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SOCIAL RESOURCE ORCHESTRATION AND GROWTH OF SMALL AND MEDIUM ENTERPRISES: A SYSTEMATIC REVIEW

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Abstract: Small and Medium Enterprises (SMEs) are crucial in global economic growth, job creation, and innovation. However, many SMEs, particularly in developing regions, continue to face challenges that hinder their growth, and the contribution of social resource orchestration to SME growth has not been adequately investigated. This systematic review synthesises the research stream to clarify the impact of social resource orchestration on SME growth and its mechanisms. The studies were evaluated using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework. Results indicate that most studies were conducted in the Global South, particularly in Africa and Asia. The studies consistently highlight the importance of social resource orchestration in shaping SME growth. Social networks, including relationships with customers, partners, and financial institutions, positively influence various SME outcomes, such as business growth, innovation, and economic performance, with effect sizes showing moderate to strong positive associations. However, direct links to SME growth were implied rather than explicitly stated. This analysis signals that while social networks are valued for improving performance metrics, the pathway to sustained growth through social resource orchestration requires further research. Addressing this gap could clarify how specific orchestration strategies support SMEs' growth.

Keywords: SME Growth, Social Capital, Social Resource Orchestration, Systematic Review

1. INTRODUCTION

Many Small and Medium Enterprises (SMEs) struggle to outgrow their smallness and could benefit from social resources (Ibrahim et al., 2020). As the economic backbone of many developing countries (Okeke et al., 2021), the dynamics of their growth have become a topic of enduring intellectual interest, and their orchestration of social resources is no exception (Liu et al., 2022). Social resource orchestration – the ability to mobilize and coordinate resources

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within one's networks – is increasingly becoming crucial for SMEs reliant on institutional, business, and social networks to access vital resources (Andrade-Rojas et al., 2022). Social resources must still be orchestrated like any other production factor to create growth value (Bals et al., 2023). Social resource orchestration, however, is an emergent concept in literature, and knowledge production is still evolving. In this regard, a systematic review methodology is ideal for examining its nexus to SME growth because it enables a comprehensive and unbiased synthesis of existing research (Hiebl, 2023). While research has explored resource orchestration within large firms and specific sectors, such as finance and technology, there is a limited comprehensive analysis of how social resources – such as networks, partnerships, and alliances – are coordinated to foster growth within SMEs in developing economies. An interesting finding from a systematic literature review by Gamage et al. (2020) focuses on social capital and SMEs from 1999 to 2020. Their results provided insights into social capital and SME performance rather than social resource orchestration and SME growth.

This systematic review is grounded in the need to understand how SMEs, particularly in developing economies, can optimize social resource allocation, structuring, and coordination to achieve sustained growth. Their ability to orchestrate social resources is especially critical due to limited access to capital, infrastructure, and skilled labor, which are typical constraints SMEs particularly face (Narada Gamage et al., 2020). The systematic review seeks to address the gap in the literature by specifically focusing on the role of social resource orchestration in SMEs, a topic that has been largely neglected in earlier systematic reviews. Three research questions guided the systematic review.

1. What are the key characteristics of studies examining the relationship between social resource orchestration and SME growth?
2. What theoretical frameworks underpin the studies, and what were the findings?
3. What is the risk of bias in studies exploring the impact of social resource orchestration on SME growth, and how does it affect the reliability of their findings?

2. DATA AND METHODOLOGY

This study adopted a systematic review to investigate the relationship between social resource orchestration and SME growth to provide a comprehensive and unbiased synthesis of existing knowledge. A systematic review methodology adopts an unequivocal, orderly approach to assemble and synthesize the results of studies that state questions (Page et al., 2021). By systematically collecting, appraising, and analyzing studies, this approach ensures a rigorous examination of the current body of knowledge, reducing the likelihood of selection bias and providing a transparent, replicable framework for identifying patterns, gaps, and the quality of evidence (Lim et al., 2022). Three open-source databases, namely, CrossRef, PubMed, and Google Scholar were selected to ensure a wide-reaching capture of the field of knowledge across business, management, and social sciences. The PRISMA 2020 emphasizes transparency of systematic reviews to ensure the review contributes to scholarship (Page et al., 2021). In this regard, the use of open-source databases fosters transparency by allowing unrestricted access to the search strategy, data sources, and research articles, thereby promoting replication and verifiability of findings (Lyon, 2016). Including three databases also increased the likelihood of capturing diverse studies, reducing publication bias.

The inclusion criteria were all SMEs regardless of industry or geographical location, so long as the articles classified them as such. Eligible articles were those based on primary research, whether quantitative, qualitative, or mixed-methods studies, as long as they were peer-reviewed and published in English, undertaken between 2014 and 2024, and focused on SMEs. Non-empirical studies, unpublished articles, and those conducted before 2014 were thus excluded. A search was done for "Social Resource" or "Social Capital" and "Orchestration" or

"Resource Orchestration" and "SMEs" or "SME growth." The search was conducted in October 2024. A total of 114 articles were identified. This comprised 45 articles from CrossRef, 49 from PubMed, and 20 from Google Scholar. A total of 60 articles remained after removing duplicates. A two-stage manual screening process followed this. Firstly, the titles and abstracts were reviewed to exclude irrelevant articles such as those based on systematic literature review, meta-analysis, scoping reviews, or meta-synthesis. As a result, 39 articles were retained. Secondly, a full-text assessment was performed on the eligible articles to confirm their conformity to the pre-defined eligibility criteria. This process led to the removal of eight articles that were not focused on SME development or growth. A total of 31 articles fulfilled the requirement for this systematic review. Figure 1 provides a flow diagram illustrating the identification, screening, eligibility, and inclusion process.

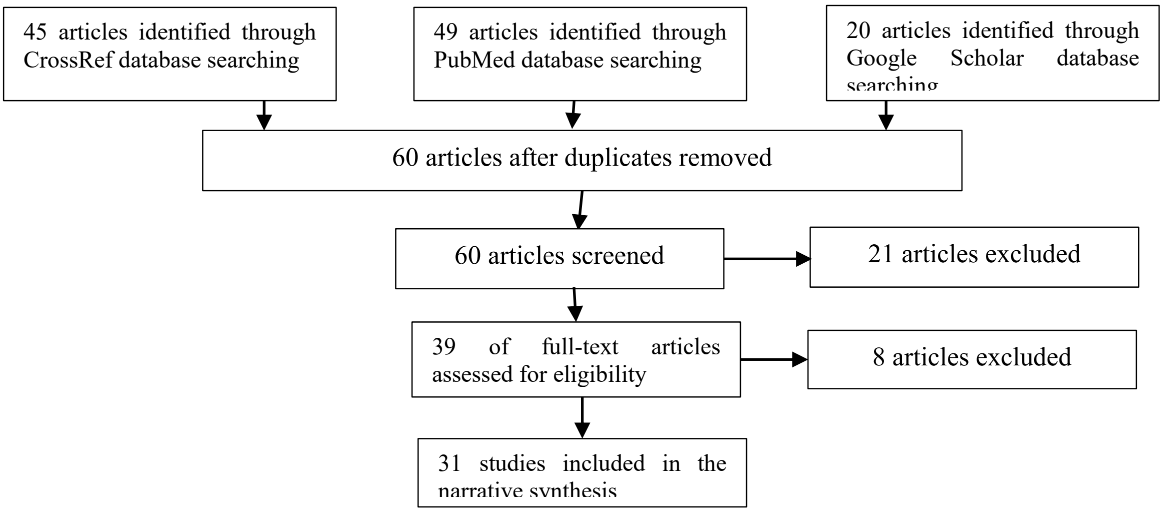

Figure 1. Study selection flow diagram

A standardized data extraction form was used to ensure consistency and completeness. The researcher independently collected the data from each article manually. Extracted data included study characteristics such as authors and year of publication, geographical location/country, industry type, specific social resource orchestration and SME growth variables, research design, methodology, and key findings. The collected data were then subjected to risk of bias assessment in line with the PRISMA 2020 checklist (Page et al., 2021). Because none of the studies were experimental or longitudinal, relevant biases included selection and detection biases, as classified by the Cochrane Collaboration's tool for assessing risk of bias (Cumpston et al., 2019). Narrative synthesis method was used to map the patterns, themes, and relationships across the studies. Findings were compared based on study location. Narrative synthesis was suitable since the outcomes were presented differently across studies. The findings were presented descriptively, with any notable inconsistencies contextualized within the broader evidence base.

3. RESULTS

Table 1 summarizes the study characteristics, theoretical frameworks and key findings

Table 1. Study characteristics, theoretical frameworks, and key findings

Author & year	**Location**	**Type of SME/ Industry**	**Variables**	**Research design**	**Theory**	**Key Findings**	**Effect estimates**
			AFRICA				
Adegbile et al. (2024)	Nigeria	Agricultural ventures	Resource mobilization, venture performance, bricolage, social capital, resource orchestration	Quantitative	Resource orchestration	Entrepreneurs' social resource affect the value of resource orchestration	b = 0.28, p ≤ 0.01
Ademola et al. (2020)	Nigeria	Cross sector	Social networks, resource-based entrepreneurship	Quantitative	Network approach and RBV	Social networks had a significant and positive influence on the performance of women entrepreneurs.	r=0.4631, p<0.01
Agyapong et al. (2018)	Ghana	Hotel industry	Innovation capability, external social network relationship, business performance	Quantitative	Social network and resource-based view	Social network relationships have a slight inclination to have a positive effect on business performance.	β=0.124, t-=2.056, p<.0.01
Bekanwah et al. (2020)	Nigeria	Manufacturing firms	Relational resource, business relational capital, social capital, structural growth	Quantitative	Open systems theory	A positive correlation was obtained between relational capital and business growth.	r=.946, p<0.01; r=.895, p<0.01;
Asamoah et al. (2020)	Ghana	Service and manufacturing SMEs	Social network relationship Supply chain resilience	Quantitative	Social capital theory and RBV	Both internal and external social networks can be orchestrated to improve supply chain resilience	r= 0.582, p<0.01
Munyanyi and Pooe (2021)	Zimbabwe	Tourism SMEs	Knowledge sharing Social capital Production innovation	Quantitative	Social capital theory	Inter-organizational trust and social reciprocity contribute to improving product innovation.	R^2=.487, p<.01
Gamba (2017)	Tanzania & Rwanda	Food processing SMEs	Social capital	Quantitative	None	Country differences were established in social capital richness, with potential influence on the economy	M= 1.5958; SD= .27723
Olafenwa (2024)	Nigeria	Manufacturing SMEs	Social capital, human capital, business reputation, risk-taking propensity	Quantitative	Resource dependence	Social capital, along with human capital and risk taking propensity positively influenced business growth	β =.487, p<0.01

Table 2. Study characteristics, theoretical frameworks, and key findings *(Continued)*

Author & year	Location	Type of SME/ Industry	Variables	Research design	Theory	Key Findings	Effect estimates
Omoni and Ngugi (2018)	Kenya	Dairy Cooperative societies	Opportunity exploitation, resource gap, social capital, risk taking	Quantitative	Need for achievement and RBV	A strong, positive correlation was obtained between social capital and business performance	r=.547, p<0.01
Ghalwash and Ismail (2022)	Egypt	Social enterprises	Resource mobilization Social bricolage Social capital	Qualitative	Resource based theory	Results revealed six social bricolage themes	n/a
EUROPE							
Andersen (2021)	Sweden	Manufacturing SMEs	Resource orchestration, entrepreneurial orientation, human capital, firm performance	Quantitative	Human capital theory and resource-based view	Resource orchestration does not independently impact the relationship between firm-specific human capital and firm performance.	r= 0.28, p<0.01
Partanen et al. (2020)	Finland	-	Network identity Network resources Performance	Quantitative	Network resources, relationship identity theory	Reputable partners help establish credibility during initial growth phases thorugh commit to and invest in the relationship.	r=.032, p<0.01
ASIA							
Anwar and Ali Shah (2020)	Pakistan		Managerial networking Business model innovation	Quantitative	Social network theory and innovation diffusion theory	Financial networking, business networking, and political networking contributed positively to business model innovation.	r=0.427, p<0.01. r=0.522, p<0.01.
Gunawan, & Koentjoro, (2023).	Indonesia	Commodity (footware) industry	Human capital resources, social capital resources, empowerment of authority, coordination of authority	Qualitative	Resource orchestration theory	Expanding knowledge resources alone is not enough to promote resource orchestration or ensure the sustainability of family businesses.	n/a
Hussain et al. (2023)	Pakistan	Social enterprises	Business networking, access to finance, financial performance, social enterprises	Quantitative	RBV and signalling theory	Business networking was significantly correlated to financial performance of social enterprises	β= 0.234. p<0.01

Table 3. *Study characteristics, theoretical frameworks, and key findings (Continued)*

Author & year	Location	Type of SME/ Industry	Variables	Research design	Theory	Key Findings	Effect estimates
Jeong et al. (2019)	South Korea	Manufacturing SMEs	Social networks, Business networks, Business performance	Quantitative	Resource-based theory	Social networks only enhanced marketing capabilities but did not directly contribute to international business performance	r= 0.24, p<.01
Muafi et al. (2024)	Indonesia	Fashion MSMEs	Offline social capital, online social capital, Digital Innovation	Quantitative	Social capital theory	The study demonstrated that social capital positively influences business sustainability in SMEs	C.R.=10.471, p<.01
Nasution et al. (2021)	Indonesia	Retail SMEs	Social capital, social network ties, proactive entrepreneurial behaviour	Quantitative	Resource-based view and social capital theory	Retail business success increased with increased social network ties.	β = 0.889, p<0.01
Pratono (2018)	Indonesia	-	Firm performance, social networks, pricing capability, selling capability, trust	Quantitative	Social capital theory	Social media use in management processes alone does not enhance firm performance.	β=0.097, p>0.05
Qamariah and Muchtar (2022)	Indonesia	Female owned SMEs	Human capital, social capital, Entrepreneurial opportunities Business performance	Quantitative	Resource-based view and entre-perineurial theory	Social capital played a vital role as a key resource to entrepreneurs with implications on business success	t=2.745, p<.01
Qamariah, & Muchtar (2019).	Indonesia	Female owned SMEs	Social capital, Human capital, Entrepreneurial opportunity recognition	Case study	Human capital and social capital theory	Social capital and human capital determinants of the entrepreneurial possibilities' recognition.	β=403, p<0.01
Sulistyo and Ayuni (2019)	Indonesia	Handicraft SMEs	Social capital, Entrepreneurial orientation Competitive advantage. Performance	Quantitative	Social capital theory	Entrepreneurial orientation and social capital play a crucial role in shaping innovation.	r=0.28, p<0.01
Sutikno et al. (2022)	Indonesia	Convection SMEs	Social capital, Entrepreneurial competence Performance	Quantitative	Resource-based theory	Resource orchestration competence mediated social capital's impact on the performance of MSMEs.	t= 6,728, p<0.01

Table 4. *Study characteristics, theoretical frameworks, and key findings (Continued)*

Author & year	Location	Type of SME/ Industry	Variables	Research design	Theory	Key Findings	Effect estimates
Syabena (2023)	Indonesia	Ground coffee SMEs	Human capital, social capital, Government role, SME performance	Mixed method	Human capital and social capital theory	Ground coffee SMEs had high social capital, which facilitated knowledge exchange about business performance	M=2.84
Udimal et al. (2021)	China	Farming SMEs	Network reliance, external networking behaviour, entrepreneurial orientation	Quantitative	Dynamic capabilities theory	Network reliance influences entrepreneurial performance both directly and indirectly	t=2.447. p< 0:05.
Xie et al. (2024)	Chine	Chinese Manufacturing SMEs	Network embeddedness, resource orchestration capability, and innovation	Quantitative	Social network and resource orchestration	Both market and technology network embeddedness significantly improve green innovation performance	r=0.182, p<0.01. r=0.234,p<0.01
Yunani (2022)	Indonesia	Four sectors	Social norms. Effective leadership. Institutional cooperation. Social capital	Quantitative	Social capital theory	Strong leadership, and institutional collaboration are positively linked to the social capital of SMEs	β=0.432, P<0.01
MIDDLE EAST							
Temouri et al. (2022)	United Arab Emirates	Tradingand manufacturing,	Human capital, social capital, exploratory growth, exploitative growth	Quantitative	Resource-based theory	SMEs that leverage a firm's current firm-specific advantages to exploit existing product and service markets	R^2=0.46, P<0.01
AMERICAS							
Clarke et al. (2015)	Brazil	Commodity – based single industry	Structural, Social, cognitive relationa capitals, Internationalization Competitiveness	Quantitative	None	Brazilian SMEs in this sector have relatively low social capital and limited awareness of how leveraging social capital	β=0.889, p<0.01

The first research question was: what are the key characteristics of studies examining the relationship between social resource orchestration and SME growth? Most of the studies (13, 42%) examined SMEs in the manufacturing sector, while 12 (39%) focused on the service sector—particularly clothing and design, hospitality, and tourism – and four (13%) on agriculture and food processing. Geographically, 12 studies (39%) were conducted in Africa and another 12 (39%) in Asia. Most studies (61%) examined social resource orchestration, with 39% focusing on social capital orchestration. Regarding outcomes, 58% of the studies addressed business performance and 42% focused on business growth. Methodologically, 84% used quantitative designs, 13% qualitative, and 3% mixed methods. Conceptually, 48% focused on social capital, 39% on resource orchestration, and 13% on entrepreneurial factors. The second research question was what theoretical frameworks underpin the studies and what were the findings? As shown in Table 1, the studies consistently emphasize the significance of social resource orchestration in shaping SME outcomes across various contexts. Social networks positively influence business growth, innovation, and financial performance, with multiple studies (Ademola et al., 2020) reporting strong correlations between social capital and business success. Effect sizes frequently indicate moderate to strong positive impacts, such as Adegbile et al. (2024) reporting b = 0.28 and Hussain et al. (2023) reporting β = 0.234. The third research question was: what is the risk of bias in studies exploring the impact of social resource orchestration on SME growth, and how does it affect the reliability of their findings? Table 2 reports the risk of bias analysis.

Table 5. Risk of bias assessment

Source	**Non-response bias**	**Sampling bias**	**Self-selection bias**	**Self-report bias**
Adegbile et al. (2024)	-	+	?	+
Ademola et al. (2020)	?	-	-	+
Agyapong et al. (2018)	-	-	-	+
Andersen (2018)	+	-	-	+
Anwar and Ali Shah (2020)	-	+	?	+
Asamoah et al. (2020)	-	+	+	+
Bals et al. (2023)	?	-	-	+
Bekanwah et al. (2020)	-	+	?	+
Clarke et al. (2015)	-	+	+	+
Gamba (2017)	-	+	?	+
Ghalwash and Ismail (2022)	?	+	-	+
Gunawan, & Koentjoro, (2023).	-	+	-	+
Hussain et al. (2023)	-	+	+	+
Jeong et al. (2019)	+	+	+	+
Muafi et al. (2024)	-	+	?	+
Munyanyi and Pooe (2021)	-	?	?	+
Nasution et al. (2021)	-	?	?	+
Olafenwa (2024)	-	?	?	+
Omoni and Ngugi (2018)	-	-	-	+
Partanen et al. (2020)	+	+	+	+
Pratono (2018)	+	-	-	+
Qamariah and Muchtar (2022)	?	+	?	+
Qamariah, & Muchtar (2019).	?	+	?	+
Sulistyo and Ayuni (2019)	-	+	-	+
Sutikno et al. (2022)	?	+	?	+
Syabena (2023)	?	?	?	+
Temouri et al. (2022)	+	-	-	+
Udimal et al. (2021)	-	-	+	+
Wang et al. (2020)	-	-	+	+
Xie et al. (2024)	-	?	?	+
Yunani (2022)	?	+	-	+

A positive sign (+) indicates high risk of bias, a negative sign (-) denotes a low risk of bias, and a question mark (?) symbolizes unclear risk of bias in line with Drucker et al. (2016). Non-response bias was high for response rates below 50%, sampling bias was high for all non-random samples, self-selection bias was high for convenient samples and online survey-based samples, and self-report bias was high for all non-experimental studies. The highest risk was found in detection bias, as all 31 studies (100%) relied on self-reported data without experimental designs, leading to consistently high potential self-report bias. Sampling bias ranked second, with high risk evident in 17 (55%) studies due to non-random sampling, impacting generalizability, followed by self-selection bias with 16 studies (52%) exhibiting self-selection bias risks.

4. DISCUSSION

The key characteristics of studies examining the relationship between social resource orchestration and SME growth reveal that great scholarly attention has been accorded to SMEs in the global south. The findings agree with Andrade-Rojas et al. (2022), who emphasize the importance of social resource orchestration in developing economies. The concentration of studies on these regions reflects the need for SMEs to leverage social networks due to limited access to financial and technical resources, as noted by Okeke et al. (2021). Additionally, the prominence of social capital and resource orchestration in the findings aligns with Marjański et al. (2019) and Narada Gamage et al. (2020), who highlight the strategic importance of social networks and human capital in driving SME growth. Regarding the theoretical underpinnings of the studies and resulting findings, this systematic review supports growing evidence on the importance of social capital and social resource orchestration theories for explaining SME growth. This is particularly significant for overcoming challenges such as limited access to financing, technology, and managerial expertise. The concepts of social resource and social resource orchestration – encompassing resource mobilization and coordination within networks, are emerging as a crucial capability for SMEs that depend on institutional, business, and social connections to access vital resources (Andrade-Rojas et al., 2022). The systematic review exposed several risks of bias in the exploration of the impact of social resource orchestration on SME Growth. Most notably, the prevalence of reporting bias suggest that future research should address biases through more rigorous methodologies, as emphasized by Gamage et al. (2020), who call for a more systematic and unbiased approach to SME research.

5. CONCLUSION

The studies on social resource orchestration and SME growth primarily focused on the manufacturing and service sectors, focusing less on agriculture and niche industries. Most research was conducted in developing regions, particularly Africa and Asia. Quantitative methods were dominant. The risk of bias in the studies presented several key concerns that affected the reliability of th findings. The highest risk was detection bias, as all studies relied on self-reported data without experimental designs. Theoretical implications of this systematic review emphasize the nuanced role of social capital and resource orchestration theories in explaining SME performance and growth. For SME owners, this review underscores the strategic value of cultivating diverse social networks and leveraging relational capital. Policymakers can draw from this systematic review to promote policies that facilitate networking opportunities and support collaboration platforms. Although the evidence supports the positive impact of social resource orchestration on SME performance, the gap in research around direct growth impacts suggests a need for further studies that clarify mechanisms and measure long-term growth outcomes across diverse economic contexts.

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