

Linking relational capabilities and entrepreneurial orientation of an organization

Rafał Kusa

ABSTRACT

Objective: The aim of the paper is to examine relational capabilities of an organization in the context of entrepreneurial orientation and to identify potential interconnection between them.

Research Design & Methods: The sample consists of 363 small- and medium-sized enterprises (SMEs) representing both service and manufacturing (high- and low tech) industries. The correlation analysis was employed to test the associations among variables. The variables were dimensions of entrepreneurial orientation (i.e., risk-taking, innovativeness, and proactiveness), dimensions of relational capability (i.e., the intensity of inter-organizational relations, resources involved in inter-organizational relations, and management of inter-organizational relations), and firm's performance.

Findings: The findings show that all dimensions of relational capabilities are associated strongly with risk-taking, while their associations with innovativeness and proactiveness are weak, however statistically significant. The access to external resources, their utilization, and sharing their resources are the most important aspects of relational capabilities. All variables are significantly correlated with performance.

Contribution & Value Added: The study's results imply that relational capabilities may play an important role in pursuing entrepreneurial opportunities. The findings confirm the importance of behaviours focused on sharing resources (including knowledge). This observation has a practical implication for entrepreneurs.

Article type: research paper

Keywords: relational capabilities; inter-organizational cooperation; entrepreneurial orientation; risk-taking; innovativeness; proactiveness

JEL codes: L14, L22, L26

Article received: 13 July 2020

Article accepted: 1 September 2020

Suggested citation:

Kusa, R. (2020). Linking relational capabilities and entrepreneurial orientation of an organization. *International Entrepreneurship Review* (previously published as *International Entrepreneurship / Przedsiębiorczość Międzynarodowa*), 6(3), 49-60. <https://doi.org/10.15678/IER.2020.0603.04>

INTRODUCTION

Relational capabilities as well as entrepreneurial orientation is perceived as an important determinant of an organization's performance. Modern models of competitive advantage indicate the role of relational sources in achieving sustainable and inimitable competitive advantage (Czakon, 2005). Entrepreneurship is also perceived as a source of competitiveness, especially at the initial stage of an organization's development (Bednarczyk 2001). Both entrepreneurial approach and relational capabilities are important characteristics of an organization in terms of pursuing entrepreneurial opportunities. Moreover, they can occur interconnected. It is displayed through sharing ownership in business start-ups (Ruef, 2010) or involvement of entrepreneurs in inter-organizational networks or clusters. Identification of entrepreneurship with individuals is presented by Morris (1998) as one of the myths regarding entrepreneurship. Within an organization, entrepreneurship is practiced by teams Morris (1998) and Johannisson (2003) presents entrepreneurship as "a collective phenomenon" (Ribeiro-Soriano & Urbano, 2009, p. 422). Consequently, entrepreneurial teams and collaboration among employees is a subject of collective entrepreneurship (Ribeiro-Soriano & Urbano, 2009). Forming cooperation relationships with external partners can be considered as a manifestation of entrepreneurship of an organization (Franco & Haase, 2013). Moreover, external collaboration enables a firm to be entrepreneurial; in parallel, entrepreneurial organizations have the capacity to form collaborative relationships outside the organization. These characteristics are a subject of collaborative entrepreneurship (Ribeiro-Soriano & Urbano, 2009). Collaborative entrepreneurship can lead to the creation of economic value through the sharing of information and knowledge (Gupta & Govindarajan, 2000). As the basis for collaborative entrepreneurship, companies use relational capital (Welbourne & Pardo-del-Val, 2009). Thus, collaboration, both inside and outside the organization, is associated with entrepreneurial activity. Relational capabilities (along with, for example, the choice of appropriate partner(s), the management of the partner relationship, the accumulation of relational capital) can determine the effectiveness of inter-organizational collaborations (Yao et al., 2009). Despite numerous concepts reflecting the role of collaborative relations in entrepreneurial activity, and the role of relational capability in building collaborative relations, links between entrepreneurship and relational capabilities are not fully explained.

Thus, the general question behind the paper is whether relational capabilities can contribute to the pursuit and exploitation of entrepreneurial opportunities. In this paper, this question will be referred to small and medium-sized enterprises (SME). SMEs are believed to embody the entrepreneurial spirit. In parallel, SMEs face many constraints due to their limited resources. In this preliminary study we will attempt to answer the following detailed questions: Are entrepreneurial behaviours of SMEs associated with relational capabilities? What are correlations between dimensions of entrepreneurial orientation and selected dimensions of relational capabilities (that reflect the intensity of inter-organizational relations, how are they focused on resources, and how are they managed)? Such questions are in opposition to the entrepreneurs' image presented often in discussions about entrepreneurship, wherein entrepreneurs are presented as individual heroes who value their autonomy and behave aggressively towards their competitors. This paper aims

to identify the potential interconnection between entrepreneurship and relational capabilities, in particular, to examine the selected dimensions of relational capabilities of an organization in the context of entrepreneurial orientation (EO).

This a conceptual paper. However, the theoretical propositions regarding potential links between entrepreneurial orientation, relational capabilities, and firm performance are preliminarily examined with correlations analysis as a part of this study; the sample consists of small- and medium-sized enterprises. The theoretical background is based mainly on the literature on organizational entrepreneurship and relational capacity. Specifically, the literature on relational capacity and entrepreneurship, particularly entrepreneurial orientation, is analyzed in terms of mutual connections and common approaches. The remaining article is as follows. First, we identify the main research problems in the fields of entrepreneurial orientation and relational capacity. Second, we present our sample, tool, and method. Third, we present and discuss our findings. And finally, we conclude and recommend future studies' development.

LITERATURE REVIEW

Entrepreneurial Orientation

Entrepreneurship is exhibited in various ways. Entrepreneurship can be identified with creating organizations (Shook et al., 2003). Gartner (1989, p. 47) states that "what differentiates entrepreneurs from non-entrepreneurs is that entrepreneurs create organizations, while non-entrepreneurs do not". An entrepreneurial act of creating a new organization can take place within an existing organization, which is perceived as one of the manifestations of corporate entrepreneurship (Sharma & Chrisman, 1999). Entrepreneurship is perceived as "a process by which individuals – either on their own or inside organizations – pursue opportunities without regard to the resources they currently control" (Stevenson & Jarillo, 1990, p. 23), however, McGrath and MacMillan posit that "entrepreneurship is about the relentless pursuit of opportunities as well as resources" (Ma & Tan, 2006, p. 714). Thus, the role of resources is differently presented in the concepts of entrepreneurship.

The process of entrepreneurship comprises identification and evaluation of opportunity, development of a business plan, determination of required resources, and management of the resulting enterprise (Hisrich et al., 2005). The entrepreneurial process does not end when the organization is founded, and it can repeat periodically (Kusa 2017a). Entrepreneurship is also presented as a set of attitudes (namely, the desire to achieve, the passion to create, the yearning for freedom, the drive for independence, hard-working, calculated risk-taking, continuous innovation, and undying perseverance [Ma & Tan, 2006]).

One of the most common conceptualizations of firm-level entrepreneurship is the entrepreneurial orientation (EO), which is characterized by "a propensity to act autonomously, a willingness to innovate and take risks, and a tendency to be aggressive toward competitors and proactive relative to marketplace opportunities" (Lumpkin & Dess, 1996, p. 137). According to EO, the main dimensions of entrepreneurship are risk-taking, proactiveness, and innovativeness (Covin & Slevin, 1989). Anderson et al. (2015, p. 1583) define EO as "a multidimensional construct consisting of two non-interchangeable dimensions – entrepreneurial behaviours and managerial attitude towards risk" where "both di-

mensions are fundamentally necessary for EO to exist". Other operationalizations augment EO with autonomy and competitive aggressiveness (Lumpkin & Dees, 1996), inter-organizational cooperation (Kusa, 2017b), or cooptation (Kusa 2020).

There is numerous evidence proving the positive impact of EO on firm performance (e.g., Hughes & Morgan 2007). Additionally, firm-level entrepreneurship is perceived as a tool of strategic development of an organization (Bednarczyk, 1996) as well as internationalization (Narayanan, 2017). EO is also linked with innovation intensity (Benazzouz, 2019).

Dimensions of EO can be associated with inter-organizational relations. In particular, proactiveness, which refers to a firm's initiatives and actions to 'shape the environment' (Lumpkin & Dess, 1996, p. 147), can require cooperation with other entities. Furthermore, an abundance of resources (which is one of the reasons for collaboration) can encourage proactiveness (Khan & Manopichetwattana, 1989). Relational capacity, which enables sharing resources, can interrelate with attitude toward risk-taking. Finally, associations between innovativeness and relational capital are evidenced in the literature (e.g., Franco & Haase, 2013). Finally, in the case of limited access to resources, inter-organizational collaboration along with relational capabilities may be necessary to seize the entrepreneurial opportunity or create a new organization.

To sum up, inter-organizational relations are not present in the concepts of organizational entrepreneurship (including entrepreneurial orientation), however, they are indirectly related to these concepts.

Relational capabilities

Relational capabilities are defined as superior skills to manage resources shared between companies (Rodriguez-Diaz & Espino-Rodriguez, 2006). More specifically, Czakon (2009, p. 57-58) defines relational capabilities as "purposefully created combination of management and governance structures that allow carrying out value creation and learning processes by two or more parties under conditions of joint resources and capabilities exploitation in order to achieve partners' objectives". Relational capabilities are associated with relational capital which is an extension of human capital, where the relationships people have with others are important and the most inimitable (Welbourne & Pardo-del-Val, 2009). The theoretical background of analyzing relational capacities lies in the resource-based view and transactional cost theory. The relational capabilities are crucial for inter-organizational cooperation and networking activity of an organization, especially for small and medium-sized enterprises (Welbourne & Pardo-del-Val, 2009).

Czakon (2009, p. 60) posits that "relational capabilities are numerous, complex, heterogeneous, and equifinal" and its components are governance, asset, knowledge management, value chain management as well as other skills, resources, structures, and processes. More specifically, among components of relational capabilities are the ability to absorb competencies from others, to combine and coordinate the technical dimension of a large number of firms, to combine existing competencies to generate new knowledge (Lorenzoni & Lipparini, 1999), abilities related to value activities and the value system, capability to exploit current actor competencies through effective knowledge transformation and sharing, open, trusting culture (Moller & Svahn, 2003), learning and innovation, asset orchestration, bargaining, and contractual competence, efficient governance and incentive alignment (Augier & Teece, 2007), improving knowledge management, providing internal coordination, facilitating interaction and accountability, maintaining ex-

ternal visibility (Dyer & Kale, 2007). Some antecedents of relational capabilities can be identified within an organization. They lie in the propensity to the commitment of resources, knowledge, and readiness to cooperate (Czakon, 2009).

Welbourne and Pardo-del-Val (2009) have built the relational capital scale. This scale comprises following measures: (1) the level of customer service (future and to date); (2) the relationship managers have with employees (future and to date); (3) the quality of relationships with clients (future and to date); and (4) the relationships with external firms such as partners (future and to date). Ebers and Maurer (2014) have built a two-items scale for both inter- and intra-organizational tie strength. They measured inter-organizational tie strength based on the closeness and communication frequency between project team members and their colleagues at the external project partner firms. Additionally, they posit the importance of trust and absorptive capacity. To measure inter-organizational trust, they refer to three items: the degree to which project team members and their external colleagues could trust each other (1) to decide and act professionally and competently; (2) to receive all necessary and reliable information; and (3) to keep their promises. They measure absorptive capacity on the basis of the manifestations of external knowledge acquisition processes (as indicators for potential absorptive capacity) and internal knowledge transfer processes (as indicators for realized absorptive capacity).

In this study, we will focus on the following dimensions of relational capabilities: resources involved in inter-organizational relations, management of inter-organizational relations, and manifestations and results (intensity) of inter-organizational relations. Relational capabilities can be crucial in the case of organizations that have limited resources, for example, small enterprises (Welbourne & Pardo-del-Val, 2009). In this study, relational capabilities will be confronted with dimensions of entrepreneurial orientation and firm performance in the SME context.

MATERIAL AND METHODS

The empirical analysis of the paper is based on data that were collected in February 2020. The data were gathered among a population of Polish small- and medium-sized enterprises (SMEs), specifically with 5-249 employees. The sample consisted of the firm representing both manufacturing (high- and low tech) and service industries. Our choice of sampling was motivated by two criteria. First, we selected SMEs as they rely to a great extent on external resources than large companies and, consequently, the role of external relationships is significant. Second, a multi-industry approach was preferred, because we expect the role of relational capabilities can vary regarding the dominant type of activity. The informants were business owners or general managers or HR managers or R&D managers; all with more than three years of work experience in the company. A total of 363 questionnaires were collected with the PAPI technique.

Our variables were firm performance, dimensions of entrepreneurial orientation, and dimensions of relational capabilities. Some items employed to measure the EO dimensions (risk-taking, innovativeness, proactiveness) and firm performance were proposed previously by Hughes and Morgan (2007); some of these items were modified. The coefficient "Risk-taking" consists of items related to acceptance of a high level of risk (if it would give a chance for above-average profit), the firm's courage in the exploitation of risky opportunities, readiness to radically change the plans (if it would give a chance of gaining above-

average profit), and perception of risk-takers within the organization. The coefficient “Innovativeness” comprises items related to active introducing improvements and innovations within the organization, creativity in methods of operation, innovativeness of products, and the role of innovations in the company’s success. The coefficient “Proactiveness” includes items related to analyzing the external environment, identifying future trends, opportunities and needs, initiating actions (to which other organizations respond), and taking the initiative in every situation (e.g., against competitors, in projects, and when working with others). The coefficient “Performance” comprises items that reflect market share of the company’s product (relative to competing products), the level of income, economic results and the firm’s growth (relative to the firm’s direct competitors), increase in income over the past years, and position (dominance) of the firm in its market.

Based on a literature review, to measure the relational capability we have separated sub-dimensions of relational capabilities and have built three coefficients. The coefficient “Intensity of Inter-organizational Relations” consists of items related to search and cooperation with partners, participation in networks, and incomes gaining through inter-organizational cooperation. The coefficient “Resource-Focused Inter-organizational Relations” comprises items related to access to external resources (including knowledge), as well as utilization of resources and sharing their own resources. The coefficient “Inter-organizational Relations Management System” includes items related to the role of inter-organizational cooperation in every-day operations, policies, procedures, and duties of employees related to collaboration, and adjustments of our operations to the requirements of the cooperation. In total, our questionnaire consists of thirty items measuring the seven variables. Each item was assessed by the respondents on a seven-point scale. The overall value of each index was counted as an average of the items included in the index. All variables (coefficients) were tested in terms of reliability; the Cronbach’s alpha coefficient for each variable are around or above 0.8, which represents satisfactory strengths of the association regarding its sub-items (Nunnally & Bernstein, 1967). The variables and results of reliability analysis are presented in Table 1.

Table 1. Variables characteristics and Cronbach’s alpha characteristics

Variable	Abbreviation	Number of items	Cronbach’s alpha
Risk-Taking	RISK	4	0.89
Innovativeness	INNO	4	0.82
Proactiveness	PROACT	4	0.79
Intensity of Inter-organizational Relations	REL.INT.	4	0.83
Resource-Focused Inter-organizational Relations	REL.RES	4	0.87
Inter-organizational Relations Management System	REL.MNGM	4	0.86
Performance	PERF	6	0.84

Source: own study.

RESULTS

The associations among our variables were tested with correlation analysis. The results of the analysis are presented in Table 2.

Table 2. Correlation matrix (n=363; all correlations: $p < 0.001$)

Variable	Mean	St.dev.	RISK	INNO	PROACT	REL. INT.	REL. RES	REL. MNGM	PERF
RISK	3.91	1.27	1.00	0.49	0.44	0.49	0.47	0.42	0.54
INNO	4.44	1.01	0.49	1.00	0.63	0.27	0.26	0.22	0.46
PROACT	4.51	0.90	0.44	0.63	1.00	0.20	0.20	0.20	0.49
REL.INT.	3.58	1.23	0.49	0.27	0.20	1.00	0.85	0.82	0.40
REL.RES	3.80	1.28	0.47	0.26	0.20	0.85	1.00	0.84	0.42
REL.MNGM	3.81	1.25	0.42	0.22	0.20	0.82	0.84	1.00	0.42
PERF	3.95	0.97	0.54	0.46	0.49	0.40	0.42	0.42	1.00

Source: own calculations in Statistica.

The results of our analysis show that relational capabilities are significantly associated with all dimensions of entrepreneurial orientation as well as firm performance. In particular, coefficients related to relational capabilities are less strongly correlated with performance than dimensions of entrepreneurial orientation, however, all correlations are stronger than 0.4. The correlations between particular dimensions of entrepreneurial orientation are high; the strongest correlation is visible between performance and innovativeness, while the weakest between proactiveness and risk-taking. Among the dimensions of EO, risk-taking is correlated with performance most strongly. Referring to dimensions of inter-organizational relations, all of them are strongly correlated with each other. All dimensions of inter-organizational relations are correlated with performance in a similar range (0,4-0,42). Each variable related to relational capabilities is strongly correlated with risk-taking (stronger than 0.4), while they are less associated with innovativeness and proactiveness (however, the correlations are statistically significant). Among variables reflecting relational capabilities, Inter-organizational Relations Management System is associated with EO dimensions in the weaker degree than two others, i.e., Resource-Focused Inter-organizational Relations and Intensity of Inter-organizational Relations.

Thus, the results of correlation analysis confirm our assumption that relational capabilities are associated with entrepreneurial orientation and its dimensions, as well as the performance of a firm.

DISCUSSION

The results of our study imply that entrepreneurs need to develop relational capabilities and employ them when they pursue entrepreneurial opportunities.

Our findings are in line with Welbourne and Pardo-del-Val (2009) who observed the role of relational capital in small enterprises. In particular, they posit that relational capital, which comprises, among other elements, the relationships (future and to date) with clients and external firms (such as partners) is a fundamental asset for firms. We have observed that the Intensity of Inter-organizational Relations (which relates to search and cooperation with partners, participation in networks, and incomes gaining through inter-organizational cooperation) is significantly correlated with a firm's performance. Additionally, Welbourne and Pardo-del-Val (2009) report that ability to negotiate with others and develop collaborative agreements are specific for high performing companies. In our study, the coefficient "Inter-organizational Relations Management System"

(which reflects policies, procedures, and duties of our employees related to collaborations, and adjustments of our operations to the requirements of the cooperation) is strongly correlated with firm performance.

The results of our study confirm the proposition of Ebers and Maurer (2014) that external embeddedness can strengthen social skills and a relational capability. In our sample, “Inter-organizational Relations Management System” (which includes, among others, items related to the role of inter-organizational cooperation in every-day operations, and duties of employees related to collaboration) is strongly correlated with the intensity of inter-organizational relations. Our findings to some extent confirm those of Ebers and Maurer (2014) showing that the components of absorptive capacity (which relates in their research to gaining knowledge from outside the organization through inter-organizational cooperation) have effects on organizational innovation and performance. Our results indicate a weak correlation between dimensions of relational capabilities and innovativeness of a firm (0,22-0,27); the correlations between dimensions of relational capabilities and performance are stronger (0,4-0,42) in our sample.

Cooperation behaviours based on relational capabilities are in opposition to competitive approach (which is highlighted in entrepreneurial concepts), however, does not exclude it. Instead of replacing a competitive approach with collaboration, entrepreneurs may develop co-competition (i.e., simultaneous cooperation and competition). Co-competition offers numerous benefits, including strengthening innovativeness (Klimas & Czakon, 2018) which is directly connected with entrepreneurship. Anyway, both collaboration and co-competition rely on relational capabilities. Our results tend to confirm the previous observations that entrepreneurship is linked with cooperation. However, these links are sometimes indirect, e.g. Bednarczyk (2019) reports that e-entrepreneurship supports the social economy and sharing economy which both are based on cooperation.

CONCLUSIONS

The aim of the study was to investigate the links between relational capabilities and entrepreneurial orientation of an organization. This preliminary study shows that relational capabilities are associated with entrepreneurship. Thus, they deserve recognition of entrepreneurs when planning the opportunity pursuit. According to the findings of this study and recommendations presented previously in the literature, we can posit that entrepreneurs need to combine the competitive and cooperative approach towards other business entities, which requires relational capabilities. These are the main practical implications of this study. Additionally, this study indicates that all dimensions of relational capabilities are associated strongly with risk-taking, while their associations with innovativeness and proactiveness are weak (however statistically significant).

Our study has some limitations. The main one comes from its method. We use correlation analysis that indicates some associations, however, it does not explain the causal relationships either potential moderating or mediation effects. This indicates the need for more advanced examination of relationships among our variables – this study unveils the validity of such study. The next source of limitation is the sample. It covers enterprises operating in several industries, however, it does not represent a variety of activities of small and medium-sized enterprises. Whereas, the industry can affect the performance of

an enterprise. Similarly, the size and location can impact performance. Thus, the investigation focused on specific types of enterprises is recommended to reflect the possible differences sourced in the characteristics of a company. Additionally, different results can be achieved regarding the structure of an organization's aim. Consequently, the above-mentioned associations require examinations in both for-profit and no-profit sector. Finally, we introduced the new measures of relational capabilities. These are subjective measures reflecting the opinions of informants. These measures focus on several dimensions of relational capabilities, however, not all aspects of relational capabilities are covered. Thus, the construct to measure the relational capabilities may require to be augmented. Additionally, proposed measures may require to be tested with other samples and contexts. Above-recommended studies would enable to adjust the implications for researchers and practitioners regarding the role of relational capabilities in entrepreneurial activity and to develop the research methodology.

This study contributes to the theory of entrepreneurship by unveiling the relationships between entrepreneurial orientation (and its dimensions), relational capabilities (and its dimensions), and a firm's performance. The finding of this study indicates the possible direction of future studies; specifically, the study's results suggest the necessity to augment the concept and operationalization of entrepreneurship with dimensions related to relational capabilities and cooperation behaviours. Basing on observed correlations between dimensions of relational capabilities and dimensions of entrepreneurial orientation, it is recommended to further study the associations between these factors. Additionally, this study contributes to the relational theory by exposing entrepreneurship as a field wherein relational capabilities play an important role.

REFERENCES

- Anderson, B.S., Kreiser, P.M., Kuratko, D.F., Hornsby, J.S., & Eshima, Y. (2015). Reconceptualizing entrepreneurial orientation. *Strategic Management Journal*, 36(10), 1579-1596. DOI: 10.1002/smj.2298
- Augier, M., & Teece, D. (2007). Dynamic Capabilities and the Multinational Enterprise: Penrosian Insights and Omissions. *Management International Review*, 47, 175-192. DOI: 10.1007/s11575-007-0010-8
- Bednarczyk, M. (1996). Otoczenie i przedsiębiorczość w zarządzaniu strategicznym organizacją gospodarczą. *Zeszyty Naukowe. Seria: Monografie nr. 128*. Akademia Ekonomiczna w Krakowie.
- Bednarczyk, M. (2001). *Organizacje publiczne. Zarządzanie innowacyjnością*. Wydawnictwo Naukowe PWN.
- Bednarczyk, M. (2019). Istota e-przedsiębiorczości w praktyce działań biznesowych i społecznych. In M. Najda-Janoszka, S. Kopera, M. Bednarczyk, *E-przedsiębiorczość. Zasady i praktyka* (pp. 13-17). Wydawnictwo Uniwersytetu Jagiellońskiego.
- Benazzouz, N.M. (2019). Entrepreneurial orientation and innovation intensity: A synthetic literature review. *International Entrepreneurship Review*, 5(2), 23-36. DOI: 10.15678/IER.2019.0502.02
- Covin, J.G., & Slevin, D.P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10, 75-87. DOI: 10.1002/smj.4250100107
- Czakon, W. (2005). Ku systemowej teorii przewagi konkurencyjnej przedsiębiorstwa. *Przegląd organizacji*, 5, 5-8.

- Czakon, W. (2009). Relational capability of organizations – theoretical advances. *Journal of Economics and Management*, 5, 47-65.
- Dyer, J., Kale, P., & Singh, H. (2001). How to Make Strategic Alliances Work. *MIT Sloan Management Review*, 42(4), 37-43.
- Dyer, J., & Kale, P. (2007). Relational Capabilities. Drivers and Implications. In C.E. Helfat, S. Finkelstein, W. Mitchell, M.A. Peteraf, H. Singh, D.J. Teece, & S.G. Winter(Eds.), *Dynamic capabilities. Understanding strategic change in organizations* (pp. 65-79). Blackwell.
- Ebers, M., & Maurer, I. (2014). Connections count: How relational embeddedness and relational empowerment foster absorptive capacity. *Research Policy*, 43, 318-332. DOI: 10.1016/j.respol.2013.10.017
- Franco, M., & Haase, H. (2013). Firm resources and entrepreneurial orientation as determinants for collaborative entrepreneurship. *Management Decision*, 51(3), 680-696. DOI: 10.1108/00251741311309724
- Gartner, W.B. (1989). "Who is an entrepreneur?" is the wrong question. *Entrepreneurship Theory and Practice*, 13(4), 47-67. DOI: 10.1177/104225878901300406
- Gupta, A.K., & Govindarajan, V. (2000). Knowledge flows within multinational corporations. *Strategic Management Journal*, 21(4), 481-510. DOI: 10.1002/(SICI)1097-0266(200004)21:4<473::AID-SMJ84>3.0.CO;2-I
- Hisrich, R.D., Peters, M.P., & Shepherd, D.A. (2005). *Entrepreneurship (6th Edition)*. McGraw-Hill Irwin.
- Hughes, M., & Morgan, R.E. (2007). Deconstructing the relationship between entrepreneurial orientation and business performance at the embryonic stage of firm growth. *Industrial Marketing Management*, 36, 651-661. DOI: 10.1016/j.indmarman.2006.04.003
- Johannisson, B. (2003). Entrepreneurship as a collective phenomenon. In E. Genesà, D. Urbano, J. Capelleras, C. Guallarte, & J. Vergès, (Eds.), *Creación de Empresas—Entrepreneurship* (pp.87-109). Servei de Publicacions de la Universitat Autònoma de Barcelona.
- Khan, A.M., & Manopichetwattana, V. (1989). Innovative and noninnovative small firms: Types and characteristics. *Management Science*, 35(5). 597-606.
- Klimas, P., & Czakon, W. (2018). Organizational innovativeness and coopetition: a study of video game developers. *Review of Managerial Science*, 12(2), 469-497. DOI: 10.1007/s11846-017-0269-5
- Kusa, R. (2017a). O cykliczności procesu przedsiębiorczości w organizacjach. Próba opracowania koncepcji. *Przeгляд Organizacji*, 5, 31-37.
- Kusa, R. (2017b). Interorganisational Collaboration in View of the Theory of Entrepreneurship. *Studia i Materiały*, 23(1), 83-93. DOI: 10.7172/1733-9758.2017.23.8
- Kusa, R. (2020). Theorizing on coopetition as dimension of entrepreneurial orientation. In J. Duda, T. Bernat (Eds.), *Business. Economics and Science. Common Challenges* (pp. 85-91). Filodiritto Publisher. DOI:10.26352/CY29_MONOGRAPH_BUSNESS_ECONOMICS_KRAKOV2020
- Ma, H., & Tan, J. (2006). Key components and implications of entrepreneurship: A 4-P framework. *Journal of Business Venturing*, 21(5), 704-725. DOI: 10.2139/ssrn.1552136
- Morris, M.H. (1998). *Entrepreneurial intensity: Sustainable advantages for individuals, organizations, and societies*. Quorum Books.
- Lorenzoni, G., & Lipparini, A. (1999). The Leveraging of Interorganizational Relationships as Distinctive Organizational Capability: A Longitudinal Study. *Strategic Management Journal*, 20(4), 317-338.
- Lumpkin, G.T., & Dess, G.G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21, 135-172. DOI: 10.2307/258632

- Ma, H., & Tan, J. (2006). Key components and implications of entrepreneurship: A 4-P framework. *Journal of Business Venturing*, 21, 704-725. DOI: 10.1016/j.jbusvent.2005.04.009
- Möller, K., & Svahn, S. (2003). Managing Strategic Nets – a Capability Perspective. *Marketing Theory*, 3, 209-234. DOI: 10.1177/14705931030032002
- Narayanan, V. (2017). Theorizing on entrepreneurial orientation in international business: A synthetic review. *International Entrepreneurship Review*, 3(1), 9-23. DOI: 10.15678/PM.2017.0301.01
- Nunnally, J.C., & Bernstein, I.H. (1967). *Psychometric Theory*. McGraw-Hill Inc.
- Ribeiro-Soriano, D., & Urbano, D. (2009). Overview of collaborative entrepreneurship: An integrated approach between business decisions and negotiations. *Group Decision Negotiation*, 18, 419-430. DOI: 10.1007/s10726-008-9134-x
- Rodriguez-Diaz, M., & Espino-Rodriguez, T.F. (2006). Developing Relational Capabilities in Hotels. *International Journal of Contemporary Hospitality Management*, 18(1), 25-40. DOI: 10.1108/09596110610641957
- Ruef, M. (2010). *The entrepreneurial group: Social identities, relations, and collective action* (In The Kauffman Foundation Series on Innovation and Entrepreneurship). Princeton University Press.
- Sharma, P., & Chrisman, J.J. (1999). Toward a reconciliation of the definitional issues in the field of corporate entrepreneurship. *Entrepreneurship Theory and Practice*, 23(3), 11-28. DOI: 10.1177/104225879902300302
- Shook, C.L., Priem, R.L., & McGee, J.E. (2003). Venture creation and the enterprising individual: A review and synthesis. *Journal of Management*, 29(3), 379-399. DOI: 10.1016/S0149-2063_03_00016-3
- Stevenson, H.H., & Jarillo, J.C. (1990). A Paradigm of entrepreneurship: entrepreneurial management. *Strategic Management Journal*, 11(4), 17-27.
- Welbourne, T.M., & Pardo-del-Val, M. (2009) Relational capital: strategic advantage for small and medium-size enterprises (SMEs) through negotiation and collaboration. *Group Decision and Negotiation*, 18, 483-497. DOI: 10.1007/s10726-008-9138-6
- Yao, X., Wen, W., & Ren, Z. (2009). Corporate entrepreneurship in the enterprise clusters environment —Influence of network resources and entrepreneurial orientation on firm performance. *Frontiers of Business Research in China*, 3(4), 566-582. DOI: 10.1007/s11782-009-0027-x.

Author

Rafał Kusa

Assistant Professor in the Faculty of Management at the AGH University of Science and Technology in Krakow (Poland); PhD in Economics from the Faculty of Economics and International Relations at Krakow University of Economics (Poland), Master Degree in Management and Marketing from the Faculty of Management at Krakow University of Economics (Poland). He is a member of the local board of the Scientific Society for Management and Organization (Poland). His research interests include organizational management, organizational entrepreneurship, social entrepreneurship, non-profit organizations, and tourist management.

Correspondence to: Dr Rafał Kusa, Akademia Górniczo-Hutnicza w Krakowie, Wydział Zarządzania, ul. Gramatyka 10, 30-067 Krakow, Poland, e-mail: rkusa@zarz.agh.edu.pl

ORCID  <http://orcid.org/0000-0002-9819-897X>

Acknowledgements and Financial Disclosure

This study is supported by the National Science Centre, Poland (Narodowe Centrum Nauki); project's registration number: 2018/02/X/HS4/02934; project's title: Interorganizational cooperation as a manifestation of entrepreneurial orientation (Współpraca międzyorganizacyjna jako przejaw orientacji przedsiębiorczej).

Copyright and License



This article is published under the terms of the Creative Commons Attribution – NoDerivs (CC BY-ND 4.0) License
<http://creativecommons.org/licenses/by-nd/4.0/>

Published by Cracow University of Economics – Krakow, Poland