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Growth Orientation and the Profile of Micro-Entrepreneurs From the Pomorskie Province

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The article begins with the presentation of the concept of *Entrepreneurial Orientation*. Entrepreneurial Orientation assumes that some enterprises, regardless of size, behave in an entrepreneurial way and are proactive, innovative and willing to take risks. The relationships between Entrepreneurial Orientation and the results of enterprises are also subject to research, although its results are not clear – mainly due to the different measures used. On the other hand, the research on the relationship between EO and the enterprise growth is very rare. This prompted the author to develop a separate measure, *Growth Orientation*, which could be a predictor of growth of micro-enterprises. This tool was built on the basis of the previous research on the effectiveness and shortcomings of the *Entrepreneurial Orientation* measure, as well as the specifics of the functioning of micro-enterprises. On the basis of the constructed measure, an analysis of the *Growth Orientation* of 146 micro-entrepreneurs.

Keywords: entrepreneurial orientation, growth orientation, growth of the firm.

Orientacja wzrostowa a profil mikroprzedsiębiorców z województwa pomorskiego

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Koncepcja orientacji przedsiębiorczej zakłada, że niektóre przedsiębiorstwa niezależnie od wielkości, zachowują się w sposób proaktywny, innowacyjny i niestroniący od ryzyka. W oparciu o tak zdefiniowaną koncepcję, badaniami obejmuje się także relacje pomiędzy orientacją przedsiębiorczą, a rezultatami osiąganymi przez przedsiębiorstwo, jednak związek ten nie jest do końca zdefiniowany, przede wszystkim z powodu z różnorodnych metod wykorzystywanych w badaniach. Pomimo licznych publikacji dotyczących tego zjawiska, niewiele jest takich, które opisują związek pomiędzy orientacją przedsiębiorczą a wzrostem firmy. To skłoniło autorkę do stworzenia nowego narzędzia, orientacji wzrostowej przedsiębiorcy, pozwalającego na przewidywanie przyszłego wzrostu przedsiębiorstwa. Opracowując to narzędzie, wzorowano się na koncepcji i sposobie mierzenia orientacji przedsiębiorczej i starano się wyeliminować opisane w literaturze jej wady oraz dostosować do specyfiki funkcjonowania mikroprzedsiębiorstw. W oparciu o tak skonstruowane narzędzie przeanalizowano orientację wzrostową 146 mikroprzedsiębiorców.

Słowa kluczowe: orientacja przedsiębiorcza, orientacja wzrostowa, wzrost firmy.

JEL: L25, L26

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1. Introduction

The growth of enterprises, despite multiple years of research, leaves plenty of room for interested scientists. Even the definition of enterprise growth has not been agreed, and without it, the operationalization of the research problem allows for a significant level of freedom. One of the areas of research related to this topic is the search for a relationship between the Entrepreneurial Orientation (EO) and performance, where the latter can mean the growth of the enterprise. The very concept of EO has been studied for over 30 years, and its foundation is the assumption that some enterprises behave in a more entrepreneurial way than others. The long-term research on this phenomenon made EO a construct well rooted in literature related to entrepreneurship. It can even be said that this is one of the few issues related to entrepreneurship which have been almost unambiguously resolved in terms of definition and operationalization. 'Almost' means, however, that attempts to further refine this research area are still made. The beginnings of this research go back to the eighties and Danny Miller is considered to be their 'father' (1983), despite the fact that in his research work he never used the term that is commonly used today. Miller defined an entrepreneurial business as "*one that engages in product-market innovation, undertakes somewhat risky venture and is first to come up with 'proactive' innovations, beating competitors to the punch"* (1983, p. 771). After some time, this definition has been attributed to entrepreneurial orientation, although new studies have been developed over the years, indicating the possibility of extending both the definition and the measures of this phenomenon (Covin and Slevin, 1989; Lumpkin and Dess, 1996). There were also review studies pointing to the imperfections of the existing solutions (Covin and Lumpkin, 2011; Anderson et. al., 2015), or new research areas related to EO (Wales, 2016).

One of the research streams is the analysis of the relationships between EO and the performance of enterprise – the number of such studies is clearly growing. In the 1980s, Rauch et al. recorded three such studies but already between 2000 and 2006 their number reached 34 (Rauch et. al., 2009). However, the relationship between EO and the growth of an enterprise as a manifestation of its performance was not always examined, as the authors mainly focused on the financial performance (Żur, 2013). Hence, it cannot be said unequivocally that EO positively influences enterprise growth, although single studies confirm this relationship (Wolff, Pett and Ring, 2015). EO, in its premise, concerns entrepreneurial enterprises, which does not mean that they are growing and developing – it cannot be ruled out, however. The growth of an enterprise does not have to be the goal of the entrepreneur himself or herself, especially if it is a micro-enterprise (Gilbert, McDougall and Audretsch, 2006). Hence, entrepreneurial-oriented enterprises will not necessarily achieve growth.

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It seems, therefore, that in the case of small enterprises, EO is not the best matching indicator of growth, and that is why researchers are looking for further solutions that would better explain the phenomenon of growth – particularly in the case of the smallest economic operators. Such a solution may consist in a measure called *Growth Orientation*, which appears in the literature but has not been provided with as precise a definition and description as in the case of EO. This article proposes the measure of Growth Orientation of a small firm, which was developed on the basis of EO literature. The EO measure and its shortcomings gave the idea of how the GO measure should constructed. During the development of the GO measure, the results of research into business growth were also taken into account. The resulting measure, along with its three-step scale, was used to describe the growth orientation of micro-enterprises operating in the young companies sector in the Pomorskie Province.

2. EO – Operationalizations

As Covin and Lumpkin point out (2011), there is no definite, objective answer to the question *What is EO?* – it is only possible to talk about greater or lesser agreement on what EO really is and how it should be measured. On the other hand, however, the concept of EO is one of the most stable in management sciences (Basso, Fayolle and Bouchard, 2009), despite the fact that two approaches to defining it can be observed. The first, classic, comes from Miller's work (1983), continued by Covin and Slevin (1989). This approach assumes three dimensions of EO: innovativeness, risk-taking and proactiveness. The scale developed by Miller/Covin and Slevin defines these three dimensions based on a set of three questions in each case. The answer to every question is given in the scale of 1–10. The second approach is based on the proposal of Lumpkin and Dess (1996), who believe that EO is primarily concerned with the process of creating a strategy. Lumpkin and Dess expanded the set of EO-related variables by extending the three canonical ones by two additional ones: competitive aggressiveness and autonomy. Accepting the operationalization model proposed by Miller/Covin and Slevin, they asked one question for each of the new dimensions – with a ten-level response scale. Nevertheless, the proposal to extend the dimensions, allowing for the use of the classical scale together with the extension of Lupkin and Dess and aimed at unifying the concept of EO, came in for criticism (Basso, Fayolle and Bouchard, 2009). The authors were accused of violating the integrity of the EO measure, they claimed that "*a successful new entry can be achieved when only some of these factors are operating*" (Lumpkin and Dess, 1996, p. 137). At the same time, Lumpkin and Dess pointed out the possibility of the influence of external factors related to the business environment and the internal factors related to the organization of the enterprise (although in their opinion

EO should be used only to define entrepreneurial behaviours consisting in starting a business) or the characteristics of the owners themselves. It seems, however, that the assumption of the influence of additional factors on EO implicates the necessity to include them in the measure itself, as opposed to excluding them (the demands for creating a more comprehensive measure of entrepreneurial behaviours are already being put forward by the researchers, as outlined below). On the other hand, the authors – by defining entrepreneurship as starting one's own company – attributed EO to smaller enterprises, despite the fact that it was previously indicated that even large enterprises might exhibit EO. This refinement, however, narrowed the scope of EO research to the enterprise start-up phase, excluding all the later stages of its functioning.

Further research on EO based on the five-dimension approach also demonstrates that the two additional dimensions (*competitive aggressiveness* and *autonomy*) are not as positively correlated with the others as the three classical dimensions are with each other (Casillas and Moreno, 2010).

Lumpkin and Dess's negation of the integrity of the measure resulted in a situation in which even the classic three-dimension approach is often replaced by a unidimensional approach, and even if researchers use the Miller/Covin and Slevin measure, they also discuss the obtained results as independent constructs (Casillas and Moreno, 2010; Covin and Lumpkin, 2011).

3. EO and Performance

Despite the fact that the operationalization of EO is still being discussed and changed, researchers do use this concept – most often based on the classic method of measuring EO (Miller/Covin and Slevin) or the expanded version of Lumpkin and Dess. The most frequent reports concern the relation between EO and the performance of enterprises. Rauch et al. reviewed the results of 51 studies described in the articles published in the years 1986–2006 (Rauch et. al, 2009). Their meta-analysis points to important conclusions regarding both the very nature of EO and the way of examining the discussed relationship. The analysis of the results of the described studies shows a positive relationship between EO and enterprise performance. Nevertheless, some researchers perceived the EO-performance relation as too narrow to explain the entrepreneurial performance of firms (Żur, 2013).

For further discussion, however, the conclusions regarding the research methodology are more interesting. In most cases, the relationship analysis is based on summing across all dimensions of EO to create a single variable, although for one quarter of the studies, single dimensions were analysed, which does not enable drawing conclusions regarding the general relationships. In addition, as the authors of the analysis note, time coherence

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between the measurement of EO and the measurement of performance is not always present. If the EO is tested at time t and performance at t-x, it cannot be ruled out that it was the performance that could affect the EO, not vice versa. It should also be noted that the analysed studies included primarily financial performance (more than half) – moreover, both historical and current or expected results were analysed. It can, therefore, be said that the relationship between EO and performance based on the described meta-analysis fails to provide unequivocal conclusions. Moreover, it also fails to enable the determination of the relationship between EO and the growth of enterprises.

It is also worth mentioning that the authors of the review performed a critical analysis of the *risk taking* dimension as conducive to performance. They paid attention to the possibility of enterprise failure in the case of taking risk by the entrepreneur. Wiklund and Shepherd are of the same opinion – as they said: "*It seems possible that the risk taking implied by EO could also lead to higher chances of failure*" (2005, p. 87). Although risk is an intrinsic component of entrepreneurship, it can be expected that overly risky behaviours can lead to failure, or at least a reduction of performance (Naldi et. al., 2007).

Also the impact of EO on enterprise growth was the subject of research, although not as frequently as the relation between EO and performance described above. As a side note, it is worth pointing out that growth sometimes occurs in studies as a proxy for performance (see: Tsai, MacMillan and Low, 1991; Chandler and Hanks, 1993) – however, as highlighted above, the accounting measures of financial performance tend to be preferred in this respect (see also: Wiklund and Shepherd, 2005; Żur, 2013).

4. Growth Orientation – A New Measure Proposition

Although the concept of EO is very well rooted in research, there is an ongoing debate regarding the definition (Covin and Lumpkin, 2011), measurement methods (Covin and Wales, 2011) and further research opportunities related to EO (Randerson, 2016; Wales, 2016). Covin and Lumpkin (2011) are wondering whether EO is a disposition or a behaviour. The authors emphasize that in the conducted research these two approaches are often confused or analysed together. It appears, therefore, that the research on EO should be based on two lower-order dimensions, determining on the one hand the attitude/disposition, and on the other hand the behaviour, since both these dimensions are mutually reinforcing, and, as noted by Anderson et al. (2015), indispensable for EO. Hence, a proposal was made to compose EO of *entrepreneurial behaviour*, which according to Miller's classic approach was reflected by proactivity and innovativeness, and *entrepreneurial attitude* represented by positive attitude towards risk.

EO is a construct that describes the behaviour of an organization, not an entrepreneur (Zahra, Randerson and Fayolle, 2013). It can also be noted that some researchers equate EO with CE (*corporate entrepreneurship)* (Randerson, 2016).

The concept of *growth orientation* has not been researched as prolifically as the concept of EO — the term has not even been precisely defined. The literature on enterprise growth mentions also such concepts as: *growth attitudes, growth aspiration* or *growth motivation/willingness*, as well as *growth intentions* (Dutta and Thornhill, 2008; McKelvie, Brattström and Wennberg, 2017). Their definitions also are not specified and the methods of their measurement are often similar, in most cases based on the question: do you want/intend/plan to grow your firm.

The few available studies on GO fail to pay significant attention to the descriptions of the concept itself and the method of its investigation, except for Moran, who developed the GO measure for the use in his research based on: previous company growth, intentions/plans for the development of the enterprise, its market position, its degree of innovativeness, participation in decision-making and the results of the General Enterprising Tendency test (Moran, 1998). Moran identified high-GO enterprises as those which had all of the above characteristics and achieved the highest scores in the GET test. So constructed *growth orientation* measure contained both behavioural elements and components that were related to personality or company position in the market. Moran's purpose of constructing the GO measure was to determine the personality characteristics of small business owner-managers.

GO is also considered to be a part of a larger model of entrepreneurial behaviour. The creation of such a model was called for already by Covin and Slevin (1991), who suggested that it should include variables related to the environment, organization and entrepreneur. Such a proposal was created by Brown et. al. (Brown, Davidsson and Wiklund, 2001) based on the work of Stevenson, who believed that entrepreneurial management must be opportunity-based and embedded in the enterprise's entrepreneurial culture (Stevenson and Jarillo, 1990). One of the sub-dimensions indicating entrepreneurial management proposed by Brown et al. is *Growth Orientation,* along with five others (*Strategic Orientation, Resource Orientation, Management Structure, Reward Philosophy* and *Entrepreneurial Culture*). Without analysing the construction of the main measure too deeply, it is worth pointing out that the GO sub-dimension was measured on the basis of the answer to two questions about: 1) growth as a top objective and 2) intention to grow as big and as fast as possible (Brown, Davidsson and Wiklund, 2001).

Based on the construction of the EO measure, as well as the discussion of its shortcomings, it was proposed that the Growth Orientation measure should consist of two dimensions: *Growth Intentions*, referring to attitude,

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and *Growth Behaviour*, denoting action. This solution is in line with the researchers' suggestions not to mix attitude with behaviour (see above).

By introducing the element related to intentions, this measure was brought down to the individual level associated with the person. Growth Intentions are a very important element of the GO measure, especially in the case of a micro-scale entrepreneur (Levie and Autio, 2013). Dutta and Thornhill (2008) defined the growth intention as: *entrepreneur's goals or aspirations for the growth trajectory she or he would like the venture to follow*.

Growth intentions can be defined based on the owners' goals, but also on the basis of their plans regarding measurable business-related quantities, such as employment and/or sales. These two growth measures show a high degree of correlation, so they can be used interchangeably, albeit research confirming this was conducted in enterprises employing more than 20 people (Delmar, Davidsson and Gartner, 2003) – hence, in the case of the smallest enterprises, it is worth to approach this observation with reserve.

Growth Behaviour should include those elements related to running/managing a company that according to research contribute to the growth of the enterprise or demonstrate a proactive attitude of the entrepreneur. Here the choice is very large, ranging from innovation, through human resources management, strategy selection, marketing, etc. While constructing a measure for these studies, the areas of innovation, investment and business financing were chosen as the basis.

Innovations are a growth factor that seems to be confirmed in the conducted research (Coad and Guenther, 2014; Audretsch, Coad and Segarra, 2014; McKelvie, Brattström and Wennberg, 2017). Nevertheless, their impact depends on their nature of innovation and the used measure of growth (Triguero, Córcoles and Cuerva, 2014).

Another proposed element of the GO measure for small entrepreneurs is their investment behaviours, although calling this aspect in such a way seems to be a slight exaggeration. Nevertheless, every expenditure of a micro-entrepreneur aimed at increasing the production capacity is an indication of GB. It is not even a question of whether these investments contribute to the growth of an enterprise, but rather a matter of the proactive attitude of the entrepreneur.

SMEs, and micro-enterprises in particular, face constant financial shortfalls, which in the absence of access to the capital market can adversely affect their growth. On the other hand, micro-enterprises have the opportunity to raise funds from support programmes. Hence, it can be assumed that an entrepreneur's GB may be manifested by his or her activity related to seeking different ways to finance his or her growth plans. This assumption is confirmed by studies indicating the existence of a relationship between access to finance and enterprise growth (see: Storey, 1994; Ipinnaiye, Dineen and Lenihan, 2007).

The proposed design of the Growth Orientation measure is shown in Figure 1.

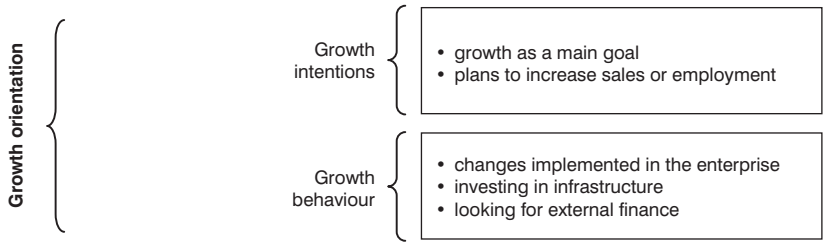

Fig. 1. Growth orientation model used in research. Source: Wasilczuk, 2017.

The measure described above was used to analyse the profile of micro-entrepreneurs in the Pomorskie Province.

5. Methodology – Data and Variables

The research sample covered 146 micro-enterprises from the Pomorskie province, which were the subject of research in the years 2009 and 2012. The assumption of research conducted in 2009 was to reach out to micro-enterprises with growth potential, so a decision was made to study only those employing at least one person – it helped, at least partially, to eliminate enterprises whose owners had created jobs for themselves. Following also the results of research showing that young enterprises grow faster than the older ones (Navaretti, Castellani and Pieri, 2014), only those businesses that had been functioning in the market for no longer than two years were taken into account. In 2009, the number of interviewed firms was 1005, however after three years lot of them disappeared and some refused to take part in the interview. Only 290 micro-enterprises took part in the 2012 research, but the analysis of the collected research material necessitated the limitation of the final sample, as some of the surveyed enterprises reduced employment to zero – which meant that they were no longer meeting the assumption of employing at least one person. On the other hand, several enterprises increased employment to the point of losing the status of a micro-enterprise. Only those cases in which there were no missing answers to key questions related to the demographic traits of owners in the questionnaires were included in the final analysis. Finally, 146 complete questionnaires were received from micro-entrepreneurs meeting the condition of employing at least one person. The used technique was PAPI.

The independent variables were related to the demographic profile of micro-entrepreneurs, i.e. their gender, age and education. The motivations of micro-entrepreneurs to start their own enterprise were also examined.

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The age of the surveyed micro-entrepreneurs was determined on the basis of their declaration of belonging to the indicated range. During the preparation of the results, the number ranges were narrowed to three, with two of them left half-open. The analysis covered entrepreneurs aged under 45 years (in the 25–34 age range, there were only 6 entrepreneurs), between 45 and 54 years (this range was most numerous) and 55 and over. Three levels of education were analysed: vocational, secondary and higher.

The motivations of entrepreneurs were determined based on the answers given – the terminology used in the Global Entrepreneur Monitor reports identifying motives as *necessity driven* and *opportunity driven* was applied. Based on the answers given by entrepreneurs, they were assigned to one of three categories: opportunity driven, necessity driven and mixed motive driven.

In order to determine growth orientation, the measure described above – consisting of growth intention and growth behaviour – was used. The growth intention of entrepreneurs was determined based on the question related to the main business objective and their declarations concerning employment and sales plans. Entrepreneurs whose stated goal for the next two years was growth were assigned the value of 1; this value was also attributed to entrepreneurs who declared plans to increase employment or sales.

The assessment of growth behaviour, based on three actions – innovations, investment and funding, was performed by asking the entrepreneurs three questions. The researchers assumed that innovations mean every manifestation of the changes in products or methods of production or company organization introduced over the last two years. This very simplistic innovation measure, related only to enterprise-scale innovations, was a result of the fact that the research was conducted among micro-enterprises, which have very limited innovation capabilities. The entrepreneurs were assigned the value of 1 or 0 depending on whether the innovations were introduced or not.

Entrepreneurs who had invested in buildings, land, machines, etc. in the previous two years were assigned the value of 1.

As far as funding is concerned, the value of 1 was assigned only to those entrepreneurs who financed their business from at least two sources (profits, bank loans, leasing, factoring, other loans, EU structural funds).

The data collected for the individual components of GO were processed in a way that allowed for assigning the entrepreneurs to one of three groups according to GO. The group of high-GO entrepreneurs included those who had achieved the value of 1 in each of the analysed areas. The medium-GO group included the entrepreneurs for whom growth was a main goal, and at least two of the remaining measures had the value of 1. The remaining entrepreneurs were assigned to the low growth orientation category.

6. Results

The surveyed enterprises dealt mainly with services (83%), trade (12%) and production (5%). It was assumed that the selected enterprises should be young, i.e. operating for no more than two years in 2009 and not older than five years at the time of the second iteration of the study. The average employment in the enterprises was 2 persons, although one-person companies (78) dominated, while only one company employed 9 persons. The enterprises were run mainly by men (73%). Most owners were aged 45–54 (82%) and had mostly secondary education (45%).

The gender of the entrepreneurs influenced their GO: the share of high-GO entrepreneurs among businesswomen was 20%, while in the case of businessmen it reached 29% – there was also a corresponding difference (in favour of men) in the low-GO group.

The influence of the entrepreneurs' age on their GO was also clear: in the group of 55 years and older, the entrepreneurs were mainly low-GO – 75%. The proportion of high-GO entrepreneurs in the age groups below 45 and 45–54 was exactly the same – 29%.

Entrepreneurs without at least secondary school education rarely belonged to the high-GO group (16%), compared to entrepreneurs with secondary (31%) and higher education (29%). It should be noted, however, that the latter were less likely to belong to the low-GO group (51%) than those with secondary education (56%).

Entrepreneurs who set up their businesses based on an opportunity rather than a necessity showed a high level of GO more frequently (31%) compared with entrepreneurs who set up business due to necessity (21%).

Cumulative results are shown in Table 1.

	High GO	Medium GO	Low GO	Sum
Gender				
businesswomen	20%	26%	54%	100%
businessmen	29%	26%	45%	100%
Education				
vocational	16%	28%	56%	100%
secondary	31%	29%	40%	100%
higher	29%	20%	51%	100%
Age				
below 45	29%	29%	43%	100%
45–54	29%	27%	44%	100%
above 54	5%	20%	75%	100%
Motivation				
opportunity driven	31%	29%	41%	100%
necessity driven	21%	21%	58%	100%

Tab. 1. GO and profile of micro-entrepreneur. Source: Own calculations.

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7. Discussion

The presented proposal of a GO measure was not confronted with the actual growth of the enterprise, so the evidence for the accuracy of the GO measure is only indirect and based on the results of research on the relationships between specific factors constituting the GO measure and their effect on enterprise growth. Verifying the relationship between GO and enterprise growth would require developing a measure of the latter. Such a measure should reflect changes in both employment and sales. In the case of micro-enterprises, it is rather not easy, as employment fluctuations are widespread, and a unitary change of a very low employment level, even during one year, can mean a 100% increase or decrease. In addition, in the case of micro-enterprises, it would be necessary to determine the actual number of individuals involved in manufacturing the enterprise's product, as opposed to only those employed based on the contract of employment. This, in turn, raises the problem of converting hours of work performed by individuals engaged on the basis of order contracts or other forms of engagement, including informal ones. In the case of a larger research trial, counting even "only" 100 companies, it is quite a difficult task. Obviously, one can try to rely on subjective measures, which has become a common research practice in recent times, and ask about the owner's feelings about the level of sales or revenue relative to the industry average (Kor, Mahoney and Michael, 2007; Anderson et. al., 2015). However, there are doubts whether data collected this way would reflect the actual changes taking place in enterprises.

In the literature on entrepreneurial orientation there are suggestions to create integrated models that would take into account both external and internal factors or created strategies (Miller, 2011; Wales, 2016). The same postulate should be taken into account during the creation of a GO measure. In the case of the smallest entities, the assessment of the external environment should be based primarily on the subjective perceptions of small-scale entrepreneurs, who do not have the means to utilize sophisticated tools for the analysis of their environment. The subjective feelings of entrepreneurs, coupled with real changes in the environment, may mean that the GO of micro-entrepreneurs will not be constant, both because of perceived (but also real) changes in the environment and because of personal reasons (illness, family problems, etc.) that are not taken into account during research.

The provided analysis of the profile of an micro-entrepreneur from the viewpoint of their GO also seems insufficient, mainly because of the small shares of entrepreneurs with specific demographic characteristics. The random selection of the research sample, even if it is performed with respect to the representativeness of entrepreneurs having specific demographic characteristics, is ultimately undermined by the limited possibilities

of gathering real data – in the case the of second round of panel research, it is basically impossible. As a result, the possibility of using statistical methods to assess the relationships between demographic characteristics and GO in the discussed study is also limited.

8. Conclusions

EO is a measure well established in the theory of the enterprise but it refers to entrepreneurs to a limited extent – it describes rather the enterprise itself. Its operationalization also entails problems – as a result, new proposals for its construction are put forward. The impact of EO on enterprise growth has not been investigated thoroughly – researchers focus more on the relationship between EO and performance. It is, therefore, necessary to look for new theoretical constructs that would allow for a better analysis of the factors associated with small-scale entrepreneurs and the growth of their enterprises. The above-described attempt to construct a growth orientation measure, despite being based on critical analysis of the literature related to EO, leaves much room for further research, both in terms of the accuracy of choice of the dimensions of the measure and in terms of methods of testing its level.

The analysis of the profiles of entrepreneurs has shown that men are more growth oriented than women – particularly those aged under 54 and having at least secondary education. The researchers also observed a higher share of high-GO entrepreneurs among those who founded their enterprises because they perceived it as a chance for themselves, as opposed to founding a business out of necessity.

The measure of GO presented above is a primary proposal. It has not been verified based on actual changes in the company. Further work on its improvement, but also on the verification, is certainly needed. It may turn out that other factors than those proposed in GO measure play a role in the area of growth behaviour or growth intentions which constitute a growth orientation in this proposition. One can expect that the sector and/or region can influence the GO of entrepreneurs.

The basic limitation of the described research is the lack of verification of the presented measure. However, to do this, the growth measurement should be decided, and this is the material for another paper. It seems necessary in order to maintain the consistency of the GO measure with the actual growth of the enterprise. In the proposed GO measure, the plans for sales and/or employment were used, and the same indicators should be used for growth determination. As noted, these two measures are the most frequently used and show a large correlation, but also this assumption of their interchangeability should be used with caution (Wasilczuk, 2005; Kurczewska, 2008).

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