

PUBLICATIONS IN THE AREA OF PERSONAL INITIATIVE AND ENTREPRENEURSHIP

1) PERSONAL INITIATIVE

a) English language publications

Frese, M., Kring, W., Soose, A. & Zempel, J. (1996). Personal initiative at work: Differences between East and West Germany. *Academy of Management Journal*, 39, 37-63.

Speier, C. & Frese, M. (1997). Generalized self-efficacy as a mediator and moderator between control and complexity at work and personal initiative: A longitudinal field study in East Germany. *Human Performance*, 10, 171-192.

Frese, M., Fay, D., Hilburger, T., Leng, K., Tag, A. (1997). The concept of personal initiative: Operationalization, reliability and validity in two German samples. *Journal of Organizational and Occupational Psychology*, 70, 139-161.

Frese, M. (1997). Dynamic self-reliance: An important concept for work in the twenty-first century. In C.L. Cooper & S.E. Jackson (Eds.), *Creating tomorrow's organizations* (pp. 399-416). Chichester UK: Wiley & Sons.

Fay, D., Böckel, A., Kamps, A., Wotschke, G. and Frese, M. (1997). *Personal initiative and OCB: Overlap and distinctions*. Technical Report.

Garst, H. (1997). *A Comparison of the growth curve and autoregressive models in longitudinal research*. Technical Report.

Fay, D., Sonnentag, S., & Frese, M. (1998). Stressors, innovation, and personal initiative: Are stressors always detrimental. In C. Cooper (Ed.), *Theories of organizational stress* (pp. 170-189). Oxford: Oxford Univ. Press.

- Rybowiak, V., Garst, H., Frese, M. & Batinic, B. (1999). Error Orientation Questionnaire (EOQ): Reliability, validity, and different language equivalence. *Journal of Organizational Behavior*, 20, 527-547.
- Dormann, C., & Zapf, D. (1999). Social support, social stressors at work, and depressive symptoms: Testing for main and moderating effects with structural equations in a three-wave longitudinal study. *Journal of Applied Psychology*, 84, 874-884.
- Frese, M., Teng, E. & Wijnen, C.J.D. (1999). Helping to improve suggestion systems: Predictors of giving suggestions in companies. *Journal of Organizational Behaviour*, 20, 1139-1155.
- Fay, D. & Frese, M. (2000). Conservatives' approach to Work: Less Prepared for Future Work Demands? *Journal of Applied Social Psychology*, 30, 1, 171-195.
- Garst, H., Frese, M. & Molenaar, P.C.M. (2000). The temporal factor of change in stressor-strain relationships: A growth curve model on a longitudinal study in East Germany. *Journal of Applied Psychology*, 85(3), 417-438.
- Fay, D., & Frese, M. (2000). Working in East German socialism in 1980 and in capitalism 15 years later: A trend analysis of a transitional economy's working conditions. *APPLIED PSYCHOLOGY: An International Review*, 49(4), 636-657.
- Fay, D., & Frese, M. (2001). The concept of personal initiative (PI): An overview of validity studies. *Human Performance*, 14(1), 97-124.
- Frese, M. (2001). Personal initiative (PI): The theoretical concept and empirical findings. In M. Erez, U. Kleinbeck & H. Thierry (Eds.), *Work motivation in the context of a global economy* (pp. 99-110). Mahwah, NJ: Erlbaum.
- Frese, M., & Fay, D. (2001). Personal initiative (PI): An active performance concept for work in the 21st century. In B.M. Staw & R.M. Sutton (Eds.), *Research in Organizational Behavior* (Vol. 23, pp. 133-187). Amsterdam: Elsevier Science.
- Fay, D. & Sonnentag, S. (2002). Rethinking the effects of stressors: A longitudinal study on personal initiative. *Journal of Occupational Health Psychology*, 7, 221-234.

Sonnentag, S., & Frese, M. (2002). Performance concepts and performance theory. In S. Sonnentag (Ed.), *Psychological management of individual performance* (pp. 3-25). Chichester: Wiley.

Baer, M., & Frese, M. (2003). Innovation is not enough: Climates for initiative and psychological safety, process innovations, and firm performance. *Journal of Organizational Behavior, 24*, 45-68.

Brandstaetter, V., Heimbeck, D., Malzacher, J.T., & Frese, M. (2003). The intention to continue one's education in the course of time: The model of action phases tested in an applied setting. *European Journal of Work and Organizational Psychology, 12*, 37-59.

Sonnentag, S., Fay, D., & Frese, M. (2004). Handeln in Organisationen. In H. Schuler (Ed.), *Enzyklopädie der Psychologie* (pp. 251-291). Göttingen: Hogrefe.

Rank, J., Pace, V.L., & Frese, M. (2004). Three avenues for future research on creativity, innovation, and initiative. *Applied Psychology: An International Review, 53*, 518-528.

Keith, N., & Frese, M. (2005). Self-regulation in error training: Emotion control and metacognition as mediators of performance effects. *Journal of Applied Psychology, 90*(4), 677-691.

Van Dyck, C., Frese, M., Baer, M., & Sonnentag, S. (2005). Organizational error management culture and its impact on performance: A two-study replication. *Journal of Applied Psychology, 90*(6), 1228-1240.

Dormann, C., Fay, D., Zapf, D., & Frese, M. (2006). A state-trait analysis of job satisfaction: On the effect of core self-evaluation. *Applied Psychology: An International Review, 55*(1), 27-51.

Frese, M., Garst, G., & Fay, D. (2007). Making things happen: Reciprocal relationships between work characteristics and personal initiative (PI) in a four-wave longitudinal structural equation. *Journal of Applied Psychology, 92*(4), 1084-1102.

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Bledow, R., & Frese, M. (2008). *A situational judgment test of personal initiative: Towards understanding construct based situational judgment tests*. Submitted for publication.

Garst, H., & Frese, M. (2008). *Optimism and subjective well-being in a radical change situation in East Germany*. In preparation

b) Publications in other languages

Frese, M. (1993). Das Rezept für den Osten: Eigeninitiative (The recipe for the East: Personal initiative). *Psychologie Heute*, März, 53-59.

Frese, M. & Plüddemann, K. (1993). Umstellungsbereitschaft im Osten und Westen Deutschlands: Inflexibilität als Gefahrenzeichen? (Change orientation in East and West Germany: Inflexibility as a sign of danger?) *Zeitschrift für Sozialpsychologie*, 24, 198-210.

Frese, M. (1994). Psychische Folgen von Arbeitslosigkeit in den fünf neuen Bundesländern: Ergebnisse einer Längsschnittstudie (Psychological outcomes of unemployment in the five new German states: Results of a longitudinal study) In: L. Montada (Hrsg.). *Arbeitslosigkeit und soziale Gerechtigkeit*. Frankfurt: Campus.

Speier, C. (1994). Selbstwirksamkeit als Einflußfaktor im Selektionsprozeß von Hochschulabsolventen in Ost- und Westdeutschland (Self-efficacy as an influential factor in the assessment process of high school graduates in East and West Germany). In L. v. Rosenstiel, T. Lang & E. Sigl (Hrsg.), *Fach- und Führungsnachwuchs finden und fördern* (S. 179-187). Stuttgart: Schäffer-Poeschel.

Frese, M., Erbe-Heinbokel, M., Grefe, J., Rybowskiak, V. & Weike, A. (1994). "Mir ist es lieber, wenn ich genau gesagt bekomme, was ich tun muß". -Probleme der Akzeptanz von Verantwortung und Handlungsspielraum in Ost und West ("I prefer to be told exactly what to do"- Acceptance of responsibility and job discretion in East and West Germany). *Zeitschrift für Arbeits- und Organisationspsychologie*, 38, 22-38.

Frese, M. & Hilligloh, S. (1994). Eigeninitiative am Arbeitsplatz im Osten und Westen Deutschlands: Ergebnisse einer empirischen Untersuchung (Personal initiative in the work place in East and West Germany: Results of an empirical study). In G. Trommsdorf (Hrsg.): *Psychologische Aspekte des sozial-politischen Wandels in Ostdeutschland*. Berlin: DeGruyter Verlag.

Frese, M. & Immler, B. (1994). Eigeninitiative: Unterschiede zwischen Ost- und Westdeutschland und der spezifische Fall der Weiterbildung (Personal initiative: Differences

between East and West Germany and the specific case of continuing education). In D. Eißel (Hrsg.), *Wirtschaftsstandort Ostdeutschland - Bestandsaufnahme und Bedingungen für den Wiederaufbau*. Berlin: Schüren-Verlag.

Wagner, Th., Frese, M. & Hilligloh, S. (1995). Ressourcen Ostdeutscher Arbeitnehmer als Determinanten von Weiterbildungsintention (Resources of East German employees as determinants of intention for continuing education). *Zeitschrift für Arbeits- und Organisationspsychologie*, 39, 94-104.

Fay, D. & Kamps, A. (1997). *Zusammenhang zwischen Taylorismus und Eigeninitiative* (Relation between taylorism and personal initiative). Technischer Bericht.

Böckel, A. & Fay, D. (1997). *Überprüfung der Stichprobenverzerrung durch experimentelle Mortalität* (Sample distortion because of experimental mortality). Technischer Bericht.

Frese, M. & Zempel, J. (1997). *Antizipations-, Selektions- und Folgeeffekte von Arbeitslosigkeit: Ergebnisse einer Längsschnittuntersuchung in den neuen Bundesländern* (Effects of anticipation, selection, and consequences of unemployment: Results of a longitudinal study in the new German states). Technischer Bericht.

Frese, M. & Fay, D. *Veränderungen in der Ex-DDR im Zeitraum von 1990 bis 1995: Deskriptive Mittelwertsveränderungen* (Changes in the Ex-DDR between 1990 and 1995: Descriptive mean changes). Technischer Bericht.

Fay, D. (1997) *Arbeiten in der DDR 1980 und in den Neuen Bundesländern 1995: Eine Trendanalyse nach 15 Jahren* (Work in the DDR 1980 and in the new German states in 1995: Trend analysis across 15 years). Technischer Bericht.

Fay, D., Hilligloh, S., Frese, M., Speier, C. & Wagner, T. (1997). *Skalendokumentation des Projekt "Aktives Handeln in einer Umbruchsituation (Projekt AHUS)* (Documentation of scales of the project "Active behavior in a radical change situation"). Technischer Bericht.

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Frese, M. & Fay, D. (2000). Entwicklung von Eigeninitiative: Neue Herausforderung für Mitarbeiter und Manager (Development of personal initiative: New challenges for employees and managers). In M.K. Welge, K. Häring & A. Voss (Eds.), *Management-Development. Praxis, Trends und Perspektiven* (pp. 63-78). Stuttgart: Schäffer-Poeschel-Verlag.

Frese, M., Garmann, G., Garmeister, K., Halemba, K., Hortig, A., Pulwitt, T., & Schildbach, S. (2001). Erfolgskonzept: Eigeninitiative (Concept of success: Personal initiative). *Psychologie Heute*, 28(1), 12-13.

Frese, M., Garman, G., Garmeister, K., Halemba, K., Hortig, A., Pulwitt, T., & Schildbach, S. (2002). Training zur Erhöhung der Eigeninitiative bei Arbeitslosen: Bericht über einen Pilotversuch. *Zeitschrift für Arbeits- und Organisationspsychologie*, 46, 89-97.

Frese, M., & Fay, D. (2006). Quel est le rôle de l'initiative personnelle? In C. Lévy-Leboyer, C. Louche, & J.-P. Rolland (Eds.), *1. Management des Personnes. RH, Les apports de la psychologie du travail* (pp. 247-266). Paris : Editions d'Organisation, Groupe Eyrolles.

Giardini, A., & Frese, M. (2006). Eigeninitiative als Konzept positiven Verhaltens in Organisationen. In M. Ringlstetter, S. Kaiser, & G. Müller-Seitz, G. (Eds.), *Positives Management* (pp. 53-70). Wiesbaden: Gabler.

2) ENTREPRENEURSHIP

a) English language publications

Harrison, D., & Friedrich, C. (1990). *Small business needs survey*. FNF, Harare.

Harrison, D., & Friedrich, C. (1991). *The ZNCC Membership Needs Survey*. Harare: Friedrich Naumann. Stiftung.

Friedrich, C. (1992). *Promotion of SSE*. Talk at a congress of the Zimbabwe chamber of commerce. Victoria Falls.

Harrison, D., & Friedrich, C. (1992). *The Economic Structural Adjustment Program (ESAP) and Zimbabwean small businesses*. Harare: Friedrich Naumann Stiftung.

Harrison, D., & Friedrich, C. (1994). *A combined method questionnaire/Case study survey of 7 informal sector business types*. Harare: Friedrich Naumann Stiftung.

Frese, M. (1995). Entrepreneurship in East Europe: A general model and empirical findings. In: C.L. Cooper & D.M. Rousseau (Eds.). *Trends in Organizational Behavior*. Vol. 2. (pp. 65-83). Chichester: Wiley.

Rauch, A. & Frese, M. (1997). *Does planning matter: Relationships between planning and success in small enterprises in Ireland and Germany*. Proceedings of the 42nd World Conference International Council for Small Business, San Francisco, Vol. 3,1.

Rauch, A. & Frese, M. (1998). A contingency approach to small scale business success: A longitudinal study on the effects of environmental hostility and uncertainty on the relationship of planning and success. In P.D. Reynolds, W.D. Bygrave, N.M. Carter, S. Manigart, C.M. Mason, G.D. Meyer & K.G. Shaver (Eds.), *Frontiers of Entrepreneurship Research* (pp. 190-200). Babson Park, MS: Babson College.

Van Gelderen, M. & Frese, M. (1998). Strategy process as a characteristic of small scale business owners: Relationships with success in a longitudinal study. In P.D. Reynolds, W.D. Bygrave, N.M. Carter, S. Manigart, C.M. Mason, G.D. Meyer & K.G. Shaver (Eds.), *Frontiers of Entrepreneurship Research* (pp. 234-248). Babson Park, MS: Babson College.

Van Gelder, J.-L. & Goutbeek, J.-P. (1999). *Entrepreneurship and entrepreneurial failure on the Fiji Islands*. Unpublished paper.

Utsch, A., Rothfuß, R., Rauch, A. & Frese, M. (1999). Who becomes a small scale entrepreneur in a post-socialist environment: On the differences between entrepreneurs and managers in East Germany. *Journal of Small Business Management*, 37(3), 31-42.

Rauch, A. & Frese, M. (2000). Psychological approaches to entrepreneurial success. A general model and an overview of findings. In C.L. Cooper & I.T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology. Vol. 15* (pp. 101-141). Chichester: Wiley & Sons Ltd.

Frese, M., van Gelderen, M., & Ombach, M. (2000). How to plan as a small-scale business owner: Psychological process characteristics of action strategies and success. *Journal of Small Business Management*, 38(2), 1-18.

Frese, M. (Ed.). (2000). *Success and failure of microbusiness owners in Africa: A psychological approach*. Westport, CT: Greenwood Publications.

Frese, M. & de Kruif, M. (2000). Psychological success factors of entrepreneurship in Africa: A selective literature review. In M. Frese (Ed.), *Success and failure of microbusiness owners in Africa: A psychological approach* (pp. 1-30). Westport, CT: Greenwood Publications.

Keyser, M., de Kruif, M., & Frese, M. (2000). The psychological strategy process and socio-demographic variables as predictors of success in micro- and small-scale business owners in Zambia. In M. Frese (Ed.), *Success and failure of microbusiness owners in Africa: A psychological approach* (pp. 31-54). Westport, CT: Greenwood Publications.

Koop, S., de Reu, T., & Frese, M. (2000), Socio-demographic factors, entrepreneurial orientation, personal initiative, and environmental problems in Uganda. In M. Frese (Ed.), *Success and failure of microbusiness owners in Africa: A psychological approach* (pp. 55-76). Westport, CT: Greenwood Publications.

Van Steekelenburg, G., Lauw, M., Frese, M., & Visser, K. (2000). Problems and coping, strategies and initiative in microbusiness owners in South Africa. In M. Frese (Ed.), *Success and failure of microbusiness owners in Africa: A psychological approach* (pp. 77-102). Westport, CT: Greenwood Publications.

- Frese, M., Krauss, S., & Friedrich, C. (2000). Micro-enterprises in Zimbabwe: On the function of socio-demographic factors, psychological strategies, personal initiative, and goal setting for entrepreneurial success. In M. Frese (Ed.), *Success and failure of microbusiness owners in Africa: A psychological approach* (pp. 103-132). Westport, CT: Greenwood Publications.
- Friedrich, C. (2000). Development and growth of small-scale entrepreneurs in Zimbabwe: A practical view. In M. Frese (Ed.), *Success and failure of microbusiness owners in Africa: A psychological approach* (pp. 131-138). Westport, CT: Greenwood Publications.
- Harrison, D. (2000). Formalization – The major criterion of success in developing countries. In M. Frese (Ed.), *Success and failure of microbusiness owners in Africa: A psychological approach* (pp. 139-148). Westport, CT: Greenwood Publications.
- Frese, M. (2000). For the specialist: Methodological issues of the studies in Zambia, Uganda, South Africa, and Zimbabwe. In M. Frese (Ed.), *Success and failure of microbusiness owners in Africa: A psychological approach* (pp. 149-160). Westport, CT: Greenwood Publications.
- Frese, M. (2000). Executive summary, conclusions and policy implications. In M. Frese (Ed.), *Success and failure of microbusiness owners in Africa: A psychological approach* (pp. 161-190). Westport, CT: Greenwood Publications.
- Frese, M. (2000). Introduction. In M. Frese, E. Chell & H. Klandt (Eds.), Psychological approaches to entrepreneurship (special issue). *European Journal of Work and Organizational Psychology*, 9(1), 3-6.
- Utsch, A., & Rauch, A. (2000). Innovativeness and initiative as mediators between achievement orientation and venture performance. *European Journal of Work and Organizational Psychology*, 9(1), 45-62.
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Organizational Frontiers Series: *The Psychology of Entrepreneurship* (pp. 1-18). Mahwah, NJ: Lawrence Erlbaum.

Frese, M. (2007). The psychological actions and entrepreneurial success: An action theory approach. In J.R. Baum, M. Frese, & R.A. Baron (Eds.), SIOP Organizational Frontiers Series: *The Psychology of Entrepreneurship* (pp. 151-188). Mahwah, NJ: Lawrence Erlbaum.

Rauch, A., & Frese, M. (2007). Born to be an entrepreneur? Revisiting the personality approach to entrepreneurship. In J.R. Baum, M. Frese, & R.A. Baron (Eds.), SIOP Organizational Frontiers Series: *The Psychology of Entrepreneurship* (pp. 41-65) . Mahwah, NJ: Lawrence Erlbaum.

Tung, R.L., Walls, J., & Frese, M. (2007). Cross-cultural entrepreneurship: The case of China. In J.R. Baum, M. Frese, & R.A. Baron (Eds.), SIOP Organizational Frontiers Series: *The Psychology of Entrepreneurship* (pp. 265-286). Mahwah, N.J.: Lawrence Erlbaum.

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Frese, M., Krauss, S.I., Keith, N., Escher, S., Grabarkiewicz, R., Luneng, S.T., Heers, C., Unger, J.M., & Friedrich, C. (2007). Business owners' action planning and its relationship to business success in three African countries. *Journal of Applied Psychology*, 92, 1481-1498.

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Rauch, A., & Frese, M. (2008). *Employees in small-scale enterprises. A longitudinal study on the relationship between employee's participation and small-scale enterprise success*. Submitted for publication.

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Unger, J.M., Rauch, A., Frese, M., & Rosenbusch, N. (2008). *Human capital and entrepreneurial success: A meta-analytical review*. Submitted for publication.

b) Publications in other languages

Fay, D. & Lange, I. (1997). Westdeutsche Unternehmen in den Neuen Bundesländern: Garant für bessere Arbeitsgestaltung? (West German enterprises in the new East German states: Guarantee for a better organization of work?) *Zeitschrift für Arbeits- und Organisationspsychologie*, 41, 82-86.

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