The Influence of Resource Orchestration on Entrepreneurial Growth: Can Strategic Partnerships Mediate?

Yohana Arsen Rutaba
Department of Business Administration and Management
College of Business and Economics, University of Dodoma, Tanzania
yarutaba@gmail.com
https://dx.doi.org/10.4314/ajasss.v7i1.4

Abstract
This study aimed to find out if strategic partnerships can mediate the relationship between resource orchestrations on entrepreneurial growth. The study is grounded by Resource Orchestration theory (RO). The hypotheses tested in this study included alternative hypotheses: resource orchestration (ROCN), positive influence entrepreneurial growth (ENTG), strategic partnership (STPS) positive influence entrepreneurial growth and strategic partnership mediates the relationship between resource orchestration and entrepreneurial growth. In this investigation, a quantitative approach was employed because the focus was on analyzing the relationships between variables and testing hypotheses, aligning with the study's objectives. The study adopted a cross-sectional survey design and data were gathered from managers of privately owned organizations in Dodoma city, Tanzania. The study categorized organizations as strata and employed a stratified simple random sampling technique. A structured questionnaire consisting of closed-ended questions based on a five-point Likert scale was used. To determine the sample size, a-priori sample size calculator was utilized for structural equation models. The analysis indicates that both ROCN and STPS have direct effects on ENTG. The analysis shows positive relationship between ROCN and STPS with coefficient of 0.2190, positive relationship between ROCN and ENTG with coefficient of 0.5213 and ENTG and ROCN with coefficient of 0.3645, all the significant P-values (0.0000). Additionally, there is evidence of an indirect effect of ROCN on ENTG through STPS, with a coefficient of 0.0496 on the effect of ROCN on ENTG through STPS, indicating mediation. Therefore, strategic partnerships may be utilized to play a crucial role in translating the potential benefits of orchestrating the resources into tangible entrepreneurial growth outcomes. In order to attain sustainable growth, business organizations should therefore concentrate on effectively managing resources, coordinating partnerships and exploiting external opportunities. The findings suggest that relevant policies should encourage and support training programs that are aimed at enhancing firms' internal resource management capabilities. In terms of theory, this research study contributes to the understanding of resource orchestration and its role in organization performance and growth.

***Keywords**: Resource orchestration, entrepreneurial growth, strategic partnership, resources and capabilities*

1.0 INTRODUCTION

Strategic partnerships represent mutually advantageous contractual agreements between independent businesses, aimed at achieving common objectives by pooling resources and strengths, thereby enhancing capabilities, gaining competitive benefits, and reinforcing an organization's position (Amita et al., 2011; Cobeña et al., 2017; Das & Teng, 2008; Serrat, 2017; Townsend, 2003; Wheelen & Hunger, 2014). These sort of business alliances involve knowledge and expertise sharing, mitigating risks, and reducing costs in business operations (Dodgson, 2018; Ibrahim & Primiana, 2015; Jayashankar, 2012), and can take various forms, including informal or formal arrangements and joint ventures, all serving the collective interests of involved parties (Wheelen & Hunger, 2010). Scholars predict that future growth will increasingly rely on partnerships rather than ownership (Drucker, 1996).

Moreover, as strategic partnerships aim to achieve synergy and ensure firm survival, they also provide mechanisms for accessing critical resources, promote cooperation, advance knowledge, reduce over-specialization, and enhance innovation and customer acquisition (Cobeña et al., 2017; Holotiuk et al., 2018; Gundolf et al., 2018; Kyrylenko et al., 2019). However, it's not challenge-free; challenges such as information leakage, lack of compatibility with partners' objectives, insufficient trust, and cultural differences may lead to the failure of these alliances, especially when partners share the same nationality (Daniels & Radebaugh, 2001; Dadfar et al., 2014; Zamir et al., 2014; Kilburn, 1999; Masoud et al., 2020).

Recent research on strategic partnerships draws from diverse theoretical perspectives, including economic, managerial, organizational, and behavioral viewpoints (Child et al., 2019). The coordination of resources, essential in the structural arrangement of these partnerships, underscores the importance of resource management theories like the resource-based view (RBV) of the organization and entrepreneurship (Barney & Arikan, 2001; Barney, 1995, 1997 ;). Resource orchestration, encompassing asset orchestration and resource management, plays a crucial role in optimizing organizational capabilities (Sirmon et al., 2007, 2011; Helfat et al., 2007; Berseck, 2018). These theoretical perspectives require exploration to demonstrate the essence of resource integration in strategic partnerships' structural arrangement and entrepreneurial growth, for which there's limited literature.

Furthermore, management and entrepreneurship research has long focused on firm growth, particularly high-growth firms characterized by their entrepreneurial activities (Livesay, 1995; Gartner, 1990; Dobbs & Hamilton, 2007). Entrepreneurial growth, achieved through introducing new products or expanding to new market segments, necessitates capabilities and resources integration (Naldi & Davidsson, 2014; Baker et al., 2021; Nason & Wiklund, 2018). Most organizations in the 21st century strive for resources and capabilities pooling. Despite resource and capability challenges, strategic partnerships may offer external pathways for organizations to seize growth avenues (Capron & Mitchell, 2012; Nason & Wiklund, 2018; McKelvie & Wiklund, 2010), facilitating growth through alliances, joint ventures, or franchising agreements (Rindova et al., 2012; Lu & Xu, 2006; Carney & Gedajlovic, 1991). These partnerships require possession of valuable resources and capabilities by an organization, hence the significant role of resources orchestration in achieving entrepreneurial growth.

2.0 LITERATURE REVIEW

2.1 Resource orchestration (RO) theory

Resource orchestration theory (RO), as articulated by Sirmon et al. (2007, 2011), amalgamates the Dynamic Capability View (DCV) and Resource Based View (RBV) theories, addressing the limitations of each. Both RBV and DCV posit that competitive advantage stems from possessing rare, valuable, non-substitutable and inimitable capabilities and resources. However, they fall short in explaining how organizations can strategically leverage these assets for value creation (Malik et al., 2021; Gligor et al., 2022). This specific void, termed as the "black box" between resource and organizational performance enhancement, is addressed by RO theory, elucidating how firms combine resources, capabilities, and managerial expertise to improve performance (Gligor et al., 2022). This necessitated the undertaking of this research, to establish that resource orchestration concept can be linked to strategic partnerships and organizational performance.

RO theory recognizes and conceptualizes business organizations as bundles of resources and capabilities, with sustainable competitive advantage hinging on strategic resource allocation to generate synergies (Sirmon et al., 2011). Resources that can strategically be orchestrated for entrepreneurial growth through the RO activities of structuring, bundling, and leveraging, include: human capital, social capital, financial capital, technological resources, organizational capabilities, knowledge resources and physical resources. So, resource management is positioned here as an important aspect to organizational excellence. Here, resource management, according to Sirmon et al. (2011),

unfolds in a series of processing activities: restructuring that develops and establishes a firm's resource portfolio, bundling to stabilizing and enriching the existing capabilities, and leveraging to deploy capabilities for competitive benefits (Zhu et al., 2020; Sirmon et al., 2007, 2011). These series of activities provide a foundation of integrating resource orchestration theory in this study.

The complementarity of resources and the efficiency of RO, both within and beyond organizational boundaries, is aimed to determine the capabilities in the efforts to create synergistic effects (Malik et al., 2021). Although initially developed at the firm level, scholars like Malik et al. (2021) and Burin et al. (2020) advocated extension of RO theory beyond the organizational boundaries. The authors provided contribution by acknowledging that resources may not always be readily available in-house. Further to that illustration, Gligor et al. (2022), suggest that organizations encountering resource challenges can attain a competitive edge by collaborating with other stakeholders in the supply chain.

2.2 Empirical Literature Review

The concept of resource orchestration is, as far as what is depicted in the theory, in relation to resources within an organization and the management of the resources, RO involves structuring resource portfolio of an organization, bundling and coordinating resources onto capabilities, and capabilities leveraging to achieve a number of organizational outcomes (Sirmon et al., 2007, 2011; Helfat et al., 2007). On this understanding, the current literature and empirical research studies highlights the significance of orchestrating organizational resources to foster innovativeness (Carnes et al., 2017; Lamont et al., 2018; Nemeh and Yami, 2019; Candi and Beltagui, 2019). Scholars argue that innovative efforts and creativity, for example in technological perspectives and improvement of processes, tend to depend mostly on the aligned activities and resources within the organizational environment (Candi and Beltagui, 2019). Carnes et al., (2017) demonstrated that RO offers a structural framework for describing how organizations concentrate on managing their available resources to enhance innovativeness within their organization settings. This framework has garnered significant interest in innovation research (Li and Jia, 2018; Wu et al., 2008; Cui et al., 2019; Carnes and Ireland, 2013; Wright et al., 2012).

On the other hand, strategic partnership as a concept has gained increasing prominence in strategic management literature and is recognized as a crucial tool for business development. Phan & Peridis (2000) attribute this to the long-term nature of strategic alliances, which are built on trust relationships requiring significant relationship-specific investments in ventures with unspecified outcomes. This suggests that strategic partnership in a real business environment

can be associated with entrepreneurship and creation of new business ventures or igniting the existing ones. Consequently, strategic partnerships transcend ordinary business transactions but fall short of full mergers, encompassing arrangements such as licenses, joint ventures, long-term supply agreements, and research and development collaborations (Wheelen & Hunger, 2010; Baranov, 2013; Porter, 1990).

A variety of strategic partnerships exist, spanning technology, logistics, development, operations, marketing, sales, service, and multi-activity alliances, with options including contractual and equity partnerships (Zamir et al., 2014; Porter & Fuller, 1986). These alliances come in diverse forms, such as venture and technical, investment, and marketing partnerships; symmetric and asymmetric partnerships; and vertical and horizontal alliances (Porter & Fuller, 1986). The concept of strategic partnership is shaped by organizations' needs to achieve their objectives while leveraging the resources of others. Motivations for partnerships vary, encompassing risk sharing, accessing new markets, globalization, cost-effectiveness, desire for business acquisition or exit, and the favorable regulatory treatment often accorded to partnerships compared to mergers and acquisitions (DePamphilis, 2008).

Concurrently, scholarly attention in entrepreneurship research has sparked significant inquiry into firms' entrepreneurial growth (Baker et al., 2021; Wiklund & Shepherd, 2003a; Delmar & Wiklund, 2008; Wiklund, 1998; McKelvie & Wiklund, 2010; Joseph & Wilson, 2018; Nason & Wiklund, 2018; Lockett et al., 2011). Previous research has explored various predictors of EG, including motivations such as growth aspirations (Wiklund, Davidsson, & Delmar, 2003; Baum & Locke, 2004; Cliff, 1998), organizational factors like resources and organization size (Wiklund & Shepherd, 2003b; Oliveira & Fortunato, 2006), and industry characteristics (Wiklund & Shepherd, 2005; Davidsson, 1991).

Despite advancements in understanding the outcomes of entrepreneurial growth, literature and empirical research on the topic remains limited (Wright & Stigliani, 2013; McKelvie & Wiklund, 2010; Leitch, Hill, & Neergaard, 2010). One area that lacks in-depth exploration is the relationship between resources, capabilities, and EG. Organizations seeking EG opportunities require resources and capabilities to establish and promote new goods and/or services or enter new market segments (Penrose, 1959; Santos & Eisenhardt, 2009; Clarysse et al., 2011). A fundamental prerequisite for successful entrepreneurial growth lies in the availableness of the resources and capabilities that business organizations can leverage to trail growth. These perspectives require extended exploration to

establish if integrating resources and capabilities can impact on entrepreneurial growth.

Furthermore, recognizing the significance of management in both resource management and innovation within organizational contexts, particularly in the discourse on entrepreneurial growth, resource orchestration and strategic partnerships are well-established concepts with widespread acceptance. The role of bottom-up initiatives in fostering innovation, alongside the influential role of strategic management in shaping strategic direction and organizational culture, has been extensively discussed in strategic management literature (Burgelman, 1983; Barnard, 1938). Additionally, the role of workforce initiatives in driving innovation has been thoroughly depicted in innovation research (Bessant et al., 2010; Bessant and Caffyn, 1997) and within innovation environments (Somech and Drach-Zahavy, 2013; Popa et al., 2017; Bommer and Jalajas, 2002; Rangus and Černe, 2019; Robbins and O'Gorman, 2015; Hülsheger et al., 2009).

In the literature, the framework of resource management has been explored in relation to innovation. Some studies have delved into how managers can strategically orchestrate resources to foster innovation and facilitate organizational growth (Lamont et al., 2018; Carnes et al., 2017). Conversely, other scholarly works have compassed solely on the RO processes themselves, without explicitly linking them to organizational growth (Cui et al., 2017; Candi and Beltagui, 2019; Nemeh and Yami, 2019). Furthermore, there is research exploring how resources are coordinated, controlled, utilized and orchestrated to drive innovation across an organization's life cycle (Carnes et al., 2017), the position of RO in entrepreneurship and its relationship to first-adopter advantages (Wright et al., 2012; Nemeh and Yami, 2019). Despite these valuable contributions, there remains a dearth of studies that specifically connect resource orchestration to organizational entrepreneurial growth. The study by Kusa (2020) emphasizes that relational capabilities are crucial for entrepreneurial organizations, enabling them to leverage external resources and enhance internal processes for growth. It highlights the importance of networking, knowledge sharing, and collaboration with partners. The findings suggest that while relational capabilities significantly correlate with risk-taking, their associations with innovativeness and proactiveness are weaker yet statistically significant. According to Pigola et al., (2023), their paper highlights that relational capabilities (RC) are crucial for managing innovation and organizational growth, emphasizing the importance of external relationships for entrepreneurial success. Thus, this paper developed the following hypothesis:

H1: There is a positive link between resource orchestration and entrepreneurial growth

Recalling from Håkansson, (982) and Ford et al., (2000), the concept that entrepreneurial growth arises from interactions between different organizations aligns with the relational approach pioneered by the industrial marketing and purchasing group. It propounded that in some scenarios and configurations, organizations may seek external resources to enhance the value of internal processes, with the aim of supporting organizational growth (Tower, Hewett, & Saboo, 2021; Orr, 2019). For an organization to thrive over time, entrepreneurial growth in this context is indeed a process that necessitates these external relationships (Furlan et al., 2014; Street, & Cameron, 2007). Truly entrepreneurial organizations excel in these relational capabilities, recognizing the significance of networking, knowledge, and skills that enable successful collaboration with partners to leverage their resources and generate new resources through interactions (Kusa, 2020; Závodská, & Sramová, 2018). However, the development and cultivation of these relational capabilities remain relatively understudied (Furlan et al., 2013). Strategic partnerships and external resources play a crucial role in entrepreneurial growth, especially for firms facing resource constraints. Kusa, (2020), discusses that relational capabilities tend to enable organizations leverage external resources and knowledge through collaborations, and this can enhance their growth potential, a view also supported by Furlan et al., (2014). Mirkovski et al., (2023), narrated in their paper that service intermediaries can facilitate access to external resources and capabilities, and this will support firms in seizing growth opportunities despite internal limitations. Thus, this paper developed the following hypotheses:

H2: There is a positive link between strategic partnership and entrepreneurial growth

H3: Strategic partnership mediates the link between resource orchestration and entrepreneurial growth

2.3 Conceptual framework

Figure 1: Conceptual framework
Source(s): Author's own creation (2025)

Figure 1 above presents a conceptual framework of the study. The conceptual framework in this study illustrates three core constructs: resource orchestration (ROCN), strategic partnerships (STPS), and entrepreneurial growth (ENTG)—

interact based on the hypotheses and theoretical grounding. ROCN represents how business's structure, bundle, and leverage their internal resources and capabilities. This is grounded in resource orchestration theory (Sirmon et al., 2007, 2011); it highlights active managerial roles in deploying resources for performance and growth. STPS here act as external mechanisms for accessing resources, knowledge, and markets. ENTG refers to firm growth rooted from entrepreneurial activities such as market expansion, product innovation, and capability development. ROCN → ENTG is suggesting that effectively managing and coordinating internal resources can directly foster entrepreneurial success and growth. ROCN → STPS indicates that firms that manage their resources well are more likely to form or enhance strategic partnerships. STPS → ENTG highlights that partnerships provide additional capabilities and market access, which contribute positively to entrepreneurial outcomes. ROCN → STPS → ENTG is suggesting indirect influence, where strategic partnerships mediate the relationship between resource orchestration and entrepreneurial growth.

3.0 METHODOLODY

In this investigation, a quantitative approach was employed because the focus was on analyzing the relationships between variables and testing hypotheses, aligning with the study's objectives (Hair et al., 2020). The study also adopted a cross-sectional survey research design. This design facilitated data collection at a single time point. This research design is suitable for this study as it focused on obtaining an abstract view of a phenomenon without considering changes over time (Creswell & Creswell, 2018). This research design also facilitated the efficient collection of a large volume of data. Data were collected from managers of privately owned organizations located in Dodoma City, Tanzania. The study categorized organizations as strata and employed a stratified simple random sampling technique. A structured questionnaire consisting of closed-ended questions based on a five-point Likert scale was used as the primary data collection instrument. The questionnaires were physically distributed and collected using the drop-and-pick method. Dodoma region was chosen due to the recent relocation of government offices from Dar es Salaam to Dodoma and the region's growth in population and business opportunities, which also facilitated growth of new business ventures (Changalima et al., 2021, 2022; Mashenene & Kumburu, 2020; Ismail, 2022b). This region was also selected due to increased relocation of privately owned businesses to Dodoma and increased production and manufacturing activities in the region due to public procuring organizations' strategic direction that ignited SME participation in public procurement.

Furthermore, with respect to the determination of sample size, a-priori sample size calculator was utilized to calculate sample size for structural equation

models. In this study a-priori sample size calculator incorporated an anticipated effect size of 0.2, a 95% significance level, and 80% statistical power, considering three latent variables and 12 observed variables (Soper, 2020). As a result of this undertaking, the calculator recommended a minimum sample size of 210. Eventually, responses were obtained from 240 organization managers in Dodoma, Tanzania, surpassing the recommended size and ensuring sufficient statistical power, potentially compensating for missing data (Pallant, 2020; Macharia et al., 2023).

Organization managers were selected as the unit of inquiry in this study and this was due to the fact that their expertise in the field was needed, considering that in their position they have those capabilities in managing operations and resources, which made them well-suited to provide insights into resource orchestration, strategic partnerships, and entrepreneurial growth within their organizations (Elias & Mwakujonga, 2019; Cho et al., 2019). A survey questionnaire was administered, utilizing a drop-off and pick-up technique to enhance response rates.

The variables measurements in this study reflected the measurements used from previous researches, and thus the variables adopted in this study were previously validated. To measure entrepreneurial growth, the study used four items of construct, that were entrepreneurial growth intention (Stenholm, 2011; Cassar, 2006 and Edelma et al., 2010), entrepreneurial growth ambitions (Abebe and Alvarado, 2012) entrepreneurial growth aspirations (Cassar, 2006; Hermans et al., 2013, and Edelma et al., 2010) and entrepreneurial growth cognition (Corbett, 2014 and Abebe and Alvarado, 2012). As for measuring resource orchestration the study also used four items of construct, including resource structuring, resource bundling, and leveraging (Sirmon et al., 2007, 2011; Gligor et al, 2021 and Hitt et al., 2016). As for strategic partnership as the mediating variable the study also used four items of construct: structure, power sharing, control and trust (Ellis, 1996; Moss Rijamampiana et al., 2005). All the items adopted were measured on a 5- point Likert scale.

4.0 RESULTS AND DISCUSSION

4.1 Confirmatory factor analysis (CFA), Factor loadings, construct reliability and Cronbach's alpha

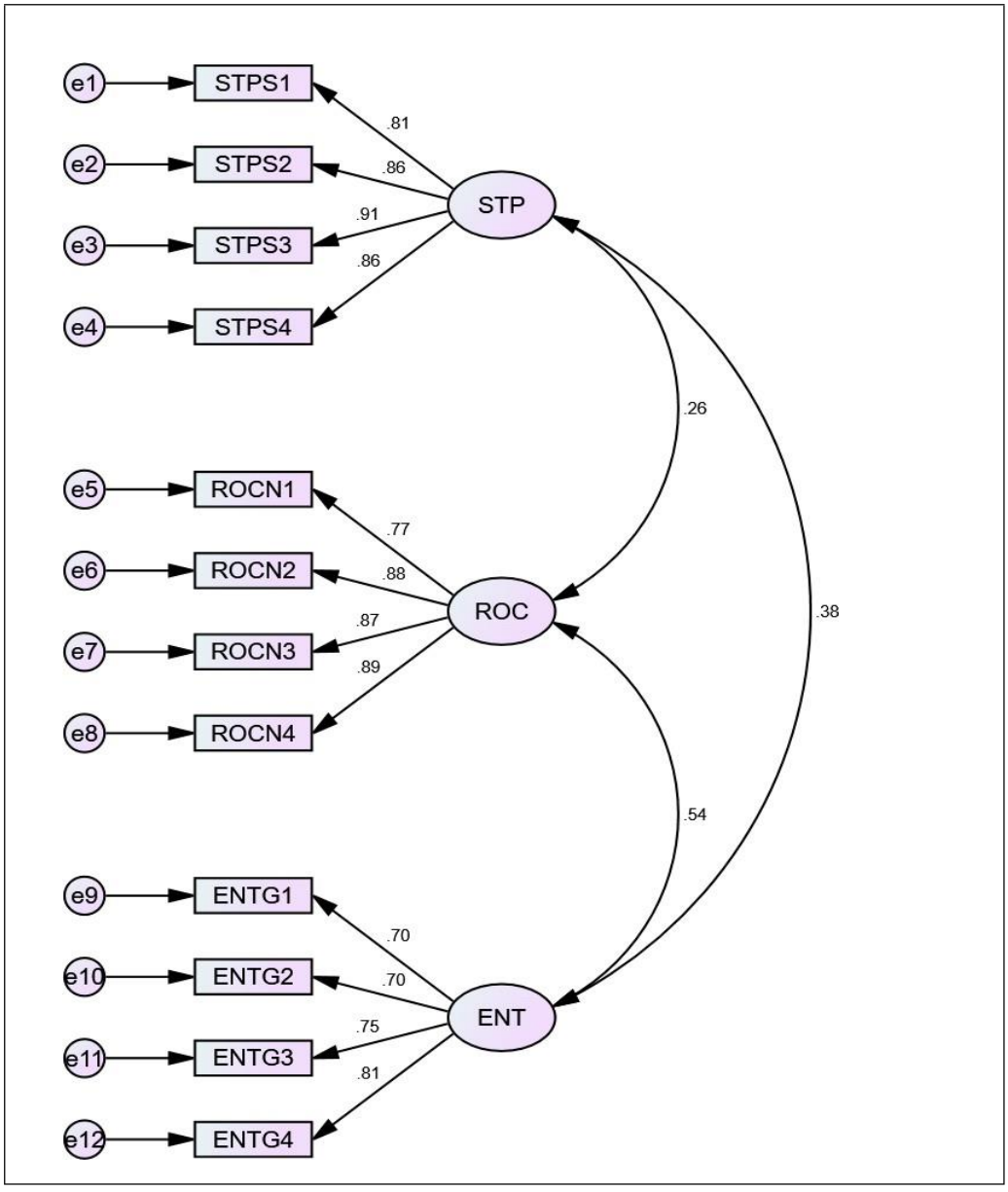

Figure 2: Confirmatory factor analysis (CFA)
Source: Author's creation (2025)

Table 1: Factor loadings, construct reliability and Cronbach's alpha

Items	Factor loadings	AVE	Cronbach's alpha	Construct reliability
Resource orchestration		0.730	0.915	0.915
ROCN1	0.849			
ROCN2	0.886			
ROCN3	0.901			
ROCN4	0.882			
Strategic partnership		0.742	0.907	0.920
STPS1	0.819			
STPS2	0.826			
STPS3	0.801			
STPS4	0.862			
Entrepreneurial growth		0.549	0.813	0.829
ENTG1	0.735			
ENTG2	0.767			
ENTG3	0.753			
ENTG4	0.818			

Source (s): Data analysis by author (2025)

Table 1 and Figure 2 above present the results of a confirmatory factor analysis (CFA), the factor loadings, average variance extracted (AVE), Cronbach's alpha, and construct reliability for three latent variables: resource orchestration, strategic partnership, and entrepreneurial growth. Starting with factor loadings, the values (ranging from 0 to 1) show how well each item correlates with its underlying construct: ROCN1 to ROCN4. Loadings range from 0.849 to 0.901 — very strong, suggesting the items are excellent measures of the construct, STPS1 to STPS4, 0.801 to 0.862 suggesting very good reliability too, ENTG1 to ENTG4 (0.735 to 0.818), which is still acceptable (≥0.7), the indicators moderately represent the construct Average Variance Extracted (AVE), all showing excellent convergent validity. Cronbach's Alpha tests internal consistency reliability (how well the items measure the same construct, all three constructs have values above 0.8, indicating that the scales are reliable. Construct Reliability (CR) measure of internal consistency, often preferred over Cronbach's Alpha in CFA, all constructs exceed the 0.7 threshold, indicating good reliability.

4.2 Discriminant validity and model fit measures

The output in Table 2 below stems from a comprehensive analysis of a structural equation model (SEM), which portrays both the validity of constructs and its overall fit. The validity measures show reliability and convergence of constructs, important in ensuring the robustness of the model. For instance, the composite

reliability (CR) values close to 1 shows strong reliability, notably observed in the two constructs, the STP and ROC. On the other side, the average variance extracted (AVE) values are higher for STP and ROC as compared to ENT;, this suggests their better convergence. Meanwhile, the maximum shared variance (MSV) and MaxR(H) metrics evaluate discriminant validity, the lower values indicating less overlap between constructs; this portrays a vital aspect for precise modeling. The measures here collectively provide insights into the quality of the constructs examined within the framework of SEM.

Table 2: Discriminant validity and model fit measures

	CR	AVE	MSV	MaxR(H)	STP	ROC	ENT
STP	0.920	0.742	0.147	0.926	**0.861**		
ROC	0.915	0.730	0.292	0.923	0.255***	**0.854**	
ENT	0.829	0.549	0.292	0.837	0.383***	0.541***	**0.741**

*** **Model Fit Measures** CMIN=104.910, CMIN/DF=2.057, CFI = 0.908, SRMR=0.041, RMSEA=0.053 and PClose=0.358

Source (s): Data analysis by author (2025)

Consequently, the model fit in Table 2 measures show how well SEM fits the observation on used data, serving as a litmus test for the overall effectiveness. Chi-Square (CMIN), degrees of freedom (DF), and the CMIN/DF ratio shows the discrepancy between the observed and the expected covariance matrices, as the values are between 1 and 3, which indicates a favorable fit. As for the comparative fit index (CFI), this compares the target model to a baseline model, as the values are closer to 1 testifying a better fit. As on the standardized root mean square residual (SRMR) and root mean square error of approximation (RMSEA) that measures the model's discrepancy, the values reflect a better fit. Lastly, as for the PClose metric, it evaluates the probability of RMSEA exceeding 0.05, providing further confidence in the model's fit. From these results overall the model showcases commendable reliability, convergence, and fit.

Supporting the above presentation, structural equation modeling (SEM) tends to rely on various fit indices to assess model validity and reliability as those presented above. According to Sathyanarayana & Mohanasundaram, (2024) and Smith & Mcmillan, (2001), the key indices include comparative fit index (CFI), root mean square error of approximation (RMSEA), and standardized root mean residual (SRMR). As presented these indices evaluate overall and local fit, with specific threshold values guiding interpretation (Sathyanarayana & Mohanasundaram, 2024).

4.3 Regression analysis and results

In testing the hypothesis, the study employed regression analysis and employed PROCESS macro of SPSS tool and from the use of PROCESS macro for SPSS,

there were three outcomes. The first was on the relationship between ROCN to STPS. The results portrayed that there is a direct positive relationship between ROCN to STPS, as seen in Table 3. The outcome variable Y is "ENTG," the predicting variable X is "ROCN," and the mediator variable M is "STPS."

Table 3. Regression results (ROCN →STPS)

	B	SE	T	P
Constant	1.4997	.1886	7.9534	.0000
ROCN →STPS	.2262	.0518	4.3695	.0000

**R=0.2190 and R-sq= 0.0480*

From the table above, the correlation coefficient (R) between ROCN and STPS is 0.2190, indicating a positive correlation. R-squared (R-sq) is 0.0480, indicating that approximately 4.80% of the variance in STPS is explained by ROCN. The model is statistically significant ($p < 0.0001$), suggesting that ROCN significantly predicts STPS.

Table 4. Regression results (ROCN and STPS → ENTG)

	Coeff	Se	T	P
Constant	1.6406	.1555	10.5511	.0000
ROCN	.3645	.0405	8.9987	.0000
STPS	.2193	.0392	5.5927	.0000

**R= 0.5213, R-sq = 0.2718*

From the table above, the correlation coefficient (R) between ROCN and ENTG is 0.5213, indicating a moderate positive correlation. R-squared (R-sq) is 0.2718, indicating that approximately 27.18% of the variance in ENTG is explained by ROCN and STPS. The model is statistically significant ($p < 0.0001$), suggesting that ROCN and STPS significantly predict ENTG.

For the ENTG model, ROCN has a coefficient of 0.3645, indicating the direct effect of ROCN on ENTG. For every one-unit increase in ROCN, ENTG is expected to increase by 0.3645 units. Additionally, STPS has a coefficient of 0.2193, indicating the direct effect of STPS on ENTG. For every one-unit increase in STPS, ENTG is expected to increase by 0.2193 units.

From the literature, Sekyere & Jalali, (2024), in their paper highlighted that effective resource orchestration, facilitated by founders' international market knowledge can enhance SMEs' ability to leverage resources, ultimately leading to entrepreneurial growth, safe in the knowledge that this will enable better utilization of product-market opportunities and creating economic value in international operations. Also, Wang et al., (2024) illustrated that resource orchestration positively influences entrepreneurial growth through the

integration of digital elements with traditional resources through trust-oriented, demand-oriented, and efficiency-oriented strategies.

Table 5. Regression results (ROCN→STPS → ENTG)

	Effect	Boot SE	BootLLCI	BootULCI
STPS	.0496	.0165	.0197	.0860

The direct effect of ROCN on ENTG is 0.3645, indicating the total effect of ROCN on ENTG. The indirect effect of ROCN on ENTG through STPS is 0.0496. This suggests that part of the effect of ROCN on ENTG is mediated by its association with STPS. The analysis indicates that both ROCN and STPS have direct effects on ENTG. Additionally, there is evidence of an indirect effect of ROCN on ENTG through STPS, indicating mediation.

From the literature, the findings are in line with Wang, & Jiang, (2019), whose paper focused on entrepreneurial business ties and highlighted that resource bundling and leveraging are the critical mediators for new venture growth. The findings are also supported by Chirico et al., (2011), where the authors' focus was on the co-alignment of entrepreneurial orientation, generational involvement, and participative strategy to enhance performance in family firms. Kaur & Maheshwari, (2024), illustrated that resource orchestration can significantly influence entrepreneurial growth, and point out that by leveraging partnerships, startups enhance their resourcefulness. This enables them to navigate challenges and seize opportunities, ultimately fostering innovation and driving growth within their ecosystems. Concurrently, Min (2022), focused on resource orchestration in strategic alliances, emphasizing that effective leveraging of resources through mobilizing, coordinating, and deploying can definitely enhance competitive outcomes. This narration suggests that strategic partnerships may indeed mediate the influence of resource orchestration on entrepreneurial growth. On the other hand, Zeng et al., (2022), in their research work suggested that resource orchestration can significantly influence entrepreneurial growth, labeling strategic partnerships to play a crucial role. In their paper they demonstrated that the relational properties of interaction and integration between internal and external resources are crucial for developing capabilities necessary for scaling platform-based entrepreneurial firms.

5.0 CONCLUSION AND RECOMMENDATIONS

This study demonstrated that both ROCN and STPS have direct effects on ENTG. This shows positive relationship between ROCN and STPS, positive relationship between ROCN and ENTG and ENTG and ROCN. There is evidence of an indirect effect of ROCN on ENTG through STPS, and ROCN on ENTG through STPS indicating mediation. Therefore, strategic partnerships may be utilized to

play a crucial role in translating the potential benefits of orchestrating the resources into tangible entrepreneurial growth outcomes. In summary this study delves into resource coordination, strategic alliances and entrepreneurial expansion. Strategic partnerships are vital for companies to harness their capabilities and assets toward shared objectives aiming to gain an advantage. Such collaborations entail knowledge exchange, risk mitigation, cost reduction and fostering collaboration among businesses. Nevertheless, challenges like data leaks, intellectual property protection and cultural disparities can hinder the success of partnerships; thus, trust is fundamental for their effectiveness.

The study also discusses on the theoretical foundations of resource orchestration (RO) theory, which combines the concepts of the resource-based view (RBV) of the firm and dynamic capabilities view (DCV). Resource orchestration theory (RO) is said to address the "black box" between the organization resources and firm performance by describing how business organization can prudently and deliberately leverage their resources and the capabilities to achieve enhanced competitive advantage and performance.

One important aspect considered in this study is the mediating effect of strategic partnerships in the relationship portrayed between resource orchestration and entrepreneurial growth. Strategic partnerships were positioned as a mediator; it acted as a mediator to facilitate the effective utilization of resources and capabilities aimed to drive entrepreneurial growth. By forming the alliances, these organizations can access complementing resources, the required capabilities and expertise that may not be available internally. These partnerships in organization management provide a platform sharing knowledge, to collaborate, and joint problem-solving, all aimed for the firms to overcome resource constraints and achieve their desired growth objectives. Therefore, strategic partnerships may be utilized to play a crucial role in translating the potential benefits of orchestrating the resources into tangible entrepreneurial growth outcomes.

Based on the presented and discussed findings of the study, it can be recommended that, the firms' management to actively explore, pursue and realize the potentials of strategic partnerships and alliances in the effort to enhance their growth prospects. It can be summed up that, collaborating with external partners, the business organizations can access additional resources and capabilities and expertise that may be lacking or inadequate internally. It is important for business organizations to carefully select partners, so it is also recommended for the organizations to carefully consider these practices and make sure whatever is shared aligns with their business objectives, their values, and organizational culture to minimize potential conflicts and maximize the benefits of the

partnership and alliance. Moreover, business organizations should focus on maintaining and nurturing strong ties with their strategic partners to ensure effective resource orchestration and sustained entrepreneurial growth.

6.0 IMPLICATIONS OF THE STUDY

6.1 Practical/ Managerial implications

The practical implications of this research study show how key resource orchestration and strategic partnerships are for entrepreneurial growth. In order to attain sustainable growth, business organizations should therefore concentrate on effectively managing resources, coordinating partnerships and exploiting external opportunities. This could involve the reconfiguration and bundling of resources as well as development of competencies that meet market demands while also considering market structure. These can be used by practitioners to inform their strategic decision-making processes and enhance their firm's competitive position in the market place instead. More precisely, firms can identify strategic partnership links as mediators that drive them to look for such relationships that may induce resource orchestration resulting into increased chances for generating entrepreneurs who want more than mere survival.

6.2 Policy implications

The findings of this current study provide various important policy implications for stakeholders, including government agencies, business development institutions, and entrepreneurship support organizations and incubation centers. First, as the study demonstrated significance of *resource orchestration* (ROCN) in influencing both *strategic partnerships* (STPS) and *entrepreneurial growth* (ENTG), it suggests that relevant policies should encourage and support training programs that are aimed at enhancing firms' internal resource management capabilities. On the other hand, government and policy makers are urged to facilitate training programs, mentorship programs, and incubation programs aimed to help entrepreneurs to better structure, bundle, and leverage their resources strategically to achieve competitive growth outcomes.

Second, this current study illustrated the mediating role of strategic partnerships, and highlights the important role of fostering collaborative ecosystems. In this specific undertaking, policymakers are called to design frameworks and incentive programs that promote inter-firm collaborations, public-private partnerships (PPP), and industry-academia alliances.

6.3 Theoretical implications

In terms of theory, this research study contributes to the understanding of resource orchestration and its role in organization performance and growth. The

resource-based views (RBV) of the firm, as well as the dynamic capabilities view (DCV), are brought together by the resource orchestration (RO) framework that can be used to create an understanding and knowledge on how organizations may strategically manage their resources and capabilities for gaining sustainable competitive advantage. Further, strategic partnerships are shown to mediate between entrepreneurial growth and resource orchestration in this study which adds to theoretical knowledge on the subject. This theory looks into how value is created by firms; competitive positions are maintained as well as entrepreneurial growth fueled within dynamic environments.

7.0 LIMITATIONS OF THE STUDY

While this research study provides valuable insights into resource orchestration, strategic partnerships, and entrepreneurial growth, it is important to acknowledge its limitations. The contents are based on existing literatures and private organizations in Dodoma region – but the methodology and coverage mean that the full complexity of real-life business settings of the study may not have been captured very well. Another thing worth mentioning is that the article does include some empirical studies, although none of them was a specific case study designed to confirm the aspects outlined. More than this, there must be more future researches that will conduct intensive empirical studies in order to examine further the relationships between resource orchestration, strategic partnerships and firm performance. Such intense empirical studies can thus provide a better understanding about how strategic partnership mediates entrepreneurial growth by which resource orchestration could drive firm development processes.

Further studies could be conducted in resource orchestration, strategic partnerships and entrepreneurial growth in different areas. In this case, future investigations will focus on other empirical studies that examine the factors that contribute to the success or failure of strategic partnerships and alliances and their impact on firm performance with a special emphasis on entrepreneurial growth outcomes. Moreover, comparative studies conducted across various industries and geographical contexts may provide useful information about the applicability as well as effectiveness of resource orchestration strategies while considering strategic partnerships from different perspectives. These should involve comparing organizations operating under diverse contexts; which could help understand how firms manage resources effectively, leverage strategic partners and coordinate capabilities for fostering entrepreneurship development.

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