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**The interdependence
of the regional
environment state with
the level of enterprise
development**

1. Introduction

Dynamically developing processes of globalization, internationalization and progressive development of technology are forcing for searching for solutions that contribute to improving business efficiency. The result is that any business operating today is faced with a number of strategic decisions, and one of the most important is the selection of the optimal location for business in the region. In times of increasing competition, improving business efficiency through appropriate use of resources in the regional environment becomes a major challenge for investors (at the stage of searching for business location) and managers (responsible for the relocation). It is that important that, as K. Kuciński (2011, p. 15) states, the optimum location and its regulation is an important, but overlooked tool for shaping competitiveness and innovation. Despite the increasing globalization and undeniably important role of internal company resources, the importance of location in shaping the development and competitiveness of the company, has not been eliminated. Particularly important is the competitive advantage of the location,

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as reflected in values of the area (region), which enable increased efficiency.

Today's businesses, in accordance with the principle of economy, on one hand tend to minimize expenditure, on the other hand are guided by the principle of maximizing profitability, which makes this type of analysis to a large extent support making their decisions. Proper identification of the determinants of business development at the regional level can reduce the risk of investment failure and to assess the possibility of success achievement.

The purpose of this article is to determine to what extent the state of the regional environment, influences the development of companies located in different regions. This article has confronted the theoretical analysis with the results of empirical research. The first part presents the theoretical arguments, in favour of the influence of the regional environment on the development of enterprises. Due to limitations on the size, this paper describes some elements of the regional environment, which determine the development of enterprises. In the second part of the paper, an analysis of the empirical effects of the regional environment for the development of enterprises was made. The study included all 16 Polish voivodeships.

The study used correlation analysis and the development of a synthetic measure of Hellwig (SMR). The main criterion for selection of variables was their completeness and availability for all sites surveyed in 2006-2010. The source of data describing the individual elements of the regional environment, and measures of business development in each province was BDL GUS.

2. Enterprise environment as a factor affecting its development

According to the Polish dictionary definition "development is a process of transformation, change, moving to states or forms more complex and in some aspects more perfect" (Szymczak 1981, p. 131). Given the dictionary definition of development and included in the statutory definition of business aspects relating to the organized nature and economics of the project, the concept of enterprise development, occurring among companies understood the process of change, of quantitative, qualitative, and the effective character, which on one hand can meet the needs reported by the environment, on the other hand helps to improve profitability, market position, or increase the financial potential. It is obvious that not every change that takes place in the company contributes to its development. The development is a broader concept than change. It should also be noted that the development of the company should not be confused with its growth. Growth means quantitative changes occurring in the company of

a positive character. However, development involves both quantitative changes (e.g. increase in sales volume) and qualitative (e.g. change in the structure), as well as efficiency changes, which are the basis for the development of each company. Without changes in the efficiency of the company, it's hard to talk about its development. Besides that, the development also may include changes both positive (e.g. increased sales) and negative (e.g. decrease in the number of employees).

The development of enterprises depends on a number of different factors that have stimulating, neutral or de-stimulating character. These factors lie both in the environment and in the enterprise itself. The result is that often they are divided into internal and external. In the literature, the authors views regarding the role which the internal and external factors play in the development of enterprise, are divided. The study performed (Skowronek-Mielczarek et al. 2003, p. 152) shows that both at the process of establishment of a company as well as its operation, internal factors dominate. It seems, however, that internal factors are not sufficient, because it is the enterprise environment which significantly determines its development, and therefore of fundamental importance are the external development factors that are independent from the company. The company wishing to operate in the market must adapt to them. Taking into account the spatial aspect of the business functioning, of particular importance are spatial development determinants (including social, economic and technical conditions of this environment). W. Gabrusewicz (pp. 48-50) says that for the companies shaping their business, the first step should be to identify the external factors of development, due to the general rule that business relationships with the environment are primary in relation to the internal business relationships. From the point of view of the discussion, the words of G. Nizard (1998, p. 25) become significant; he claims that "what is happening in the environment is more important for the survival of the organization than what takes place within it".

Operation and development of enterprises is closely correlated with its environment both in the micro-and macroeconomical scale. To a large extent it is the environment, also known as the environment, which creates an opportunity or a threat to the development of the company. The concept of business environment can best be defined as a set of factors that determine the functioning and development of the company. J. Penc (2003, p. 14) defines enterprise environment as "the totality of phenomena, processes and institutions that shape the interchangeable relationships, sales opportunities, scope and prospects for development".

In the literature, the most often enterprise environment is recognized fully in the division into competitive environment and the macroeconomic environment. The competitive environment includes, among others: the socio-political system of the country, the law in force, demographic conditions, knowledge resources. Competitive environment consists of: competitors, suppliers and buyers who have a direct impact on the company, the possibility of entering a sector of new competitors, substitutive products. In many studies it is attributed to the macro-environment, in creating an environment conducive to the development of the company, often marginalizing the role of regional factors that make up the so-called regional enterprise environment. The term regional company environment can be understood as whole of processes (factors) that affect the functioning and development of the company at a regional level, directly or indirectly related to the economy, taking into account the specific characteristics of the region. This includes, among others, entities to support the operation of enterprises, universities, and social mobilization (manifested a willingness to participate in economic activities).

Due to the fact that businesses are open systems, their development is to a large extent determined by external environmental factors. Need to analyse the result of external factors, draws out, from among others, such conditions (Gabrusewicz 2002, p.15): the relationship of the business units with the environment are primary to the phenomena and processes taking place inside them; the environment is the source of power of the business units and the customer of the results of their activities; the performance of companies are significantly determined by the external environment. Nowadays, further changes in the environment, the economic, technological, political, legal, social or cultural factors have a significant impact on the functioning and development of the modern enterprise. It is difficult not to agree with the fact that what happens inside the business entities, is derived from the changes in their environment. As a result, it is the external environment (including the regional environment) is increasingly recognized as a crucial factor in the success (or failure) of economic activity, rather than internal resources of companies.

It should be noted that the relationship of the environment with the company has an asymmetric environment. This is shown by the fact that no company can function without their environment, while the inverse relationship does not have to occur (Urbanowska-Sojkin et al. 2007, p.104).

Significant impact of the environment on the functioning of the company, was stressed, among others, by H.I. Ansoff (1985, p. 25), claiming that it is the environment which determines the rules of the game, especially in the context

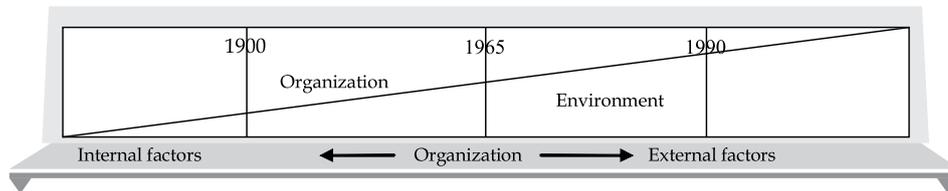


Fig. 1. Concept of enterprises organizational restructuring process

Source: Own study based on: Urbanowska-Sojkin et al. 2007, p.103

of future business opportunities. An important role of the regional environment, in the context of creating business development strategies, emphasized M.E. Porter. Based on his studies, he distinguished four characteristics of national (or local) environment that determine locational advantage of the country (region), contributing to the creation of growth, innovation and performance (Porter 2001, p.404): factor conditions, context for strategy and rivalry; conditions demand, related and supporting sectors. Among the distinguished by M.E. Porter terms of factors of production, which are crucial for the competitiveness of companies located throughout the country (region), an important place is attributed to the technical infrastructure of the region and the cost of its components.

The importance of regional factors determining the development of entrepreneurship, was noted, among others, by R. Sternberg and T. Litzenberg. The research conducted by them shows that factors such as the transfer of knowledge and technology, infrastructure, financial support, the structure of the economy and education, strongly affect the growth of the number of enterprises (SMEs), more at the regional level than the macro-economy (Wach 2009). Also, A. Frenkel (2001, p. 499), based on the studies, stresses the importance of regional factors when choosing a place of business, which include, among others: the availability of the technical infrastructure, government initiatives (local government), the prestige of the region.

In conclusion, the regional environment can stimulate the development of enterprises, creating favourable conditions and the development of business in their area, and the impact on a number of factors such as (Kuciński 1997, pp. 11-12):

- morphological (resulting from physical and geographical features such as such as size, shape),
- demographic (relating to human resources in the region - population, density),
- economic (depending on trading stock, buying power, the level of economic development),

- organizational (reflecting the quality and stability of the region's authorities),
- structural (to the degree of development of location-based systems),
- interactive (external system connections reflect the region).

3. The relationships between the levels of development of the region and the level of development of enterprises

Analysis of the impact of regional factors on the development of economic activity appears to be justified in view of the fact that virtually every economic operator is established in the regional environment, which creates the conditions for its operation. Modern business operators increasingly see their development opportunities in the opportunities offered by the region. It is important to the extent that each region has a different resource, which may affect the competitiveness of its operating entities (Jackson et al. 2000). Increase of the role of environment in shaping the development of regional enterprises in Poland, may result from the transfer in the last few years of some of the tasks from the central level, to the regional (local) levels. Considerable importance has also the increase in importance of regions in recent years, due to the EU policy, which also implies the growing importance of the regional environment in creating business development. In Poland, the majority of enterprises are micro and small entities, usually at local (regional) level. It causes a close relationship between the development of companies and the level of socio-economic development of the regions.

In the analysis of spatial differentiation of regions, due to the state of the regional environment, we are dealing with a number of research subjects, described by numerous set of variables, so it is difficult to express them with a single measurable characteristics (this also applies to complex process of development of enterprises). This means that in order to analyse the diversity of the regional environment, and examine the relationship between the development of enterprises, and the state of the regional environment, a taxonomic method will be used, based on synthetic development indicators (SDI). The use of synthetic indicators, allows for measuring a multidimensional phenomenon of different levels of companies development (and the state of the regional environment), as well as allows for a linear array of objects studied.

One of the most often used practical methods of linear pattern is the Hellwig pattern development method. Application of the synthetic measurement of development is justified by the fact that it replaces a description of the investigated objects with multiple attributes, described by one aggregated

size, which greatly facilitates the analysis of the similarities of the tested objects (we have set a reference point - not unlike in the case of the non-pattern measurements) and their classification. SMR values increase with the decreasing distance of the object from the model (the higher the level of regional environment, the higher the value of the indicator of development), an artificially constructed object, characterized by an optimal (maximum value of stimulants and minimum values of destimulants). Given the limited volume of the article, the process of arranging the linear regions due to the level of development of regional environment (and the level of business development) will not be presented. The selection of indicators reflecting the investment attractiveness and competitiveness of the region should take into account the three conditions (Szymła 2000, p. 65): indicators should express the basic content and sides of the regional development; one should not increase their number; used indicators should be interrelated.

In the first phase of the study, as a result of substantive and formal analysis, the 48 sub-indices were proposed, which were divided according to substantive criteria for 6 thematic groups:

1. Social potential: X1-population of non-working age per 1,000 people of working age; X2-rate of working activity; X3-unemployed per 1000 employees; X4-gross enrollment ratio for secondary school level; X5-gross enrollment ratio for secondary vocational education level; X6-number of graduates of public higher education institutions per 1000 inhabitants.
2. Technical infrastructure: X7-density of active sewage system; X8-density of the water supply network; X9-density of the active gas network; X10-density of thermal network; X11- industrial wastewater treatment, biological, mechanical, chemical, with increased removal of nutrients per 1000 km²; X12-public roads per 1000 km²; X13-density of standard gauge railway line; X14-density of motorways; X15-density of expressways; X16-number of telephone lines per 1000 km²; X17- main telephone lines per 1000 km², X18-BTS stations (1800 Mhz) for 1000 km².
3. Social infrastructure: X19-number of people per 1 pharmacy; X20-population per 1 library; X21-secondary schools for adolescents without special per 1000 inhabitants; X22-total colleges per 1,000 inhabitants; X23-number of cinemas per 1000 inhabitants; X24-number of museums, including branches per 1000 inhabitants; X25-hotel facilities per 1000 km².
4. Economic potential: X26-number of entities registered in the REGON system per 1000 inhabitants; X27-entities registered in the REGON system per 1000 km²; X28-number of companies with foreign capital per 1000 km²;

X29-participation of private entities in the total number of operators; X30-municipal expenditures per 1 inhabitant; X31-percentage of employment in services; X32-entities with R&D by 1000 km²; X33-income of municipalities' budgets in total per 1 inhabitant.

5. Standard of living: X34-number of physicians per 1000 inhabitants; X35-number of hospital beds per 10,000 people; X36-infant mortality rate per 1,000 live births; X37-number of people per 1 flat in total; X38-average usable floor space in m² for 1 person; X39-average number of rooms in one apartment; X40-rate of apartments with bathrooms; X41-rate of apartments equipped with gas supply; X42-rate of apartments equipped with central heating; X43-television subscribers per 1000 inhabitants; X44-number of passenger cars registered in 100 households.
6. Protection of the environment: X45-dust emissions in tonnes per 1 km²; X46-gas emissions in tonnes per 1 km²; X47-devastated and degraded land requiring reclamation per 1000 hectares; X48-industrial waste discharged directly into water or soil (in dam³) per 1000 inhabitants.

In addition, it was assumed that the final set of diagnostic attributes would include variables representing all the six thematic groups. Partial variables have indicative nature rather than absolute values, which helps to a certain degree avoid any problems related to the possession of certain attributes by certain objects (ex. much larger area than other objects). In the second phase, to obtain a final set of diagnostic variables the discrimination capability of variables was studied and their capacity, this is the degree of correlation with other variables. In the selection of variables it is required that individual observations show sufficient variability. This is very important because poorly differentiated variable represents little analytical value.

From the set of potential variables there were eliminated these attributes for which the value of the coefficient of variation was lower than the critical threshold value of this coefficient, determined in an arbitrary way at the level of 10%. Due to very low variation the attributes X1, X29, X37, X38, X40, X42, X44 were eliminated from the set of partial variables. In addition to the variability, the essential criterion for selecting variables is their correlation. It is assumed that two highly correlated variables pass on similar information (in this case correlation is equivalent to the relocation of the same information about the studied objects), so it is recommended to eliminate one of them. In order to do so, one of the methods of discrimination of attributes depending on the value of the correlation matrix, the so-called method of inverse correlation matrix, was used. For each thematic group of variables, we calculated the inverse correlation

matrix and then we eliminated the variable characterized by the highest diagonal value. If the remaining diagonal elements exceeded the threshold value $r^*=10$, they were also eliminated from the set of potential variables. On the basis of the inverse correlation matrix, the variables X7, X9, X12, X16, X17, X30, X33 were eliminated from the set of potential decision making variables. After considering all the criteria for the selection of variables, 34 variables were qualified to the final diagnostic set. For each variable, its nature was determined (stimulant/ destimulant/ nominant). The variables X3, X19, X20, X36, X45, X46, X47, X48 were included to the set of destimulants (low values desired). The other variables were included into the set of stimulants (from the point of view of the studied phenomenon high values are desired). None of the variables have nominant nature.

Table 1. Measures of diversity of the regional environment in Poland in 2006 and 2010

	Min. value	Max. value	Average value	Coef- ficient of variation	Standard deviation	Median	First quartile	Third quartile
2006								
X2	296,91(16)	470,38 (7)	376,22	12,63%	47,53	369,34	339,02	412,80
X4	43,80 (8)	64,20 (7)	53,36	10,25%	5,47	52,90	50,40	55,73
X15	0 (5,8,9,10)	6,88 (12)	1,12	154,16%	1,72	0,41	0,08	1,43
X18	0,13(10)	3,49(12)	1,12	70,47%	0,79	1,13	0,49	1,49
X20	2797,00(9)	5288,00 (12)	3671,63	19,44%	713,58	3542,50	3058,50	4031,00
X22	0,0058 (8)	0,0195 (7)	0,0108	32,01%	0,0035	0,0106	0,0089	0,0123
X28	5,05(10)	166,89(7)	53,99	85,64%	46,24	46,81	16,07	64,13
X32	0,66 (14)	10,22 (12)	3,37	84,63%	2,85	2,56	1,47	4,09
X34	2,30 (8)	4,47 (7)	3,21	19,48%	0,63	3,33	2,73	3,56
X41	29,24% (10)	71,50% (9)	52,90%	21,97%	11,62%	52,08%	45,34%	62,45%
X47	0,94 (4)	3,82 12	2,18	45,03%	0,98	1,90	1,38	2,76
X48	5,58 (10)	956,70 (16)	210,54	146,78%	309,03	53,1	21,69	287,85

	Min. value	Max. value	Average value	Coef- ficient of variation	Standard deviation	Median	First quartile	Third quartile
2010								
X2	314,33 (16)	495,59 (7)	407,36	12,90%	52,56	410,68	363,52	442,62
X4	51,11 (8)	67,38 (7)	58,00	7,89%	4,58	57,86	54,56	60,46
X15	0 (5,8,9,10)	8,31 (12)	2,21	104,89%	2,32	1,91	0,13	3,10
X18	1,03 (10)	10,09 (12)	3,14	69,22%	2,17	2,71	1,97	3,49
X20	2808 (4)	5467 (12)	3827,88	21,00%	803,81	3836	3198,25	4098,5
X22	0,0058 (8)	0,0204(12)	0,0109	33,56%	0,0037	0,0107	0,0083	0,0128
X28	6,98 (10)	241,18 (7)	66,95	94,57%	63,31	53,85	18,21	76,07
X32	1,41 (14)	18,97 (12)	5,59	85,74%	4,8	3,99	2,47	6,40
X34	2,38 (4)	4,63 (7)	3,31	21,25%	0,7	3,51	2,7	3,73
X41	30,27% (10)	73,40% (9)	53,75%	21,67%	11,65%	54,48%	45,61%	63,49%
X47	1,01 (4)	3,55 (12)	2,06	45,84%	0,95	1,77	1,2	2,92
X48	5,59 (4)	1027,86 (13)	206,66	155,74%	321,85	50,82	24,57	196,88

Values in parentheses: 1-dolnośląskie, 2-kujawsko-pomorskie, 3-lubelskie, 4-lubuskie, 5 - łódzkie, 6 - małopolskie, 7-mazowieckie, 8 - opolskie, 9 - podkarpackie, 10-podlaskie, 11-pomorskie, 12-śląskie, 13 - świętokrzyskie, 14-warmińsko-mazurskie, 15-wielkopolskie, 16-zachodniopomorskie.

Source: own study

Data in the table confirm the considerable spatial differentiation of the regional environment. To a large extent this is due to historical circumstances, natural conditions, varying the efficiency of local government, or education and social mobilization. Significant gaps in the regional environment of the period was observed especially in the case of indicators reflecting the density of expressways (X15), the number of companies with foreign capital attributable to 1000 km² (X28) and the amount of industrial waste water discharged directly into the water or land per 1000 population (X48). The evidence of this is a particular high value of the coefficient of variation in the analysed period. Analysing the dispersion measures for indices featured in the table, one can request a mostly right-distribution characteristics in both 2006 and 2010. The left-sided asymmetry in both 2006 and 2010, was visible only in the case of variable that reflects the number of physicians per 1000 inhabitants. In 2010, for three quarters of regions, X15 index value ranged below 3.10, the minimum value of 0 and a maximum

of 8.31. The X28 index value for 75% of regions ranged below 76.07 (with minimum of 6.98 and maximum 241.18), while in the case X48 index, below 196.88 (with the minimum value of 5.59 and a maximum 1027.86).

In order to analyse the level of development of companies, the following factors were included: Y1 - entrepreneurship index (number of enterprises per 1000 inhabitants), Y2 - value of revenue for a company; Y3 - value of earnings per 1 worker; Y4 - deductible costs of the overall activities of a company; Y5 - index of gross profitability turnover; Y6 - index of assets profitability; Y7 - index of own equity profitability; Y8-index of 1st degree liquidity, Y9 - 2nd degree liquidity profitability index; Y10 -third degree liquidity profitability index; Y11 - short-term investments per 100 km²; Y12 - long-term investments per 100 km²; Y13 - net turnover profitability index. Most of the indices are of stimulant character, and some are formally of nominant character (liquidity indices). In the case of a variable nominants, stimulation was carried out, where the nominal values of the liquidity Ist, IInd and IIIrd degree were adopted 20%, 100% and 200%, respectively. The table below shows the values of development of regions SMR and SMR of companies.

Table 2. Synthetic measures of the level of development of regions and enterprises in 2006-2010

	SMR of companies 2006					average value of the SMR	SMR of development of regions					average value of the SMR
	2006	2007	2008	2009	2010		2006	2007	2008	2009	2010	
Dolnośląskie	0.45	0.44	0.38	0.46	0.37	0.42	0.48	0.46	0.45	0.46	0.45	0.46
Kujawsko-pomorskie	0.37	0.31	0.31	0.35	0.33	0.33	0.36	0.34	0.34	0.33	0.30	0.34
Lubelskie	0.24	0.20	0.25	0.24	0.17	0.22	0.32	0.32	0.31	0.33	0.33	0.32
Lubuskie	0.31	0.31	0.23	0.36	0.26	0.29	0.32	0.34	0.34	0.31	0.30	0.32
Łódzkie	0.31	0.34	0.28	0.39	0.39	0.34	0.40	0.42	0.41	0.40	0.40	0.41
Małopolskie	0.42	0.41	0.38	0.45	0.40	0.41	0.47	0.47	0.48	0.49	0.50	0.48
Mazowieckie	0.60	0.58	0.49	0.67	0.50	0.57	0.44	0.46	0.47	0.47	0.50	0.47
Opolskie	0.20	0.25	0.26	0.20	0.32	0.25	0.29	0.29	0.28	0.28	0.27	0.28
Podkarpackie	0.33	0.27	0.22	0.30	0.26	0.28	0.29	0.28	0.29	0.28	0.28	0.29
Podlaskie	0.27	0.31	0.25	0.32	0.19	0.27	0.27	0.29	0.28	0.27	0.27	0.28
Pomorskie	0.40	0.39	0.30	0.47	0.39	0.39	0.41	0.40	0.42	0.41	0.39	0.41

Śląskie	0.49	0.49	0.40	0.43	0.43	0.45	0.44	0.46	0.45	0.44	0.45	0.45
Świętokrzyskie	0.37	0.41	0.38	0.34	0.34	0.37	0.27	0.28	0.28	0.28	0.26	0.28
Warmińsko-Mazurskie	0.18	0.24	0.18	0.18	0.19	0.19	0.25	0.25	0.26	0.26	0.24	0.25
Wielkopolskie	0.42	0.40	0.38	0.50	0.45	0.43	0.41	0.41	0.41	0.40	0.41	0.41
Zachodniopomorskie	0.19	0.27	0.20	0.22	0.21	0.22	0.37	0.34	0.35	0.33	0.36	0.35

Source: own study

Data in the table confirm the considerable variation in the state of regional environment in Poland. The highest region's SDI is characterized by the Małopolskie, Mazowieckie and Dolnośląskie regions, which is a result of the relatively high diagnostic value of each variable. The lowest region's SDI values during the analysed period, were recorded in the regions of Eastern Poland - Warmińsko-Mazurskie, Świętokrzyskie and Podlaskie. It should be noted that the time series of the region's SDI and company's SDI are stationary, which has been verified on the basis of Quenouilla statistics, which increases the reliability of the correlation analysis.

Table 3. The correlation coefficients between the SDI of regional and enterprise environment

Description	2006	2007	2008	2009	2010
The correlation coefficient	0.7473	0.6331	0.7088	0.6958	0.7066

Source: own study

The analysis has shown that there is a positive correlation relationship between the state of the regional environment and the level of development of enterprises. In the analysed period, we can see a high degree of dependency on the level of significance $p < 0.05$. Critical value of the correlation coefficient at 0.05 significance level is $r_{0.05(16)}^* = 0.4973$. Calculated values of the correlation coefficient over the analysed period, ranged between 0.6331 and 0.7473, and in the whole analysed period exceeded the critical value, which demonstrates the significance of the correlation coefficient at 0.05 significance level.

4. Conclusion

Companies are open systems what cause their development which is mainly determined by external environmental factors. The growing competition among contemporary enterprises causes that the environment (regional) thanks to the multidirectional impact of individual components, becomes increasingly important in the development context. Analyses show that the development trends observed in the regional business environment determine the business operating conditions and are reflected in the management results. The presented results show that the most attractive regions, in terms of the regional environment are Małopolskie, Mazowieckie and Dolnośląskie regions, while the least attractive ones are Warmińsko-Mazurskie, Świętokrzyskie and Podlaskie. However, we should be aware that the regional environment is an important, but insufficient factor of the enterprise's development. It is obvious that the development is also determined by other factors which stuck both in an environment (both closer and further) and in a company.

Summary

The interdependence of the regional environment state with the level of enterprise development

The purpose of this article is to determine to what extent the state of the regional environment, influences the development of companies located in different regions. In the first part, the paper characterizes the regional environment and presents it as a factor in the development of enterprises. In the second part, based on statistical data, the relationship between the development of regional environment and the enterprise development in individual voivodeships in 2006-2010 was examined.

Keywords: *Enterprise environment, regional environment, development of enterprises*

Streszczenie

Współzależność stanu otoczenia regionalnego z poziomem rozwoju przedsiębiorstw

Celem artykułu jest określenie wpływu otoczenia regionalnego na rozwój przedsiębiorstw w poszczególnych województwach. W pierwszej części artykułu scharakteryzowano otoczenie regionalne oraz przedstawiono je jako czynnik rozwoju przedsiębiorstw.

W części drugiej, na podstawie danych statystycznych zbadano zależności pomiędzy stanem otoczenia regionalnego i rozwojem przedsiębiorstw w poszczególnych województwach w latach 2006-2010.

Słowa

kluczowe: *Otoczenie przedsiębiorstwa, otoczenie regionalne, rozwój przedsiębiorstw*

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