

ENTREPRENEURSHIP FROM THE INNOVATION PERSPECTIVE

Introduction

Today, both chaos and nonlinearity are nearly universal features of organizational development¹. According to some researchers, in this uncertain environment, only entrepreneurs who are tuned to it in their own way of thinking and acting are able to prosper². For them, this uncertain environment would be not so much a threat but the space of opportunities³, created by demand, still undiscovered, and, thus, unmet⁴. Appropriate use of valuable opportunities⁵ allows entrepreneurs to locate the managed entities in the new competitive landscape⁶, because entrepreneurship means positively responding to changes.

* **Jarosław Karpacz, PhD** – Institute of Management, The Jan Kochanowski University of Humanities and Sciences in Kielce.

¹ M. Schindehutte, M.H. Morris, *Advancing Strategic Entrepreneurship Research: The Role of Complexity Science in Shifting the Paradigm*, „Entrepreneurship. Theory & Practice” 2009, Vol. 33, No. 1, pp. 241–276.

² S.D. Sarasvathy, *Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency*, „Academy of Management Review” 2001, Vol. 26, No. 2, pp. 243–263.

³ M. Bratnicki, *Co napędza sukces przedsiębiorczości? Rola kontekstu zewnętrznego*, [in:] *Systemowe uwarunkowania sukcesu organizacji*, ed. by B. Nogalski, J. Rybicki, Fundacja Rozwoju Uniwersytetu Gdańskiego, Sopot 2009, p. 391.

⁴ A. Kaleta, *Ewolucja zarządzania strategicznego w trakcie rozwoju przedsiębiorstw*, „Studia i Prace Kolegium Zarządzania i Finansów Szkoły Głównej Handlowej w Warszawie” 2010, No. 98, pp. 106–113.

⁵ J.P. McMullen, D. Shepard, *Entrepreneurial Action and the Role of Uncertainty in the Theory of the Entrepreneur*, „Academy of Management Review” 2006, Vol. 31, No. 1, pp. 132–152.

⁶ D.F. Kuratko, D.B. Andretsh, *Strategic Entrepreneurship: Exploring Different Perspectives of an Emerging Concept*, „Entrepreneurship. Theory & Practice” 2009, Vol. 33, No. 1, pp. 1–17.

Against this background, one can outline three general perspectives of considerations regarding business⁷. The first one emphasizes the role of a business entity⁸, the second one indicates the process of creating new ventures⁹, and the third one is related to creating and exploiting opportunities¹⁰. The content presented in the paper remains part of that last perspective, since innovation is a means of chance (opportunity) capitalization, and can happen anywhere within the enterprise and in its environment¹¹. Innovation implementation is assumed to contribute to building business advantage over competitors, because entrepreneurship promotes seeking competitive advantages through innovation¹².

The aim of this paper is to identify creative solutions that are tangible expressions of entrepreneurship used in small and medium enterprises. Effects of innovation measuring in enterprises of these sizes will reveal the level of entrepreneurship of these organizations. It is yet difficult to imagine the innovation implementation without entrepreneurship¹³.

This paper remains part of the debate on innovation, in the perspective of entrepreneurship, initiated in the case study of a middle-sized manufacturing enterprise¹⁴.

Entrepreneurship and innovation – problem outline

Any economic activity is, to a lesser or greater extent, set to introducing new products/services and processes. Such types of innovation are one of the most important competition tools, which are in fact crucial while building competitive advantage. Innovation can be seen as a specific tool by which entrepreneurs can transform

⁷ M. Bratnicki, *Renta przedsiębiorczości w statycznych i dynamicznych otoczeniach*, [in:] *Przedsiębiorczy menedżer w przedsiębiorczej organizacji*, ed. by J.D. Antoszkiewicz, Oficyna Wydawnicza SGH, Warszawa 2007, p. 59.

⁸ Conf.: R.H. Brockhause, P.P. Horowitz, *The Psychology of Entrepreneur*, [in:] *The Art and Science of Entrepreneurship*, ed. by D.L. Sexton, R.W. Smilor, Ballinger Publishing, Cambridge 1986, p. 39–57 [based on:] M. Bratnicki, *Renta...*, op.cit., p. 59.

⁹ W.B. Gartner, *Who is Entrepreneur? Is the Wrong Question*, "American Journal of Small Business" 1988, Vol. 12, No. 4, pp. 11–32.

¹⁰ Conf.: P. Shane, P. Venkataraman, *The Promise of Entrepreneurship as a Field of Research*, „Academy of Management Review” 2000, Vol. 25, No. 1, pp. 217–226.

¹¹ D.F. Kuratko, D.B. Andretsh, op.cit., pp. 1–17.

¹² M. Bratnicki, *Renta...*, op.cit., p. 66.

¹³ Conf. i.a.: W. Dyduch, *Innowacyjność organizacji – istota, pomiar i powiązanie z efektywnością*, [in:] *Działalność innowacyjna przedsiębiorstw w warunkach globalnych*, ed. by J. Bogdanienko, M. Kuzel, I. Sobczak, Wydawnictwo Adam Marszałek, Toruń 2007, p. 30.

¹⁴ Conf.: B. Nogalski, A. Wójcik-Karpacz, J. Karpacz, *Innowacyjność średnich przedsiębiorstw. Od czego to zależy?*, [in:] *Innowacje zarządcze w biznesie i sektorze publicznym*, ed. by H. Bieniok, T. Kraśnicka, Wydawnictwo Akademii Ekonomicznej im. Karola Adamieckiego w Katowicach, Katowice 2008, p. 347–362.

change into chance. Its material expression is launching new ventures¹⁵, managing them in a way focused on creating new products and/or processes¹⁶, new use of existing products, new manufacturing methods, entering new markets¹⁷ or new ways of competing that have not been yet recognized the competition¹⁸.

The word 'new' consists of a constellation of characteristics of elements drawn from various fields, which results in an original, valuable, innovative idea. 'New', however, is a relative concept and can be interpreted differently. The new nature of a phenomenon refers to the perception of the public, and that is why a new idea usually relates to the environment in which it has been generated¹⁹. As far as products are concerned, new can be both those absolutely original, and those subjected to various modifications and improvements in the functional, social or symbolic dimension, as well as the accompanying services, carried out in order to create a new market and its segments and to improve the scope of their perception on the markets already supported²⁰.

In the light of the definition mentioned, repositioned products, i.e. already existing, but offered on the new markets or the new market segments, can be regarded as new. Actually, although they are not new to the enterprise, it may be so perceived by customers previously not supported by the company. The rationale for such treatment of these products is that they require the enterprise to apply the new configuration of marketing instruments promoting the existing and already sold product in new market segments, which previously were not in the interest of that enterprise²¹.

The construct 'new product' would thus include:

- products new in the world, i.e. new products creating a brand new market,
- new product lines, i.e. new products that allow the company to enter the existing market for the first time,
- additional products, i.e. new products supporting existing product lines of the company,
- improvements of existing products, i.e. new products of improved activity or greater value perceived by customers, entering in place of existing products,

¹⁵ W.B. Gartner, *What Are We Talking about When We Talk about Entrepreneurship?*, „Journal of Business Venturing” 1990, No. 5, pp. 15–29.

¹⁶ J.P. McMullen, D. Schepard, op.cit., p. 132–152; P.F. Drucker, *Innowacja i przedsiębiorczość*, PWE, Warszawa 1992, p. 12.

¹⁷ G.T. Lumpkin, G.G. Dess, *Clarifying the Entrepreneurial Orientation Construct and Linking It to Performance*, „Academy of Management Review” 1996, Vol. 21, No. 1, pp. 135–172.

¹⁸ W. Dyduch, M. Bratnicki, *Discovering the Relation between the Level of Organizational Entrepreneurship and Performance*, „Management” 2006, No. 1, pp. 5–16.

¹⁹ E. Jerzyk, G. Leszczyński, H. Mruk, *Kreatywność w biznesie*, Wydawnictwo Akademii Ekonomicznej w Poznaniu, Poznań 2006, pp. 12–13.

²⁰ M. Haffer, *Zarządzanie nowym produktem*, [w:] *Innowacyjność przedsiębiorstw*, ed. by J. Bogdanienko, Wydawnictwo Uniwersytetu Mikołaja Kopernika, Toruń 2004, p. 155.

²¹ Ibidem, p. 156.

- repositioned products, i.e. existing products targeted to new markets or new market segments,
- cost-reducing products, i.e. new products fulfilling similar functions, but at a lower cost²².

Therefore, product innovation consists in producing new or improving existing products to better meet customers' unsolved problems. Its role is to provide customers with benefits.

Another type of innovation, influencing the product characteristics or the efficiency of the organization producing it, is process innovation. It concerns the way in which the product is designed, manufactured and delivered to customers. Changes in the manufacturing process lead to lower costs, reducing periods of resource commitment and increasing job security. This type of innovation is illustrated by innovative manufacturing technologies, accounts receivable collection systems, distribution and customer services.

It follows that innovation is not a unique construct. It includes both products (product innovation) and new methods of manufacturing them and supplying the market (process innovation)²³.

Another criterion for the innovation classification is the scale of the effects of the innovation implementation. According to this classification system, one can distinguish radical and incremental innovation²⁴. Radical, i.e. revolutionary (breakthrough), innovations are major changes emerging at a time that create new markets or transform the foundations of existing markets and stimulate economic growth²⁵. This makes them the effect of entrepreneurship experienced on the macro-scale²⁶. It is worth noting that radical innovation is the core of the new economy based on the pursuit of economic development and long-term wealth creation²⁷.

Apart from that, incremental innovation consists of the conventional (so-called simple) improvements of products and processes²⁸. What is characteristic for this type of innovation, the systematic introduction of new product lines and services as well as the expansion of the existing ones and services, along with the process

²² P. Kotler, *Marketing. Analiza, planowanie, wdrażanie i kontrola*, Gebethner & Ska, Warszawa 1994, p. 291.

²³ R. Wolański, *Rola wiedzy i innowacji w rozwoju małych i średnich przedsiębiorstw – przegląd dotychczasowych badań*, „Problemy Zarządzania” 2007, No. 4, pp. 128–155.

²⁴ M.R. Marvel, G.T. Lumpkin, *Technology Entrepreneurs' Human Capital and Its Effects on Innovation Radicalness*, „Entrepreneurship Theory and Practice” 2007, Vol. 31, No. 6, pp. 807–828.

²⁵ Ibidem.

²⁶ W.J. Baumol, *The Free-Market Innovation Machine: Analyzing the Growth Miracle of Capitalism*, Princeton University Press, Princeton 2004, [based on:] ibidem.

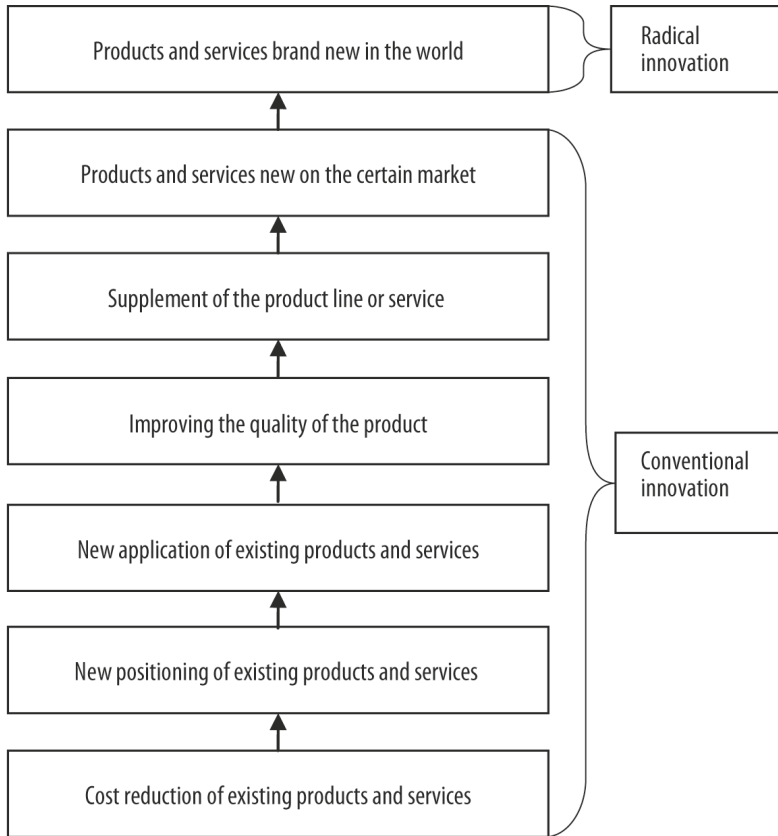
²⁷ G. Ahuja, C.M. Lampert, *Entrepreneurship in the Large Corporation: A Longitudinal Study of How Established Firms Create Breakthrough Inventions*, „Strategic Management Journal” 2001, Vol. 22, No. 6/7, pp. 521–543.

²⁸ M.R. Marvel, G.T. Lumpkin, op.cit., pp. 807–828.

correction, is, on the one hand, an expression for the constant entrepreneur's pursuit of opportunities, and, on the other hand, remains evidence of the strategic renewal taking place in their enterprises²⁹.

The essence of the product innovation, together with the scale of its effects, is shown in Figure 1.

Figure 1. The essence of product innovation



Source: Based on M.H. Morris, D.K. Kuratko, *Corporate Entrepreneurship*, Harcourt College Publishers 2002, p. 42 [based on:] W. Dyduch, *Innowacyjność organizacji – istota, pomiar i powiązanie z efektywnością*, [in:] *Działalność innowacyjna przedsiębiorstw w warunkach globalnych*, ed. by J. Bogdanienko, M. Kuzel, I. Sobczak, Wydawnictwo Adam Marszałek, Toruń 2007, p. 32.

Innovation types are diverse in nature, from those providing benefits for the global market (radical innovation), to those providing benefits most often in the micro-scale

²⁹ D.F. Kuratko, D.B. Andretsh, op.cit., pp. 1–17.

and sometimes in the meso-scale (incremental innovation)³⁰. The entrepreneurial process of innovation creation and the change process, in principle, remain in contradiction with the processes repeating practice of the past. Therefore, the innovation development requires a set of activities and organizational forms different to those used so far, in which the propensity to change is minimal³¹. Nevertheless, we cannot ignore the fact that many enterprises propose, to purchasers, standard products, but with highly innovative manufacturing and distribution processes, on which they build their competitive advantage³².

Identification of opportunities, based on the knowledge of unexpected inconsistencies in processes, structure of industry and market or demographic changes³³, is realized in the innovation creation and implementation by entrepreneurs³⁴. The systematic research of these potential sources of innovation is necessary, because it leads to the creation of new ideas³⁵.

Innovations involve incurring expenses for which one can never be sure of their return³⁶. Apart from that, innovation implementation generates new risks. One of the negative dimensions of innovation is the loss of the possibility to further use of certain resources, both within the company and outside it³⁷. Hence, despite the inherent dangers, innovation in the form of new products/services or processes are virtually the only factor able to provide small and medium enterprises competitive advantage in the current environment³⁸. From the entrepreneurs' point of view, the risk, remaining the inherent feature of innovation, is not an insurmountable barrier. Entrepreneurship, in fact, coincides with risk³⁹.

³⁰ J. Oksanen, N. Rilla, *Innovation and Entrepreneurship: New Innovations as Source for Competitiveness in Finnish SMEs*, „International Journal of Entrepreneurship” 2009, Vol. 13, Special Issue, pp. 35–49.

³¹ W. Dyduch, op.cit., pp. 31.

³² H. Salavou, P. Lioukas, *Radical Product Innovation in SMEs: Dominant of Entrepreneurial Orientation*, „Creativity & Innovation Management” 2003, No. 12, pp. 43–53.

³³ P. Drucker, *Innovation and Entrepreneurship*, Harper and Row, New York 1985, [based on:] J. Oksanen, N. Rilla, op.cit., pp. 35–49.

³⁴ J. Oksanen, N. Rilla, op.cit., pp. 35–49.

³⁵ P. Drucker, *Innovation...*, [based on:] ibidem.

³⁶ J. Bogdanienko, *Możliwości zwiększania innowacyjności małych firm w warunkach konkurencji*, „Problemy Zarządzania” 2007, No. 4, pp. 74–94.

³⁷ J. Lichtarski, *O granicach innowacyjności przedsiębiorstwa*, [in:] *Innowacje zarządcze...*, op.cit., p. 316

³⁸ J. Oksanen, N. Rilla, op.cit., pp. 35–49.

³⁹ E. Douglas, D.A. Shepherd, *Entrepreneurship as Utility Maximizing Response*, „Journal of Business Venturing” 2000, Vol. 15, pp. 393–410.

The state of innovation in small and medium enterprises – results of empirical research

The diagnosis of the process- and product-related innovation implemented by small and medium enterprises registered in the Świętokrzyskie Voivodeship was performed among 216 small enterprises and 40 medium ones selected using the proportional stratified sampling scheme. Thus, the results may be extended to the entire population of such companies in the region.

The presented results are an independent module of the 1364/B/H03/2008/34 research project financed by the Ministry of Science and Higher Education.

The construct ‘new’, used in the tools of innovation measurement, referred both to absolutely authentic products/processes, as well as to a variety of modifications and enhancements to existing products/processes in order to create a new market and its segments and to improve the perception of these products/processes on the markets and in market segments already supported.

The study primarily found types of innovation that have been implemented by small and medium enterprises registered in the Świętokrzyskie region. The results in this area are presented in Table 1.

Table 1. Types of innovations implemented in small and medium enterprises in the Świętokrzyskie region, 2006–2009

Types of innovations	Specification	Answers in small enterprises (%)		Answers in medium enterprises (%)	
		yes	no	yes	no
Process-related	regarding the enterprise management	45.7	54.3	60.8	39.2
	including: introduction of enterprise management far different from its main competitors (e.g. new system of customer service, enhanced accounts receivable collection systems, new distribution system)	24.1	75.9	30.3	69.7
Product-related	regarding new technology/technique	40.7	59.3	37.7	62.3
	regarding new products	55.7	44.3	71.6	28.4

Source: Own elaboration.

On the basis of the information provided by entrepreneurs regarding the type of innovation implemented in their enterprises, it can be concluded that small enterprises have implemented more product-related innovation than process-related ones. In 2006–2009, new enterprise management was used in nearly 46% of small enterprises, of which 24% of organizational solutions were not used by the main competitors. The presence of process-related innovation, associated with the use of a new technology or technique, has been reported in nearly 41% of companies of this size.

In the group of medium enterprises, product-related innovation has been implemented by almost 72% of entities. Nearly 61% of enterprises have implemented changes in enterprise management regarding new systems of customer service, enhanced accounts receivable collection systems or new distribution systems. More than half of the implemented process-related innovation has been significantly different from those applied by main competitors.

It is worth recognizing the problem of innovation in small and medium sized enterprises registered in the Świętokrzyskie region from the cross-sectoral perspective. The results of the research of three sectors – manufacturing, construction, trade and services – are provided in Table 2.

Table 2. Types of innovations implemented in small and medium enterprises in the Świętokrzyskie region, 2006–2009, according to sectors

Types of innovations	Specification	Answers in small enterprises (%)		Answers in medium enterprises (%)	
		Yes	no	tak	nie
<i>Manufacturing</i>					
Process-related	regarding the enterprise management	39.8	60.2	62.5	37.5
	including: introduction of enterprise management far different from its main competitors (e.g. new system of customer service, enhanced accounts receivable collection systems, new distribution system)	22.9	77.1	37.5	62.5
Product-related	regarding new technology/technique	50.6	49.4	40.0	60.0
	regarding new products	65.9	34.1	73.3	26.7

Types of innovations	Specification	Answers in small enterprises (%)		Answers in medium enterprises (%)	
		Yes	no	tak	nie
<i>construction</i>					
Process-related	regarding the enterprise management	51.2	48.8	54.5	45.5
	including: introduction of enterprise management far different from its main competitors (e.g. new system of customer service. enhanced accounts receivable collection systems. new distribution system)	27.5	72.5	18.2	81.8
Product-related	regarding new technology/technique	36.6	63.4	45.5	54.5
	regarding new products	36.6	63.4	54.5	45.5
<i>trade and services</i>					
Process-related	regarding the enterprise management	45.8	54.2	50.0	50.0
	including: introduction of enterprise management far different from its main competitors (e.g. new system of customer service. enhanced accounts receivable collection systems. new distribution system)	22.5	77.5	25.0	75.0
Product-related	regarding new technology/technique	33.3	66.7	25.0	75.0
	regarding new products	54.2	45.8	87.5	12.5

Source: See Table 1.

The analysis of the presented data shows that among manufacturing companies, nearly 66% of small enterprises and more than 73% medium ones introduced, in 2006–2009, product-related innovation. Process-related innovation affecting change in enterprise management has been implemented rather by medium enterprises (62.5%) than by small ones (40%).

Innovation regarding enterprise management has been implemented by more than 54% of the medium construction enterprises and by more than 51% of small ones. Product-related innovation has been introduced by nearly 55% of the medium enterprises and by almost 37% of small ones. Application of a new technology/technique has also been chosen by companies of this sector. In the analyzed period, this

phenomenon occurred in more than 45% of medium enterprises and in nearly 37% of small ones.

In the group of traders, 87.5% of medium enterprises and 54.2% of small ones have introduced product-related innovation. However, new enterprise management has been implemented by 50% of medium companies and by nearly 46% of small ones.

The results confirm that entrepreneurs' operations are diverse, both in size class of the enterprise⁴⁰, as well as within sectors.

Conclusions

On the basis of the empirically identified creative product- or process-related solutions implemented in 2006–2009 within a group of small and medium sized enterprises registered in the Świętokrzyskie region, it can be concluded that:

- nearly 46% of small enterprises have implemented process-related innovation, and nearly 56% of them – product-related innovation,
- nearly 61% of medium enterprises have implemented process-related innovation, and about 72% of them – product-related innovation.

This data at least partially reveals the state of innovation, which is the material expression of this size class of enterprises. Consequences of the innovation implementation in one enterprise do not only concern the company that applied them, but are also experienced by other entities with which that enterprise is in business relations.

Attention should also be paid to the answers indicating lack of innovation introduction. If we assume that the innovation introduced remains the response to the competition challenges, then the capacity of entrepreneurs, for whom competition is not a challenge, but the threat, is limited to follow the common routes, except that they do not even try to go out⁴¹. This is a problem which should be deepened in subsequent studies.

This phenomenon, already noticed by J. Lichtarski, regards the recognition of factors inhibiting innovation activity, mechanisms and consequences of their occurrence, and, finally the effective counter-measures. In other words, the problem is to identify the determinants of the delimitation of enterprise innovation activity. In practice, only some traders implement innovations, and thus, they are far more inclined to seek, create and use opportunities than the rest. And it is those entrepreneurs, who 'pursue opportunities', who also test their entrepreneurship.

⁴⁰ Por.: R. Wolański, op.cit., pp. 128–155.

⁴¹ P. Kwiatkowski, *Przedsiębiorczość intelektualna*, Wydawnictwo Naukowe PWN, Warszawa 2000, p. 129.

References

- Ahuja G., Lampert C.M., *Entrepreneurship in the Large Corporation: A Longitudinal Study of How Established Firms Create Breakthrough Inventions*, „Strategic Management Journal” 2001, Vol. 22, No. 6/7.
- Baumol W.J., Entrepreneurial Enterprises, Large Established Firms and Other Components of the *The Free-Market Growth Machine*, „Small Business Economics” 2004, Vol. 23, No. 1.
- Bogdanienko J., *Możliwości zwiększania innowacyjności małych firm w warunkach konkurencji*, „Problemy Zarządzania” 2007, nr 4.
- Bratnicki M., *Co napędza sukces przedsiębiorczości? Rola kontekstu zewnętrznego*, [w:] *Systemowe Uwarunkowania sukcesu organizacji*, Nogalski B., Rybicki J. (red.), Fundacja Rozwoju Uniwersytetu Gdańskiego, Sopot 2009.
- Bratnicki M., *Renta przedsiębiorczości w statycznych i dynamicznych otoczeniach*, [w:] *Przedsiębiorczy menedżer w przedsiębiorczej organizacji*, Antoszkiewicz J.D. (red.), Oficyna Wydawnicza SGH, Warszawa 2007.
- Brockhause R.H., Horowitz P.S., *The Psychology of Entrepreneur*, [in:] *The Art. And Science of Entrepreneurship*, Sexton D.L., Smilor R.W. (eds.), Ballinger Publishing 1986.
- Douglas E., Shepherd D.A., *Entrepreneurship as Utility Maximizing Response*, „Journal of Business Venturing” 2000, Vol. 15.
- Drucker P.F., *Innovation and Entrepreneurship*, Harper and Row, New York 1985.
- Drucker P.F., *Innowacja i przedsiębiorczość*, PWE, Warszawa 1992.
- Dyduch W., Bratnicki M., *Discovering the Relation between the Level of Organizational Entrepreneurship and Performance*, „Management” 2006, No. 1.
- Dyduch W., *Innowacyjność organizacji – istota, pomiar i powiązanie z efektywnością*, [w:] *Działalność innowacyjna przedsiębiorstw w warunkach globalnych*, Bogdanienko J., Kuzel M., Sobczak I. (red.), Wyd. Adam Marszałek, Toruń 2007.
- Gartner W.B., *What are We Talking About When We Talk About Entrepreneurship?*, „Journal of Business Venturing”, 1990, No. 5.
- Gartner W.B., *Who is Entrepreneur? Is the Wrong Question*, „American Journal of Small Business” 1988, Vol. 12, No. 4.
- Haffer M., *Zarządzanie nowym produktem*, [w:] *Innowacyjność przedsiębiorstw*, Bogdanienko J. (red.), Wyd. Uniwersytetu Mikołaja Kopernika, Toruń 2004.
- Jerzyk E., Leszczyński G., Mruk H., *Kreatywność w biznesie*, Wyd. Akademii Ekonomicznej w Poznaniu, Poznań 2006.
- Kaleta A., *Ewolucja zarządzania strategicznego w trakcie rozwoju przedsiębiorstw*, „Studia i Prace Kolegium Zarządzania i Finansów Szkoły Głównej Handlowej w Warszawie” 2010, nr 98.

- Kotler Ph., *Marketing. Analiza, planowanie, wdrażanie i kontrola*, Wyd. Gebethner & Ska, Warszawa 1994.
- Kuratko D.F., Andretsh D.B., *Strategic Entrepreneurship: Exploring Different Perspectives of an Emerging Concept*, „Entrepreneurship. Theory & Practice” 2009, Vol. 33, No. 1.
- Kwiatkowski S., *Przedsiębiorczość intelektualna*, PWN, Warszawa 2000.
- Lichtarski J., *O granicach innowacyjności przedsiębiorstwa*, [w:] *Innowacje zarządcze w biznesie i sektorze publicznym*, Bieniok H., Kraśnicka T. (red.), Wyd. Akademii Ekonomicznej w Katowicach, Katowice 2008.
- Lumpkin G.T., Dess G.G., *Clarifying the Entrepreneurial Orientation Construct and Linking it to Performance*, „Academy of Management Review” 1996, Vol. 21, No.1.
- Marvel M.R., Lumpkin G.T., *Technology Entrepreneurs’ Human Capital and Its Effects on Innovation Radicalness*, „Entrepreneurship. Theory & Practice” 2007, Vol. 31, No. 6.
- McMullen J.S., Schepard D., *Entrepreneurial Action and the Role of Uncertainty in the Theory of the Entrepreneur*, „Academy of Management Review” 2006, Vol. 31, No. 1.
- Nogalski B., Wójcik-Karpacz A., Karpacz J., *Innowacyjność średnich przedsiębiorstw. Od czego to zależy?*, [w:] *Innowacje zarządcze w biznesie i sektorze publicznym*, Bieniok H., Kraśnicka T. (red.), Wyd. Akademii Ekonomicznej w Katowicach, Katowice 2008.
- Oksanen J., Rilla N., *Innovation and Entrepreneurship: New Innovations as Source for Competitiveness in Finnish SMEs*, „International Journal of Entrepreneurship” 2009, Vol. 13, Spec. Is.
- Salavou H., Lioukas S., *Radical Product Innovation in SMEs: Dominant of Entrepreneurial Orientation*, „Creativity & Innovation Management” 2003, No. 12.
- Sarasvathy S.D., *Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency*, „Academy of Management Review” 2001, Vol. 26, No. 2.
- Schindehutte M., Morris M.H., *Advancing Strategic Entrepreneurship Research: The Role of Complexity Science in Shifting the Paradigm*, „Entrepreneurship. Theory & Practice” 2009, Vol. 33, No. 1.
- Shane S., Venkataraman S., *The Promise of Entrepreneurship as a Field of Research*, „Academy of Management Review” 2000, Vol. 25, No. 1.
- Wolański R., *Rola wiedzy i innowacji w rozwoju małych i średnich przedsiębiorstw – przegląd dotychczasowych badań*, „Problemy Zarządzania” 2007, nr 4.

Abstract

The aim of the paper is to identify the condition and types of innovation as observable phenomena that remain a manifestation of entrepreneurship. The article is part of the debate on innovation in the perspective of entrepreneurship. In order to recognize the state of

process and product-related innovation implemented by small and medium sized enterprises registered in the Świętokrzyskie Voivodeship, the quantitative research has been conducted. The results show the extent of entrepreneurship of these organizations.

KEY WORDS: ENTREPRENEURSHIP, INNOVATION, CREATIVITY