. In accordance with this, the derivation of hypotheses 2 and 5 (Figure 1) is based on these theories.

**Figure 1: Frame of reference for the empirical study.**



A proactive disposition gains its great impact especially if it is closely related to the self-concept of a person. Therefore it is useful to refer to identity-theoretical approaches, which provide a differentiated vocabulary to describe aspects of the self (cf. Leary & Tangney, 2003). For our purpose it seems fruitful to refer to a construct, which is best described by the German term “Selbstverständnis”. The direct English translation of this term (“self-understanding”) covers only one of its aspects, namely to have a clear knowledge of oneself (“I know I am good in mathematics.”). By contrast the term “self-ideal” refers to the aspirations of a person (“I am striving to become a good mathematician, but perhaps I won’t make it”). This term undoubtedly has a motivational underpinning, but not necessarily rooted very deeply, because man shows a remarkable ability to compromise his ideals. In a third sense “Selbstverständnis” is a kind of claim (“In understanding myself to be a good mathematician, if it turned out that this were wrong, I’d suffer severe self-doubt.”). We prefer this third meaning of the term “Selbstverständnis” and we will use the term “self-concept” to denote it, although this English term has a somewhat neutral tone.

Beside the self-concept, self-understanding and self-ideal, too, are certainly of great importance and lastly, all these three self-constructs are closely related. So does for example the self-concept not imply consciousness. It may well be that a person has no clear imagination of his self and his self-concept may be vague, and therefore he may not associate an uprising discomfort with his own behavior and with violations of his self-concept. If he behaves in a manner that is not compatible with his more or less conscious, more or less vague self-concept, he will in one way or another realize that something is going wrong. But this will not necessarily affect his behavior nor his self, and also not his self-concept because his diagnosis of the unsatisfactory state may go wrong, the problem may be explained away etc. However, things change with high self-understanding because if one knows oneself, it is not easy to ignore violations of the self-concept. If we, for example, see that our behavior is directed by undesirable motives, we will try to develop a better self. And at this stage of consciousness the self-ideal may take an important part in the development of the self-concept.

Theories about identity give socialization processes an essential role in forming a personal identity, which determines thinking and acting in an elementary sense. In the world of work one often speaks of professional identities to describe the core beliefs and motivations in respect to one’s job and its relation to the self (Rosenberg, 1979; Filipp, 1979; Tajfel, 1982; Hornaday, 1990; Demo, 1992; Tice, 1992; Abels, 2006). With relation to the entrepreneur and especially with relation to the publisher it would be of interest which lasting experiences influence the development of a professional identity (socialization effect). Just as important may be the processes that ensure that only persons with special dispositions become successful entrepreneurs and publishers (selection effect). But in our study we do not want to analyze the causes of special self-concepts; instead, we are interested in their effects. For this we look at two contrary identity-relevant orientations of publishers (a more economic orientation on the one side and a more cultural orientation on the other side) and examine the relationship of these orientations with an essential entrepreneurial disposition: proactivity. To explain the relationship (hypothesis 2, figure 1), one has to revert to theoretical fragments about entrepreneurship and about identity formation.

The problem to appropriately select variables with explanatory power applies also to the second behavioral line in our model. Motivation theoretical approaches refer also to many concepts, such as for example needs, motives, values, attitudes, expectations, roles, competencies etc. (Martin, 2003; Miner, 2005; Furnham, 2005). But considering our goal to identify the motivating potential of the publishing job, the selection task is not very difficult. Publishing is not a normal bread-and-butter job, and the profit rates in the publishing industry are rather low. Because of this, publishers should be idealists who have a cultural mission and develop a high commitment to their job. So their working behavior should be very much intrinsically motivated (see below). Nevertheless, one should find differences, not least because of the respective self-concepts of the publishers. Thus in hypothesis 1 (Figure 1), identity theoretical and motivation theoretical considerations flow together. To substantiate the hypotheses H3 and H8 motivation theory suffices, identity theory is not relevant.

Apart from person variables, our model entails selected situational variables. With regard to the structure and behavior of organizations, especially the so-called contingency approach has identified important environmental conditions as, for example, uncertainty, dynamism, complexity, stability, structuration, homogeneity, and dependency relations (Lawrence & Lorsch, 1967; Aldrich, 1979; Dess & Beard, 1984; Donaldson, 1996; Kieser & Walgenbach, 2010). The empirical research on entrepreneurship also makes recourse to these environmental variables (Covin & Slevin, 1989; Korunka, Kessler, Frank, & Lueger, 2010; Kreiser & Davis, 2010; Rosenbusch, Rauch, & Bausch, 2013). In the present study we confine ourselves to the favorability of the situation. In the literature one can find different labels for this variable, for the positive case e.g. generosity, affluence, munificence, or friendliness (Staw & Szwejkowski, 1975; Starbuck, 1976; Castrogiovanni, 1991), and for the negative case for example unfriendliness and hostility of the environment (Khandwalla, 1976; Covin & Slevin, 1989; Kreiser & Davis, 2010). Generally favorability has something to do with the challenges a firm has to handle and how difficult it is for the publisher to do a good job as an entrepreneur. The concentration on this aspect of the environment (hypotheses 6) seems reasonable, because the success in handling demanding tasks should have strong and immediate implications for job satisfaction.

As for situational variables of the immediate working sphere, we focus on the given stress factors (hypotheses H4 and H7). Mental strain is a central construct in nearly all stress-theoretic models, as for example in the so-called Stress-Strain-Concept (Rohmert & Rutenfranz, 1975), in the theory of Person-Organizations-Fit (Spielberger, Vagg, & Wasala, 2001) and in the Job-Demands-Resources-Model (Bakker & Demerouti, 2007). All these theoretical approaches are based on the assumption that – irrespective of the influence of moderator and mediator variables – beyond a given intensity of strain, job satisfaction will be massively impaired.

In the following we substantiate our eight hypotheses theoretically. Then, in the empirical part, we examine these hypotheses on the basis of our survey data. After that we take the main explanatory variables into an integrated model to prove whether the diverse explanatory are complementary.

To understand our procedure the following point should be noted: our study asks (among other things) whether the self-concept of a publisher (between the conflicting

priorities of a more monetary or a more content-oriented publishing orientation) has an impact on his intrinsic motivation and furthermore on his job satisfaction. The *causal link* between intrinsic motivation and job satisfaction emerges from of the actual work experience, i.e. the personal fulfillment at work. However, in our study we limit our analysis to the direct relationship between intrinsic motivation and job satisfaction, i.e. we do not regard the intervening variable which determines this relationship in a causal way (finding meaning, fulfillment at work). The simple reason for this lies in the methodological difficulty to ensure that the survey respondents would grasp the verbally somewhat subtle difference between motivation and work experience on the one hand and between work experience and job satisfaction on the other.

Regarding the relationship between entrepreneurial orientation and satisfaction with the economic success (the left side of Figure 1) we have also refrained from gathering the intervening variable: the economic success. We assume that a proactive entrepreneurial orientation will in the end more often than not be reflected in actually realized success. So the satisfaction with success can in a sense serve as proxy for the success-variable. We consciously use no key performance indicators to mirror the “true” economic success because of important methodological constraints. Hardly any chief executive is ready to report in the context of a survey about the financial status of his company. And apart from that, the different figures that are used to denote income and profit do not really provide unambiguous information about the economic potential of a firm. In using one or another indicator one easily receives biased pictures of the real circumstances (Murphy, Traylor, & Hill, 1996; Combs, Crook, & Shook, 2005). Furthermore, the situation of publishing houses is often very specific in respect to the publishing program, the time the publisher spends doing the publishing job, the commercial potential of the market niche etc. And lastly, what really counts in the appraisal of success are the motives of the actors, which is why it seems the best to ask for a subjective assessment of the firm’s economic situation from the chief executives (Neely & Kennerley, 2002; Besser & Miller, 2010).

## 2.1 Self-concept

The self-concept is the more or less reflected picture of oneself; at its core it is about the own identity. The literature about entrepreneurship rarely attends to questions of identity. The studies instead center around exceptional attributes (values, motives, personality etc.), special mindsets, behavioral patterns or a characteristic habitus (Hartmann, 1968; Koehne, 1976; Fröhlich & Pichler, 1988; Brandstätter, 1999; Cope, 2003; Shane, 2003; Müller, 2004; Caliendo, Fossen, & Kritikos, 2011). Whether these dispositions are the object of self-reflection and whether they have an identity-forming impact is rarely investigated. An exception is the study by Fauchard and Gruber (2011) about basic motivations and behavior principles of entrepreneurs. In our study we look at a self-concept that is linked to the special product publishers are concerned with. Books are special goods. On the one hand they are normal articles of daily use which have to meet the popular taste. On the other hand book publishing deals with the dissemination of knowledge, enlightenment, and education or, in other words, with eminent cultural matters. It is not always an easy task to harmonize the economic and the cultural demands. When in conflict one has to decide which side should gain



dominance, whether to bring a book onto the market, which hardly promises an economic success, but has to be classified as an important cultural contribution, or whether one is ready to compromise at the quality of one's book program if doing this promises better sales. This tension is often regarded as one of the basic characteristic of the book publishing industry (Dähne, 1998; Hansen, 2008; Curtain, 1993; Thornton & Ocasio, 1999; Carter & Galligan, 2007). Because it is normally extremely difficult to predict the success of a book (the common methods of market research cannot be applied to books because of their complex and ideational nature), the dilemma is particularly acute and requires the publisher to answer the question which main ideas should determine his behavior.

## ***2.2 Self-concept, entrepreneurial orientations and work motivation***

### *Self-concept and work motivation*

Conceptually and empirically one's self-concept and the sources of one's motivations are closely related. So, for example, an idealist does not primarily seek profit, a pragmatist does not yearn for an ideal, and a technocrat does not place great value on social approval. But of course motivation is multifaceted and concrete behavioral acts are seldom determined by single motives but rather by motive complexes, a fact that forbids one-dimensional explanations. Nevertheless it makes sense to ask for the enduring motivational orientations of a person. Well documented is the relevance of extrinsic and intrinsic motivation for the working behavior. Extrinsic motivation derives its impetus from the results of one's behavior (income, status, achievement etc.). Intrinsic motivation is autotelic; it is rooted in the content of one's behavior, in the internal approval of one's doing, independent of positive or negative consequences. Its roots lie in the basic psychological need for autonomy. "The more autonomous the behavior, the more it is endorsed by the whole self and is experienced as action for which one is responsible" (Deci & Ryan, 1987, p. 1025). Only if one's actions and motivations are positively connected with the self-concept, one can speak of intrinsic motivation. It is highly plausible that a publisher whose identity is closely connected with the cultural mission of his profession will develop a strong intrinsic motivation towards his working behavior. This does not mean, however, that publishers with an economic orientation cannot have intrinsic *work motivations*, too. But the probability is not as high as for the culturally orientated publishers. The self-concept of a person finds its expression in his daily work, and reciprocally the concrete actions one takes will reinforce the underlying mind-set. So a strong economic orientation, for example, will induce behavior that is (relatively) frequently strictly oriented towards the (economic) consequences and is therefore often not intrinsically motivated. Thus, there is a close connection between the self-concept and the sources from which publishers gain their motivations.

*Hypothesis 1:* Book publishers who accentuate the cultural orientation are more often intrinsically motivated in their work than publishers who accentuate the economic orientation.

### *Self-concept and entrepreneurial orientations*

As described above, risk-taking, innovativeness, and proactivity count as the main “dimensions” of entrepreneurship. In this article we focus on proactivity, which defines the core attribute of the entrepreneurial spirit in many conceptions, as for example in the classic work of Schumpeter, who emphasizes the creative element of entrepreneurial behavior. Even the approach of Kirzner, which is often described as contrary to the Schumpeterian stance, stresses the importance of an essential proactive element, namely the “alertness” an entrepreneur should have if he wants to prevail in an uncertain and dynamic economic reality (Kirzner, 2009). Proactivity means striving for improvements, foresight in decision-making and attempts to actively influence and change given conditions (Covin & Slevin, 1989; Lumpkin & Dess, 2001). A further element of this orientation is innovativeness, the second “classic” property of an entrepreneur. The empirical literature actually uses items that ask for innovative behavior to measure proactivity. The following item, which is used in the studies of Covin and Selvin, for example does not serve to measure innovativeness, but proactivity: „In dealing with its competitors, my firm is very often the first business to introduce new products/services, administrative techniques, operating technologies etc.“ (Covin & Slevin, 1989, p. 86). For Covin und Slevin innovativeness has to do with investments in research and development and with the number of newly introduced product-lines. This is an aspect which is not very important in the book publishing industry, so we will not take it into consideration. And also we do not consider risk-taking (MacCrimmon & Wehrung, 1990; Sitkin & Pablo, 1992; Shapira, 1995; Brown, Dietrich, Nuez, & Taylor, 2013). It is controversial whether it is a common factor with the other two dimensions of entrepreneurship. So for example Covin and Slevin (1989) found a common factor in a factor analysis, but Lumpkin and Dess (2001) and Naldi, Nordqvist, Sjöberg, and Wiklund (2007) found independent factors. The conceptual separation makes sense because the different dimensions have different effects (Begley & Boyd, 1987; Lumpkin & Dess, 1996; Kreiser & Davis, 2010). In summary: in our own study we focus on proactivity as the essential characteristic of an entrepreneurial orientation. We assume that this orientation is closely connected with economic motives or put in another way: publishers whose behavior is strongly determined by economic considerations correspond more with the classic image of an entrepreneur than publishers with a strong cultural orientation. Stanworth and Curran, for example, differentiate between the artisan identity, the manager identity and the classical entrepreneur identity. „The ‘classical entrepreneur’ identity ... most closely resembles the classical economists’ view of entrepreneurship. Earnings and profit become a core component in the entrepreneur’s definition of his role and hence in the way he acts out his role” (Stanworth & Curran, 1976, p. 104; see also Carland, Hoy, Boulton, & Carland, 1984). The economically oriented, “true” entrepreneur is seen as active, dynamic and competitive (Vesala, Peura, & McElwee, 2007, p. 52). Following this line of argumentation we come to the following hypothesis:

*Hypothesis 2:* Publishers who accentuate the economic interest are more often proactive than publishers who accentuate the cultural interest.



### 2.3 *Intrinsic motivation, work stress, and job satisfaction*

#### *Intrinsic motivation and job satisfaction*

Satisfaction in the literal sense is an emotional state. The research on job satisfaction builds on that basic understanding, but it does not follow that line consistently. Locke, for example, defines job satisfaction as an emotional reaction, which results from the confrontations of one's values and needs with the work situation (Locke, 1976, p. 1307). But the satisfaction scales which are used in the empirical research do not ask for the emotional component; they rather require an *assessment* of the job (Brief, 1998; Martin, 2006). Certainly it makes sense to ask for both, the emotional and the cognitive aspects (and we do that in our study), but they should be kept separate. The emotional component of satisfaction delivers the background of experiencing; the assessment component of job satisfaction is the result of balancing the positive and negative aspects of the work situation. The appraisal of these aspects (income, colleagues, working time etc.) depends very much on personal values, attitudes, and personality factors. In our study we examine the following hypothesis:

*Hypothesis 3:* Publishers with high intrinsic motivation are more frequently satisfied with their job than publishers with low intrinsic motivation.

This hypothesis can be substantiated both theoretically and empirically. People with an intrinsic motivation are striving for goals which promise a deep satisfaction, which is directly connected with their self-concept. In addition, intrinsic motivation is a "robust" motivation, i.e. intrinsically motivated persons will not easily be discouraged by problems and frustrations (Ryan, Huta, & Deci, 2008; Stone, Deci, & Ryan, 2009). A further implication arises from the fact that intrinsically motivated behavior is executed volitionally and with interest (Gagné & Deci, 2005). Interest in one's work implies joy at work and voluntariness means freedom of external pressure, which counts as an essential source of dissatisfaction. In the cognitive theory of work motivation by Thomas and Velthouse (1990) intrinsic motivation and satisfaction are closely intertwined. Intrinsic motivation rewards itself, because it provides a person with the experience of impact, competence, meaningfulness, and choice, the ingredients of deep satisfaction and the pre-conditions of a positive self-assessment.

Empirically the relationship between intrinsic motivation and satisfaction has been proved in many studies. However, one has to qualify that statement because the measuring instruments which are normally used are not really directed at measuring *motivation*. Instead they frequently ask about *value*-orientations, the satisfaction of intrinsic needs, intrinsic aspects of the work situation or the existence of intrinsic incentives (Spector, 1986; Vansteenkiste, Neyrinck, Niemiec, Soenens, De Witte, & Van den Broeck, 2007; Schjoedt, 2008). Some measures (which usually are based on self-reports) integrate aspects of satisfaction already in their questions about intrinsic motivation, which easily leads to tautological argumentations (see for example Low, Cravens, Grant, & Moncrief, 2001)

#### *Work stress and job satisfaction*

Work can be a burden and work can be fun. If work (as described by theories about intrinsic motivation) is interesting, autonomous and meaningful, work gives many

pleasures. If the job requirements exceed the capabilities, if work provides no opportunities for personal growth, if time- and success-pressure increase, then strain becomes stress (Rohmert & Rutenfranz, 1975). The role of the chief executive or of the entrepreneur contains many workload risks, and theories about the functions and roles of entrepreneurs (Schumpeter, 1912; Coase, 1937; Casson, 1982; Covin & Slevin, 1991; Bull & Willard, 1993; Verheul, Wennekers, Audretsch, & Thurik, 2002) describe a whole range of very demanding tasks. Examples for this are opening up new markets, designing market operations, gaining access to capital, planning, organizing, leading and controlling. Insecure markets, scarce resources, economic setbacks, functional overload, removal of boundaries between work and leisure, necessity for self-organization and personal qualification (Martin, 2003) may cause immense strains. Lastly, it depends on the intensity of the strains and the capabilities to master the entrepreneurial task whether the negative aspects outweigh the positive aspects. In either case it is to be expected that great stress will impair well-being and performance, notwithstanding moderating factors and further influences (Sullivan & Bhagat, 1992; Lepine, Podsakoff, & Lepine, 2005; Häusser, Mojzisch, Niesel, & Schulz-Hardt, 2010). Therefore, we come to the following hypotheses:

*Hypothesis 4:* The higher the strain of the publishing work, the lower the satisfaction with the job will be.

## ***2.4 Entrepreneurial orientations, environmental conditions, and satisfaction with the economic success***

### *Entrepreneurial orientations and satisfaction with economic success*

Many studies show that entrepreneurs with the typical entrepreneurial orientations are more often successful than entrepreneurs without these orientations (Rauch et al., 2009). From a theoretical point of view this result seems highly plausible. Insistent efforts to develop one's firm, the development of new products, the search for new markets, i.e. high proactivity, will pay off (Lieberman & Montgomery, 1988; Rauch et al., 2009; Kreiser, Marino, & Weaver, 2010).

As already described, we abstain from measuring the success of the publishing houses in our own study. Instead we asked the publishers about their satisfaction with the success of their publishing house. Success is rewarding, at least when it is caused by one's own contributions, and therefore it is highly plausible that success is accompanied by satisfaction. This is an assumption which is basic for nearly all motivation theories (e.g. Vroom, 1964; Porter & Lawler, 1968; Katzell & Thompson, 1990), and it is empirically well corroborated (Locke & Latham, 1990, pp. 232-237). It is also fundamental for the relationship which is of interest here, i.e. the success of the firm and the satisfaction with this success (Chandler & Hanks, 1993, pp. 402; Cooper & Artz, 1995, p. 450; von Stietencron, 2013, p. 299; Wall, Michie, Patterson, Wood, Sheehan, Clegg, & West, 2004). The question about the satisfaction with the success of the firm can therefore be seen as a good indicator for the "objective" success of the firm. Therefore, we come to the following hypothesis:

*Hypothesis 5:* Publishers with a high proactive orientation are more satisfied with the economic success of their publishing house than publishers with a low proactive orientation.

### *Environmental conditions and satisfaction with economic success*

Unfavorable environmental conditions reduce the objective chances for successful behavior (Hall, 1980; Miller & Friesen, 1983; Covin & Slevin, 1989), because they impair the decision opportunities and because the accompanying scarcity of resources prevents the building up of reserves (or of 'slack'), thus increasing the vulnerability of a firm (Cyert & March, 1963). Besides, the proposition that unfavorable conditions (normally) impede success borders on tautology. As described above, we assume that success goes along with satisfaction with success. Therefore we come to the following hypothesis:

*Hypothesis 6:* Unfavorable environmental conditions (induced by the accompanying poor earning situation) lead to a decreasing satisfaction with the firm's success.

### **2.5 Environmental conditions and job strain**

Unfavorable environmental conditions tighten the work requirements. The entrepreneur has to look for new markets and for opportunities to rationalize the internal processes, eliminate financial bottlenecks, do crisis intervention, intensively search for helpful information, bargain hard etc. But it is not only the demand side that can cause stress, the resource side counts in the same way (Bakker & Demerouti, 2007), i.e. unfavorable conditions not only amplify behavioral demand but also damage important behavioral resources. Behavioral constraints decrease autonomy, the insecure situation impairs the quality of feedback; instead of social support, one is confronted with skeptical criticism and the great behavioral pressure absorbs psychic energy.

*Hypothesis 7:* In unfavorable environmental conditions the job strain of publishers is greater than in favorable environmental conditions.

### **2.6 Satisfaction with economic success and job satisfaction**

As described above the importance of success for satisfaction with success is beyond dispute. Does this also apply to the relationship between satisfaction with success and satisfaction with the job? In this case we have two different objects of assessment. Therefore, the two satisfactions can be very different. However, it is to be expected that they are not independent. For example, the theory of cognitive consistence predicts that persons develop balanced cognitive relations between objects of the same life-space (Heider, 1946). In the understanding of a publisher, the own work and the success of his firm should have great psychological proximity and will consequently go in the same direction. Causal perceptions also play a role. Success and failure is in great part determined by the work of the publisher. To be satisfied with one and to be dissatisfied with the other object of evaluation seems cognitively not compatible. Motivation theory also assumes a close relationship between the two satisfactions. Because the evaluation of one's success always contains an evaluation of oneself, success normally serves as an indicator of one's impact; it sheds a positive light on the own work and thereby supports one's satisfaction. From this the next hypothesis follows:

*Hypothesis 8:* The more satisfied the publishers are with the success of their firm, the more satisfied they are with their job.

### 3. Methods

The data for our empirical analysis come from a survey about the self-concept, the tasks and the work load of publishers (Martin & Bartscher-Finzer, 2013). We used the address list of the Börsenverein des deutschen Buchhandels (German booksellers association; status in summer 2013). Furthermore, we did an extensive internet-search to get the names of the publishers and of the chief executives of the publishing houses, respectively. We did not use all available 1,629 addresses, but wrote only to publishing houses with less than 200 employees (we took the number of employees from the April issue of the journal “Buchjournal”). Music publishers, publishers of calendars, forms etc. and public relations-agencies were omitted. Ultimately, 1,105 publishers were contacted; 51 questionnaires could not be delivered (because the company was dissolved, moved to an unknown address etc.). The basic population therefore consists of 1,054 cases. We received answers from 196 publishers (return rate 18.6%).

To evaluate possible biases in the sampling we examined whether the values of the model variables differed in relation to the time the returned questionnaires came in. The analyses of variance showed no significant differences. In regard to the firm size, a comparison between the sample and the basic population is not possible. In the yearly statistical reports of the Börsenverein des deutschen Buchhandels one can only find numbers about sales, a variable we did not gather.

The publishing program may deliver an indication of possible sample biases. The first editions of the German publishing houses in 2011 were distributed as follows: literary and entertaining fiction 32.3%, non-fiction: 52.5%, children’s books 10.0%, and primary and secondary education 5.3% (Börsenverein, 2012, p. 74). In our sample the numbers are (for this we weighted the numbers of first editions by their share of the publishing program): literary and entertaining fiction 17.3%, non-fiction 63.4%, children’s books 14.8%, and primary and secondary education 4.5%. As can be seen the fiction sector is underrepresented, but the breadth of the product range is well covered.

The questions we used can be found in the appendix. They refer to the variables of our empirical model. In addition, we gathered data of several control variables, which we will discuss below. We used the item formulations of the cited literature as far as possible, but we also had to make some minor modifications to adjust them to the German context and the specifics of the publishers. To describe the aspect of the publishers’ *self-concept* we are interested in, we used two items. The first item asks which of the two orientations, the economic or the cultural, is more characteristic for the strategic orientation of the publishing house. The second item asks whether the profit goal dominates other goals. The items were developed by the authors. They correlate with  $r=0.58$ . *Job satisfaction*, which refers to the immediate activities in doing one’s work, was measured by three items: satisfaction with the contents of the publisher’s work, satisfaction with the working conditions, and satisfaction with the opportunities to apply one’s skills and knowledge. The first and second item stem from the Arbeitsbeschreibungsbogen (job description sheet; ABB) of Neuberger (1982), whereby the second was linguistically slightly modified. The third item was taken because of its theoretical significance especially for the group of entrepreneurs, respec-

tively publishers. Instead of the Kunin-scales as in the ABB, we chose verbally formulated options for the answers. The reliability is in terms of Cronbach's  $\alpha = 0.61$ . The *satisfaction with the economic success* was measured by two items which refer to the satisfaction with the profit and to the satisfaction with the future prospects of the publishing house. The correlation between these two items is  $r=0.45$ . The format of the question is similar to that of the questions about job satisfaction (which were placed at a different part of the questionnaire). *Proactivity* was measured by two questions about growth and innovation. The formulations are based on the first two items of Miller (1987), but without the comparison with competitors asked in this measure, because this aspect is not that relevant in the book publishing industry. The correlation between the two items is  $r=0.53$ . Important determinants of *intrinsic motivation* are the attractiveness of the task's content and the opportunity to determine the content and to carry out the task oneself. One item was formulated for each of these two aspects, based on Reeve and Sickenius (1994), and adapted to the publishing task (for other measurements see Warr, Cook, & Wall, 1979; Hackman & Oldham, 1980). The correlation between these two items is  $r=0.25$ . This small correlation would cause problems if the items were used as indicators in a factor-analytic framework. As elements of an index the addition of the item values should be reasonable (see the discussion below). The *favorability of the environment* was measured by two items about the security and the friendliness of the (economic) environmental conditions. The empirical literature frequently uses the term *hostility* to denote the opposite of favorability and hereby takes recourse to the measure of Khandwalla (1976) and Slevin & Covin (1997). The items of this measure refer to aspects like the intensity of competition and market dynamics, aspects which are only partially relevant for the book industry. In our own wording we therefore take a more general view and ask about the stability and the friendliness of the economic environment. The correlation between these two items is  $r=0.39$ . The level of *job strain* was measured by two questions referring to the pressure to succeed and to time pressure. Surveys about work strain very often refer to the frequency of stressful events. Instead, we asked for an overall assessment of the work situation in respect to two aspects which seem of special relevance for the situation of entrepreneurs: the high responsibility for the well-being of the enterprise and the limited time frame to accomplish the many and diverse tasks of an entrepreneur. The correlation between the two items we used is  $r=0.62$ .

To sum up: the correlation of the index items (with the exception of the intrinsic motivation) lies at an intermediate level. For surveys this is an acceptable result. To get further evidence for the quality of the measurement, we computed correlations with several control variables. We found that the satisfaction index correlates very highly with an item of satisfaction with the work content ( $r=0.70$ ), the index for satisfaction with success correlates with the satisfaction with income ( $r=0.56$ ), and the index for job strain correlates as expected with negative affect ( $r=0.18$ ).

#### 4. Results

In the first part of this section we shall describe the results of bivariate analyses. That gives a first impression about the validity of our hypotheses. At the same time we report about the most important descriptive results. In a study about a social group for

which there is only little information, this descriptive information deserves distinct attention. In the second part of this chapter we examine our model (figure 1) with the help of the LISREL-program.

4.1 Self-concept

The majority of the publishers prefer the “cultural mission” of their profession (Table 1).

Table 1: Self-concept of the publishers (n=187)

There are various tensions in publishing houses. They have to be dissolved in one or the other direction. An example is the tension between economic goals on the one hand and the promotion of book projects on the other, projects which promise no economic success but should be promoted because of their quality. How do you negotiate these tensions in your company? Which orientations dominate in your publishing house?					
Cultural orientation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Economic orientation.
	27.8%	32.1%	33.7%	6.4%	

To get a more comprehensive impression of the publishers’ self-concept, we asked for a short self-characterization with the help of the following sentence completion question: “*We would appreciate your personal evaluation of some important problems facing the publishing industry. Please complete the following sentences with a short statement! My personal motivation as a book publisher ...*” The answers to this question accentuate three orientations. The first is directed at the cultural mission, the second at the own person, i.e. at the satisfaction of personal goals and the third emphasizes the task of the publishing house as a service provider which has to be directed at the consumers’ needs. Furthermore, one finds a pattern of answers which stress the “steadfastness” against the threats which are characteristic of the book industry (for details see the list of answers at Martin & Bartscher-Finzer, 2013). Publishers who emphasize the mission or the steadfastness character aspect accentuate the cultural orientation considerably more frequently than publishers who emphasize the aspect of the service task or the personal satisfaction aspect. As described above we measured the aspect of the self-concept we were interested in by an index of two items: the cited dilemma question and a question which was directed at the importance of the profit goal. The answers to the last question showed that nearly 30% of the publishers give priority to the economic goal.

4.2 Self-concept, entrepreneurial orientations and work motivation

*Self-concept and work motivation*

The majority of the publishers expresses high intrinsic motivation. Fifty-six percent of the respondents agree unrestrictedly with the statement “My primary motivation stems from the attractive tasks of a publisher”. With the statement “My primary motivation stems from the level of autonomy that is associated with my position as an entrepreneur” 64% of the respondents agree “completely”. The correlation between intrinsic motivation and the accentuation of the economic aspect of publishing has the



predicted sign. Hypothesis 1 was therefore confirmed, but the strength of the relationship is only moderate ( $r=0.18$ ).

### *Self-concept and entrepreneurial orientations*

According to the self-assessment of the publishers only a minority can be classified as proactive. Four out of ten publishing houses expand their product segments continually with innovative elements and only a quarter of the publishers pursues a growth strategy. Hypothesis 2 about the relationship between the self-concept and the proactivity of the publishers is confirmed by the data. Publishers with a strong economic orientation pursue a proactive strategy much more frequently than publishers with a strong cultural orientation ( $r=0.36$ ).

## **4.3 Intrinsic motivation, work stress, and job satisfaction**

### *Intrinsic motivation and job satisfaction*

To measure job satisfaction we asked for three facets: the job content, the working conditions, and the opportunities to apply one's skills and knowledge. The publishers are highly satisfied with all three aspects. Mostly dissatisfied are the publishers with the working conditions ("dissatisfied" are 16.4%, "very satisfied" are 38.5%, the remaining publishers are "satisfied"). Nearly no dissatisfaction can be found with the job content ("dissatisfied" are 2.4%, "very satisfied" are 52.3%) and with the opportunity to develop one's abilities ("dissatisfied" are 7.2%; "very satisfied" are 57.4%). As for hypothesis 3, a close relationship between intrinsic motivation and job satisfaction was to be expected. The results confirm this prediction impressively. From the publishers with low intrinsic motivation only 20.8% attain higher than average satisfaction scores; from the publishers with high intrinsic motivation 65.9% attain higher than average satisfaction scores. The correlation between intrinsic motivation and job satisfaction is  $r=0.33$ .

### *Work stress and job satisfaction*

About half of the publishers report high pressure to succeed, similar numbers apply to time pressure. According to hypothesis 4 high work pressure should decrease job satisfaction. The data tend to support this hypothesis, but the strength of the relationship is rather small, the correlation is only  $r=0.14$ .

## **4.4 Entrepreneurial orientations, environmental conditions, and satisfaction with the economic success**

### *Entrepreneurial orientations and satisfaction with economic success*

Only one third of the publishers is satisfied with the profit rate of their firm. The future prospects are seen with greater optimism (half of the publisher express positive expectations). "Softer" aspects, such as as prestige and quality of the authors, receive a more positive assessment (more than seven out of ten respondents make very positive statements about these forms of success). According to hypothesis 5 proactivity and success (resp. satisfaction with the success) should co-vary. The correlation between proactivity and satisfaction with success is  $r=0.18$  and corroborates this hypothesis to a certain extent.

### *Environmental conditions and satisfaction with economic success*

The assessment of the economic environment is very different. Half of the publishers assessed the environment as friendly, half as hostile. Three out of four publishers report insecure economic conditions. Hostile and insecure at the same time is the economic environment for 39.9% of the respondents, friendly and secure for only 20.7%. That an unfavorable environment heavily affects the economic success and hence the satisfaction with the economic success (hypothesis 6), is forcefully confirmed by our data. The correlation between favorability of the economic environment and satisfaction with success is  $r=0.46$ .

### **4.5 Environmental conditions and job strain**

Insecurity and hostility generate unfavorable behavioral conditions and induce high work strain ( $r=0.33$ ). With this result, hypothesis 7 is corroborated. Many publishers (about 40%) report heavy work strain when their firms encounter friendly economic conditions, but in a hostile environment this percentage is much higher (about 65%).

### **4.6 Satisfaction with economic success and job satisfaction**

Of the publishers who are dissatisfied with the profit of their firms, only one in four is “on the whole” very satisfied with his job (23.9%). Of the publishers who are satisfied with the profit of their firms nearly two in four are “on the whole” very satisfied with their jobs (45.8%).<sup>1</sup> The satisfaction with future prospects corresponds in the same way with this measure of job satisfaction. The correlation between the *index* of job satisfaction and satisfaction with success is  $r=0.38$  and corroborates hypothesis 8.

### **4.7 Explanation model**

All eight of our hypotheses are confirmed by the bivariate analyses. In two cases, however, the correlations are relatively low (nevertheless significant). Whether the hypotheses uphold within the frame of an overall model is the subject of the following. The model specification is based on the relationships in Figure 1. The data base is Table 2.

The model calculation (with the help of the LISREL-program) confirms in essence the model in Figure 1. The relationships and the signs are all as predicted. However, it is not the optimal model. The goodness-of-fit index is  $GFI=0.94$ . The main reason for this relatively low value lies in the omission of three relationships in our original model specification. Taking into account these relationships the goodness-of-fit index rises to  $GFI=0.98$ . The root mean square residual is  $RMR=0.036$ , the adjusted goodness-of-fit index is  $AGFI=0.95$ , the root mean square error of approximation is  $RMSEA=0.036$ . These values verify a good model fit. The model explains 22% of the variance of satisfaction with the success and 27% of the variance of job satisfaction.

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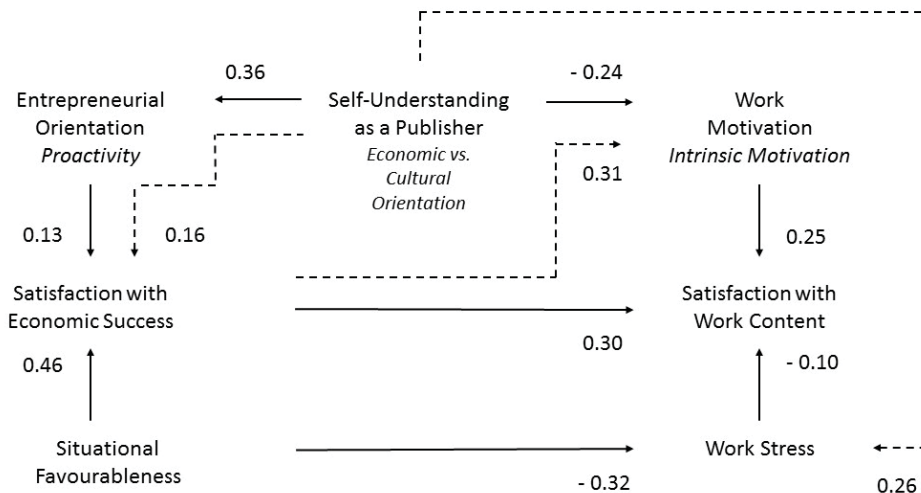
<sup>1</sup> To measure *overall* job satisfaction we used a single item: “Thinking of all aspects which determine your daily work: how satisfied are you with your job?”

**Table 2: Correlations of the model variables.**  $\bar{x}_i$ =mean,  $s_i$ =standard deviation, number of cases between  $n=181$  and  $n=195$  (\* =  $p < 0.05$ ; \*\*  $p < 0.01$ ).

	$\bar{x}_i$	$s_i$	1	2	3	4	5	6	7
1 Self-concept cultural – economic interest	4.21	1.62	1.00						
2 Proactivity growth, innovation	4.39	1.59	0.36**	1.00					
3 (Un) Favorability of the environment insecurity, hostility	5.43	1.35	0.00	0.02	1.00				
4 Satisfaction: economic success profit, future prospects	6.11	1.82	0.21**	0.18*	-0.46**	1.00			
5 Intrinsic motivation task, autonomy	7.05	1.04	-0.18*	0.03	-0.07	0.26**	1.00		
6 Job strain pressure to succeed, time pressure	6.93	1.72	0.26**	0.17*	0.33**	-0.15*	0.01	1.00	
7 Job satisfaction work conditions, job content, growth	4.82	1.55	-0.08	0.05	-0.27**	0.38**	0.33**	-0.14*	1.00

The dotted arrows in figure 2 represent the three added relationships. Thereafter the success variable is of eminent significance for the intrinsic motivation. At first appearance this does not seem very plausible. Intrinsic motivation by definition is “autotelic”, i.e. independent of external incentives and coercions and should therefore also be independent of economic success. But at second glance the empirical correlation makes sense. The economic success of the publisher’s company can be seen as the merit of the publisher’s performance, hence a confirmation of the publisher’s way of thinking and a reason to be proud, reinforcing the professional ethos and the identification with his task – all things, which strengthen the internal drive (for a more intensive discussion see below).

**Figure 2: Integrated overall model. Results of the LISREL-analysis (displayed are the standardized path coefficients).**



Not conjectured but very interesting is the positive relationship between economic orientation and job strain. Publishers with a strong economic striving apparently tend to take additional work. May be this can be explained by the hardship of the market conditions which strike especially those publishers who take up the challenge of competition, for example because of their strong assertiveness. The third new relationship we took into our model refers to the *direct* relationship between the self-concept of the publishers and the satisfaction with economic success. An explanation is not easy. An intervening variable – as for example special efforts of the more economically oriented publishers to acquire management skills – may be responsible for this association. Further studies have to examine this hypothesis.

To examine the robustness of our model, we did different model calculations. To look for possible specification errors we took a number of further variables into our model. An important situational influence for entrepreneurial behavior is the size of the firm. Actually taking account of the size variable does not change the results. There is, however, one exception. This exception concerns the relationship just mentioned between satisfaction with economic success and economic orientation, which dissolves by integrating the size of the firm into the model. Formally this can be explained by the fact that the firm size correlates with the economic orientation ( $r=0.38$ ) as well as with the satisfaction with the economic success ( $r=0.34$ ). As regards content it may be that in larger firms management is more professionalized and that professionalization leads to greater success and to a stronger economic orientation. This may be complementary to the explanation given above: the effect of management skills as an intervening variable between the economic orientation and (the satisfaction with) success. But because we have no data about the management skills, we cannot simultaneously examine the effects of firm size, economic orientation, qualifications, success, and satisfaction with success.

In a further step we took two entrepreneurial dispositions into our model: risk-taking and the decision-making style, i.e. the tendency to decide intuitively or analytically. Actually there is a relationship between risk-taking and proactivity, but it supplements the model only in an additive manner without any effect on the other relationships of the model variables. The decision-making style contributes no additional explanation. Lastly, we examined whether the experience as an entrepreneur has any effect. We asked the publishers how long they had worked as independent entrepreneurs. The inclusion of this variable does not change the model structure either. However, two interesting effects come to light. The longer a publisher has worked as an independent entrepreneur, the less he ascribes himself a strong proactive orientation (standardized path-coefficient  $p=0.17$ ) and the less he reports about high levels of job strain (standardized path-coefficient  $p=0.19$ ).

Our model is based on index variables, i.e. their values are computed by addition of the item values. Supplementary we did model computations which are based on the item level. Thereby the items are used as indicators of which values are predicted by an underlying latent variable. In a technically sense this is done by LISREL by simultaneously combining factor-analytic and regression-analytic procedures. Using this kind of model, the results are essentially the same as before. Necessarily the path-coefficients in this indicator model are higher because of the attenuation effect (the

factor loadings of the latent variables serve as reliability coefficients). The model fit however is poorer (GFI=0.92; RMR=0.059). There are two reasons for that. Firstly, we have (relatively) high correlations of one of the job satisfaction items with the items for job strain ( $r=0.19$  and  $r=0.25$ , the other two satisfaction items do not correlate with the strain items). This satisfaction item does not (other than the two other satisfaction items) directly refer to the content of one's job but to the working conditions, an aspect with close connotations to job strain. Secondly, the correlation between the two items of intrinsic motivation is not really impressive. That lessens their value as indicators of a latent variable. By correcting the two points mentioned, i.e. substituting the latent variable "intrinsic motivation" with the index variable and removing the third item of job satisfaction, we get a much better fit even of the indicator model (GFI=0.95; RMR=0.044).

## 5. Discussion

From an empirical point of view, Figure 1 proves to be a good frame of reference. But there are also some remarkable features. Two of our hypotheses could be confirmed only in a weak sense and, in addition, three further relationships were detected. The relationship between job strain and job satisfaction is located at the relevance limit. It is true that many publishers complain about high strain but on the other hand they seem to accept that as an element of their occupation. Also not very strong is the relationship between proactivity and satisfaction with success. That is surprising because actually one should expect that proactivity generates high potentials for success and that the resulting success should lead to satisfaction. But it may be that with greater commitment also the aspirations and the risks for disappointment grow. Furthermore, it is possible that the high commitment does not pay off because of the limited profit rates in the book industry. Not expected was that a strong economic orientation leads to higher job strain, a result which suggests that extra burdens are the price to be paid for strong ambitions. Another unexpected result concerns the direct relationship between a strong economic orientation and satisfaction with success. Beside the already mentioned explanations for this, a self-serving bias may come to play, i.e. if a person is engaged in strong economic striving, he also has a strong psychological interest to be rewarded for his engagement. The third unexpected relationship (between satisfaction with success and intrinsic motivation) will be discussed at some length below. Altogether the model with the additional relationships makes sense. Economic orientation intensifies striving for success and success fuels motivation and with that job satisfaction. Simultaneously economic striving induces strain and that somewhat dampens job satisfaction. For publishers with a strong cultural orientation the way to job satisfaction is more direct than for publishers with a strong economic orientation. Rather than having to go the path via success, they gain their satisfaction already from the motivating contents of their publishing jobs.

### *Methodological issues*

Our study has several limitations. An important point has to do with the causal interpretation of the relationships. In formulating our hypotheses we assumed, for example, that job satisfaction is influenced by job strain. But the reverse relationship seems also plausible, because troubles and hardship can be endured more easily if one is sat-

ified. Also the relationship between satisfaction with success and intrinsic motivation should be reciprocal. Success is motivating and motivated work will generate success. The design of our study does not allow to test the diverse causal assumptions. Notwithstanding the fact that path analyses build on causal formulations, they actually only generate descriptive results. Furthermore, our cross-sectional study was not designed for strictly testing causalities. A further limitation comes from the restricted pool of questions. Because of research economic reasons, the values of a variable were determined by only two or three items, a procedure that inevitably affects the reliability of measurement. A special problem comes from the relatively low correlation of the motivation items. The reason for this lies in the skewed distribution of the item values. Only few publishers report low autonomy and low attractive contents of their jobs. By adding both items a greater dispersion results, so the problem could partially be reduced. But to take only a few items and to have items with skewed distributions is problematic and should be considered in further studies. Another problem is given by the intermediate level of analysis we chose. This makes it necessary to work with interpretations which are based on assumptions about intervening processes, which we could not investigate in our study. A special methodological challenge accrues if the values for the different variables all come from the same source, as in our study from the answers of the publishers. The measured variance in this case may be due to the method instead of being based in real differences (Chang, Witteloostuijn, & Eden, 2010; Podsakoff, MacKenzie, & Podsakoff, 2012). To control for this common method variance, a number of statistical procedures exist, each with their own strengths and weaknesses (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Temme, Paulssen, & Hildebrandt, 2009).

The simplest method is Harman's single factor test (Harman, 1976). It is based on the idea that a strong response bias operates as a latent background factor, which is responsible for a substantial part of the observed variance. If one can identify such a common factor, one has a strong indication for the common variance bias. The principal component analysis with the variables of our model generates three factors, whereby the first factor explains 28.3% of the variance (a value of less than 50% qualifies as uncritical). A more elaborated procedure works with a latent variable, which is taken into the model and related by regression equations to the other variables (unmeasured latent method factor technique, Bagozzi, 1984). The application of this procedure onto our data (with the help of the AMOS-program) showed no indication for common method variance. The application of a procedure that uses so-called marker variables (Lindell & Whitney, 2001) showed the same result.

### *Theoretical issues*

Our study focuses on the self-concept of entrepreneurs, a theme that is already treated in the classical work of Schumpeter who contrasts the static with the dynamic entrepreneur. While the static entrepreneur tries to make the best of the given conditions, the dynamic entrepreneur sees himself as an innovator (Schumpeter, 1912, pp. 124 ff.). Starting from Schumpeter one finds many approaches to identify basic orientations of entrepreneurs (Haake, 1987; Bamberger & Pleitner, 1988; Woo, Cooper, & Dunkelberg, 1991; Lettke, 1996; Rauch, 1998; Valenzuela, 2001; Müller & Gappisch,



2005; Andersson, Formica, & Curley, 2010; De Jong & Marsili, 2010; Bührmann & Hansen, 2012), but they rarely refer to the self-concept of the entrepreneurs. An explicit identity-theoretic reference can be found in the typology of Stanworth and Curran (1976). They differentiate between three types of entrepreneurs, based on their latent social identities: the artisan, the manager, and the classical entrepreneur. Fauchard and Gruber (2011) also developed a typology and based it on identity-theoretic considerations. In an empirical study they identify Darwinian, communitarian and missionary entrepreneurs. Both Stanworth and Curran as well as Fauchard and Gruber discuss aspects of the self-concept of entrepreneurs, which are elements of our own study. Thereby we especially focus on the identification with the product of the firm. This is an aspect which is of distinctive importance in the book publishing industry but may be relevant also for other industries where the product has a high ideational value or is of high utility for society.

Of special theoretical interest is the question about the relation between the self-concept and other constructs used to explain human behavior. Stanworth and Curran, for example, anchor the self-concept in fundamental motivations. Also Fauchard and Gruber recur on basic motivations. In addition, they describe appropriate behavioral principles which determine the self-esteem of the entrepreneurs. So the Darwinian entrepreneur is primarily motivated by self-interest, and to realize his economic interests, he seeks to acquire professional know-how. The communitarian entrepreneur strives for support and for being supported by a community and therefore attaches great importance to authenticity. The missionary entrepreneur wants to advance a cause and cultivates responsible behavior.

Motivations may be certainly important, but the self-concept is not identical with a special kind of motivation. Interestingly, Schumpeter makes a difference concerning the basic motivation that distinguishes whether the dynamic entrepreneur is motivated by the pleasure of creative activity or by the strife for power (Schumpeter, 1912, p. 138). This example also shows that specific motives may be a source, but are not necessarily an element of the self-concept. Striving for power is a trait, which only to a certain extent is a socially desirable attribute. Only few entrepreneurs would profess being power seekers and power seeking therefore will not be an integral part of the self-concepts of most entrepreneurs.<sup>2</sup>

Be that as it may, whilst we have to distinguish the self-concept of other determinants of behavior (as for example values, attitudes, desires, aspirations, hopes, beliefs, emotions, compulsions, resentments, habits, preferred behavioral styles, traits), all these determinants do not have an independent life beyond the self and beyond the self-concept. Located at the interface of the conscious and the unconscious, the self-concept has a regulatory function for the desires, beliefs and behaviors of a person. Therefore it is of great interest to understand the relationship between the self-

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<sup>2</sup> As already discussed above, surely many aspects of the self of a person do not come to his mind, and he will not necessarily in any situation have a clear cognizance of his self-concept and its elements, but in the long run, we cannot avoid the confrontation with our self-concept.

concept and these other determinants, not least with motives and drives of human action.

In our study we asked for the inner drive of a publisher and how his striving and endeavoring is related to his self-concept. To answer this question we analyzed two related but different behavioral levels. On the one hand, we looked at the publisher's role as the leader of his firm and on the other hand, we looked at his publishing task at the work level. In regard to the self-concept we contrasted the economic with the cultural orientation of the publishers. Regarding an important driving force for the strategic and firm-related behavior, we focused on the proactivity of the entrepreneur, and regarding an important driving force for the task-related behavior, we focused on intrinsic motivation. And we proposed that depending on their self-concept, these driving forces are differently accentuated by publishers. Our data strongly confirm this proposition. Further, we looked at two sources of satisfaction, the satisfaction which comes from the success of the publishing house and the satisfaction which comes from the concrete activities in doing the work of publishing. We hypothesized that proactivity is related to satisfaction with success and that intrinsic motivation is related to job satisfaction. Both hypotheses are confirmed by our data. So we have two separate paths:

- economic orientation → proactivity → (success) → satisfaction with success and alternatively
- cultural orientation → intrinsic motivation → job satisfaction.

Apparently we are confronted with a split between an instrumental and non-instrumental behavioral orientation. But as discussed above the strong relationship between success satisfaction and intrinsic motivation does not fit with this neatly arranged pattern. Can an extrinsic reward – and economic success is certainly an exemplary extrinsic reward – stimulate intrinsic motivation? This question is central in the discussion about the so-called undermining or crowding-out thesis, which asserts that extrinsic rewards undermine intrinsic motivation (Deci, 1975, Cameron, Banko, & Pierce, 2001, Frey & Jegen, 2001, Festré & Garrouste, 2014). To discuss our result (the fact that publishers report higher intrinsic motivation if they are satisfied with their success) when faced with this thesis, the following six explanations deserve attention. One of them maintains that the separation between an extrinsic and a more intrinsic motivation is not as clear as one might think. Because what does incompatibility between the intrinsic and the extrinsic actually mean? In the core it is the assertion that when we are engaged in some activity, we cannot do that for its own sake and simultaneously do that for being rewarded by doing it. However, this may be only an analytic distinction that is completely irrelevant empirically, i.e. that affects neither thinking nor experience or behavior. We all know situations in which we enjoy our activities and enjoy the reward for them, too. So the opposite (e.g. we don't enjoy pay if we enjoy work or we don't enjoy work if we enjoy pay) may be the exception which has to be explained (and not generally postulated) in the first place. A second explanation refers to the nature of the reward. If a reward deprives a superior need, it may reverse its inherent value. So if the reward is a gesture of superiority on the side of the giver, or if the reward is given to instrumentalize one's behavior – and thus frustrates

the need for autonomy –, the reward will get a punishing character und the motivation to maintain the enjoying activity will decrease. In this perspective, what lastly counts is the interpretation of what goes on, what the motives of the rewarding person are or more generally what connects the rewarded behavior with the reward. Much of the discussion about the crowding-out effect circles around this question of interpretation, be it in emphasizing conditions with detrimental effects or with positive reinforcing effects on intrinsic motivation as in the following example: "... rewards [may] signify competence, self-efficacy, or ability at the task, and people enjoy doing activities that reflect their competence" (Cameron, Banko, & Pierce, 2001, p. 23). A third explanation has to do with the considered population. As a rule, the studies about the crowding-out effect refer to employees or more generally to persons in a dependent position, where we have the one who shows a behavior and the other who rewards the behavior. In our study we deal with another situation; here we have to deal with entrepreneurs who are not rewarded by a third person but, in a sense, reward themselves with the success of their firms. So, in a more general sense, we have to ask whether it really can be that self-earned rewards should have detrimental effects on motivation. A fourth explanation stresses that the immediate experience of work on the one hand and the retrospective appreciation of the firm's economic success on the other hand both temporarily as well as mentally belong to departed behavioral spheres, so that the recognition of and the joy about the firm's success cannot really corrupt the intrinsic work motivation. The fifth explanation goes in a different direction. It does not look at the reflection process of a person (the interpretation of the reward in respect to motivation), but at the behavioral frame that may be changed by the reward. In the case of economic success this is a quite substantial point. Economic success changes the working situation, it frees from the demanding task to improve the economic situation, the worries and concerns, which may demand huge efforts, and it extends the opportunities to concentrate on the actual task of a publisher: publishing good and interesting books.

Our last explanation refers to the methodology that underlies the research of the crowding-out hypothesis. It is based on a voluntaristic view which builds its explanations on finality and not on causality. In this view man acts *because of* the expectation that the chosen behavior will satisfy his needs and wishes. In this logic it would indeed be paradox if one acts for his own sake and at the same time for an external end. From a deterministic and causal view no such contradictions arise. Satisfaction in this view is not an end one strives for; satisfaction is not a goal, it is a result of one's behavior.<sup>3</sup> And it is therefore definitely possible that a man enjoys his work and also his success. And it is also very probable that the positive feelings that come from success experiences transfer to the activities he values anyway.

## 6. Conclusion

In our study we could not treat all aspects of the entrepreneurial self-concept; instead, we focused on a selected but very important aspect of the self-concept of publishers,

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<sup>3</sup> So satisfaction does not have a motivational role but at best a corrective function.

the tension between a more economic and a more cultural orientation.<sup>4</sup> These dimensions are examples of the more general tension that exists between a means-end rationality and a value-oriented rationality, a tension that cannot completely be resolved, but deserves special attention for exactly that reason. An entrepreneur cannot ignore the economic formal goals (for an analysis of the profit mentality cf. Hansen, 1992), but the content-oriented goals are often of similar importance. This applies not least to the book publishing industry with the book as a highly valued cultural good. And indeed our data show that two thirds of the publishers accentuate more the cultural than the economic side of their business. But it is the economic orientation which promotes the better success (resp. satisfaction with success), which in a further step leads to an increase of job satisfaction. On the other hand the economic orientation is accompanied by a lesser intrinsic motivation and, along this path, by a reduced job satisfaction. However, the net effect is balanced: the culturally oriented publishers are intrinsically motivated, which stimulates their job satisfaction, but simultaneously their success satisfaction is less, which lowers their job satisfaction. Of special interest is the unexpected positive relationship between (satisfaction with) economic success and intrinsic motivation. This in a sense stands contrary to the crowding-out hypothesis, which asserts that extrinsic rewards diminish intrinsic motivation. Our discussion shows that this hypothesis does not hold for the group of publishers.

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<sup>4</sup> Depending on the individual circumstances many other aspects can be focal points of the self-concept, as for example the social position, role expectation, constellation in a family business, special economic challenges etc.

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## Appendix – Items of the model variables (English translation)

*Self-understanding*. 2 Items. Various tensions exist in publishing houses. They have to be dissolved in one or the other direction. An example is the tension between economic goals on the one hand and the promotion of book projects on the other, projects which promise no economic success but should be promoted because of their quality. How do you negotiate these tensions in your company? Which orientations dominate in your publishing house? Contrasting of alternative answers with 4 graduations: Economic orientation vs. Cultural orientation. “The profit margin is only one of several equally important company goals” vs. “The profit margin is our most important company goal”.

*Job satisfaction*. 3 Items: How satisfied are you with the contents of your tasks? How satisfied are you with your work conditions? How satisfied are you with the opportunities to apply your professional skills and knowledge? Possible responses: very satisfied, quite satisfied, not very satisfied, not satisfied at all.

*Satisfaction with economic success*. 2 Items. Please rate the relative success of your publishing house. Profit margin. Future prospects. Possible responses: very unsatisfactory, unsatisfactory, average, satisfactory, very satisfactory.

*Proactivity*. 2 Items. Contrasting of alternative answers with 4 graduations. Concentration on existing sales markets vs. Endeavour to break into new markets. Concentration on existing product segments vs. Endeavour to be innovative by creating new markets.

*Intrinsic Motivation*. 2 Items. How well do the following statements apply to your motivation as a publisher? “Primary motivation stems from the attractive tasks of a publisher.” “Primary motivation stems from the level of autonomy that is associated with my position as an entrepreneur.” Possible responses: Completely, frequently, a little, not at all.

*Job strain*. 2 Items. Please choose the answer that best fits each of the following statements. “You are under pressure to get results.” “You are working under high time pressure.” Possible responses: Always, mostly, sometimes, rarely, never.

*Favorability of the economic environment*. 2 Items. Contrasting of alternative answers with 4 graduations. The following questions evaluate the economic environment of your company (competition, legal conditions, market fluctuations). “Economic condition is very stable” vs. “Economic condition is very unstable.” “Economic conditions are friendly” vs. “Economic conditions are hostile.”