Spanning the boundaries through creative deployment of social capital: A study of Russian SMEs

Natalya Totskaya

Laurentian University of Sudbury, Canada

Department of Marketing and Management

Abstract: This paper examines the role played by the structural dimension of organizational social capital in exploring developmental opportunities available to Russian SMEs. The study presents an analysis of horizontal and vertical relational ties established and maintained by traditional small and medium-sized firms in order to grow their business. Statistical analysis of 71 SMEs shows that horizontal bridging relations support and enhance SME development, and increase the likelihood of SME internationalization. Environmental uncertainty also contributes to SMEs involvement in building extensive business networking. Supplementary follow-up interviews were conducted with the owners and managers of SMEs to advance the results of hypotheses testing. The findings indicate that the boundary-spanning effect of bridging ties is consistent across both emerging and developed economies. SMEs use their bridging relations as resource-accumulating tool that may gradually lead to internationalization. Horizontal ties support collaboration with business partners and customers, and vertical ties provide stability in risky and uncertain environment. This study contributes to the growing body of social capital research highlighting the important role played by bridging connections in supporting SME resourcing and development across multiple industry settings, and in various types of economic conditions.

Key words: bridging social capital, networks, relational ties, SME development, partnerships, Russia, emerging markets

1. Introduction

This paper analyzes the role played by the different elements of organizational social capital in development of traditional small and medium size enterprises (SMEs) in Russia. The concept of social capital has been widely used in management and sociology, yet researchers take somewhat different approaches in defining and measuring the construct of social capital (Adler and Kwon, 2002; Coleman, 1988; Nahapiet and Ghoshal, 1998). Three dimensions of social capital suggested by Nahapiet and Ghoshal (1998) describe its structural, relational, and cognitive elements. The struc-

Correspondence to:
Ass. Prof. Natalya Totskaya, PhD
Laurentian University
Department of Marketing and Management
935 Ramsey Lake Road
Sudbury ON P3E 2C6, Canada
Tel.: +1 705 675 11 51
E-mail: ntotskaya@laurentian.ca

DOI: 10.25944/znmwse.2019.02.115126

tural dimension manifested through the network of external (i.e. bridging) ties developed by SMEs will be in focus of this paper.

The overall body of research on social capital is extensive, especially in the context of developed economies (Coleman, 1988; Collins and Clark, 2003; Covin and Slevin, 1991; McDonald, Khanna and Westphal, 2008; Musteen, Francis and Datta, 2010; Tang, 2011; Varelas and Georgopoulos, 2017). These studies have acknowledged that external networks allow to create unique resources and develop capabilities required to respond to the multitude of organizational challenges. The literature on network relations of small and medium-size enterprises (SMEs) operating in Russia is fairly fragmented, with limited number of studies addressing the specifics of Russian business environment and organizational practices in establishing bridging ties and building networks (Afanassieva, 2015; Ledeneva, 2013; Titov, 2013). Yet Russia represents one of the major emerging markets, together with Brazil, China, India and South Africa. The purpose of this work is to investigate the role played by the structural dimension of SMEs social capital in fostering the opportunities to explore their developmental options and expand their business operations.

Recent studies reflect the interest towards better understanding of social capital in development of socially responsible, technology-intensive, innovative and globalizing SMEs (Phillips and Oliveros, 2018; Tian, Nicholson, Eklinder-Frick and Johanson, 2018; Sahinidis and Kavoura, 2014). This paper will contribute to this stream of research by investigating relationships between the structure of SME social capital and the scope of SME activities and partnerships. The context of Russia as an emerging economy with underdeveloped institutions and higher level of risk and uncertainty of doing business represents a setting in which the role of bridging social capital as a unique resource is especially visible. This study will investigate the effects of external networking on the scope of SME development. The influence of environmental uncertainty will be also addressed as part of this research. To approach these research questions, we continue with brief literature review and hypotheses development. The third section of this paper will focus on the methods, sampling, and analytical procedures. Finally, this paper will conclude with presentation of results, discussion, limitations, and implications of this study.

2. Theory development

As literature suggests, most of emerging countries suffer from institutional voids and fail to provide stable and supportive business environment (Hitt, Lee and Yucel, 2002). Therefore, firms resort to social capital and various types of networking as important component of organizational growth and development (Batjargal, 2007; Boissevian, 1974; Khanna and Palepu, 1997). In Asian countries inter-organizational networks are often build upon strong ties, including personal ties, common birthplace or social background (Lu and Beamish, 2001; Nahapiet and Ghoshal, 1998; Tian et al., 2018). It seems that in evolving economic and institutional environment of emerging markets social capital helps to leverage SME's industry position and maintain the resistance to unexpected external and internal changes (Xu, Huang and Gao, 2012). Since SMEs have limited resources in comparison with larger business organizations, they often rely on business networking to improve their competitiveness. Thus,

the scale of SME development in terms of diversity of business ties and partnerships may be large. SMEs that are involved in extensive networking may even try internationalization as a long-term developmental option.

Hypothesis 1: Extensive networking is more likely to lead to the utilization of more complex partnerships.

Like other organizations, SMEs operate in an external environment where multiple forces define socio-economic, political, and legal conditions, and shape the behaviour and outcomes of economic actors. Market size and level of competition, industry growth, economic and political uncertainty and even geographic location are among the factors that influence a firm's processes and outcomes. It is hard to estimate the multiple effects of external environment of firm growth (McDonald and Westphal, 2003). Therefore, greater uncertainty may lead to more cautious networking strategies.

Hypothesis 2: Environmental uncertainty will negatively moderate the relationship between networking and the complexity of SME partnerships.

3. Sample and methods

The target sample includes Russian manufacturing SMEs (up to 500 employees). 300 firms were contacted about participation in this study; 71 firms agreed to participate, making the response rate 23.6%. This response rate was relatively low, but it was similar to response rates reported in prior research conducted in emerging markets that ranged from 18% to 26% (Batjargal, 2007; Manolova, Brush, Edelman and Greene, 2002). The selection of firms was made using a combination of random and convenience sampling. This sample represents a mix of manufacturing firms from high- and low-tech industries. Young firms up to 3 years old comprise 18% of the sample, and mature firms of 20 years or more represent 11% of SMEs in the study. After excluding incomplete questionnaires, 65 firms comprised working sample. To compensate for the small sample size, 8 in-depth interviews have followed statistical data processing.

Both the density and the strength of ties measured the structure of firm-external networking. *Density* (i.e. number) of ties was measured by verifying if potentially existing ties do actually exist as proposed by Boissevian (1974). Drawing upon analysis of external ties of emerging market firms (Cao, Simsek and Zhang, 2010; Xu et al., 2012), respondents were asked about 8 horizontal and 7 vertical ties. *Horizontal ties* included connections with customers, suppliers, business partners, competitors, professional associations, chambers of commerce, foreign commercial structures, and ethnic associations. *Vertical ties* included connections with banks, financial agencies, government agencies, and also federal, regional, municipal and foreign government structures. *Strength* of ties was measured by their reciprocity. On a dichotomous scale, reciprocity was coded as 1 for close relationships and 0 for distant relationships (Granovetter, 1973). *Environmental uncertainty* was measured using 6 items assessed on a 7-point Likert scale (Xu et al., 2012), with responses varied from 1 (disagree very strongly) to 7 (agree very strongly).

Complexity of partnerships was used as dependent variable. It was measured by the scale and sophistication of SME business dealings, using previously tested measure of interna-

tionalization (Manolova et al., 2002). Research participants were asked about their SME's involvement in any of the following activities: import, direct export, export through intermediaries, licensing (product or service), contracting (agency or distribution), franchises, direct sales and direct purchasing. Each of these 8 items was measured dichotomously (1 if yes, 0 otherwise). Answers were later coded in 3 categories reflecting the complexity of SME partnerships. If a SME was only involved in direct domestic sales or purchasing, it was coded as 1. If in addition to that the SME had any agency or distribution agreements, it was coded as 2. And finally, if the SME was involved in all the previously mentioned types of relations, and had any foreign contracts or partnerships, it was coded as 3. These three categories allowed for the assessment of the overall complexity of SME business dealings, from direct contacts with customers and suppliers to contacts through domestic and foreign intermediaries, namely agents or alliance partners.

Control variables were introduced to minimize the effect of confounding variables in this study. Firm age was measured by the number of years as of SME founding, and firm size was measured as the natural logarithm of the number of full-time employees, following Lu and Beamish (2001). Industries represented by SMEs in the sample were coded as high to medium-technology (1) or medium to low-technology (0), following OECD's Frascati Manual (2015) for classification of manufacturing industries into categories based on R&D intensities.

The CEOs of selected firms were contacted to solicit their participation, and as a result, the questionnaires were filled in either by the CEOs themselves, or by one of the top managers, who were well informed of the firm's market development and growth. In addition to questionnaires, industry codes were validated through statistical reports collected by the Russian Federal State Statistics Service. SME-level data on external business relations and various partnerships was also verified via firm web pages, booklets and catalogues. Firm age data was verified through an on-line database of the Federal Tax Service of Russia.

4. Results

Table 1 presents the descriptive statistics and correlation matrix for all the variables in this study.

Table 1. Descriptive statistics and zero-order correlations for variables in the study

No.	List of Variables	Mean	Std. Dev.	1	2	3	4	5	6	7	8
1.	Density of Horizontal ties	4.310	1.310	1							
2.	Density of Vertical ties	2.980	1.858	0.336**	1						
3.	Strength of Horizontal ties	2.520	1.480	0.633**	0.128	1					
4.	Strength of Vertical ties	0.803	0.306	−0.323**	−0.490**	−0.296*	1				
5.	Complexity of contracts	1.785	0.781	0.433**	0.019	0.424**	−0.115	1			

No.	List of Variables	Mean	Std. Dev.	1	2	3	4	5	6	7	8
6.	Environmental Uncertainty	25.531	6.430	0.320**	0.124	0.299*	−262*	0.349**	1		
7.	LN_Size	3.78	1.649	0.163	0.233***	0.082	−0.088	0.236***	0.216***	1	
8.	LG_Age	0.8999	0.409	0.061	−0.077	0.001	−0.073	0.280*	0.299*	0.381**	1

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).
*** Correlation is significant at the 0.1 level (2-tailed).

S o u r c e. Author's own elaboration.

Multinomial Logistic Regression Analysis using SPSS was performed to examine the main effects between dependent and independent variables. Hosmer and Lemeshow (2000) recommend that for logistic regression models, and especially for those using small samples, it is more appropriate to use the level of significance of .15 or .2. Thus, in performing hypothesis testing with multinomial stepwise logistic regression analysis, we chose a p-value of .2 as a variable removal probability. Two models were tested: one for the density of ties, the other one for the strength of ties. All predictors were mean-centred and entered in the model step by step. Assessment of direct effects was followed by addition of the moderator to each model, and checking for moderation effects. In both models adding uncertainty has resulted in model improvement, but interaction effects were not retained. Therefore Hypothesis 2 was rejected.

Table 2 presents the test results for the density of networking and environmental uncertainty. Density of horizontal ties made a unique statistically significant contribution to the model, and recorded an odds ratio of 2.204 for the model, comparing the first and the second outcome, and 3.616 for the model, comparing the first and the third outcomes. This indicated that the SMEs that developed at least one horizontal bridging tie above the mean were 2–3 times more likely to be involved in more complex business dealings at domestic and international levels, controlling for all other factors in the model. Density of vertical ties had much weaker and negative effect on expanding partnerships. Environmental uncertainty made a statistically significant direct contribution to the model comparing the choice between domestic partnerships only versus developing all types of partnerships (i.e. domestic and international). The odds ratio of 1.241 indicated that SMEs chose to add international partnerships to their portfolio of contracts 1.2 times more likely if environmental uncertainty was one unit above mean level, controlling for other factors in the model.

Table 3 provides the outcomes of testing the strength of ties and environmental uncertainty as predictors. Strength of horizontal ties made a unique statistically significant contribution to the model. With an odds ratio of 3.011, strength of horizontal ties was the strongest predictor of utilization of complex contracts that included domestic and foreign partnerships. This indicated that SMEs with a higher than average strength of horizontal ties were 3 times more likely to develop various domestic and international contractual relations than just domestic direct contracts, controlling for all other factors in the model. And again, environmental uncertainty (odds ratio 1.220) had stimulated SMEs to develop international direct and indirect partnerships.

Hypothesis 1 stated that extensive business networking would be more likely to lead to the utilization of complex partnerships. Summing up the test results, we can conclude that both density and strength of horizontal ties increase the likelihood of developing complex relations with business partners, including international partnerships, especially encouraging international business endeavors. Vertical relations to various regulating organizations decreased the odds of expanding SMEs portfolio of domestic partnerships and had no effect on internationalization. Thus, Hypothesis 1 was partially supported. Hypothesis 2 predicted that environmental uncertainty will moderate the relationship between SME social capital and development of complex partnerships. This hypothesis was not supported, as environmental uncertainty did not show any moderating effects. Instead, uncertainty had a positive direct effect on the odds of being involved in the most advanced category of partnerships: both domestic and international contractual relations. Overall, the greater number of horizontal ties increased the odds of SMEs having diverse and complex contractual relations. Domestic and foreign sales and purchasing contracts, agency partnerships or joint venture agreements illustrate the type of activities pursued by traditional Russian SME. SMEs with strong horizontal ties (i.e. those relying on close, informal relationships) were able to have business dealings that were riskier and required more time and commitment of resources. Vertical ties had no effect on building broad partnerships and developing complex contractual relations. One explanation to this outcome is that hierarchical institutional structures have less interest to be directly involved in networking with traditional SMEs. Environmental uncertainty seems to have had the direct effect on stimulating SMEs to diversify their business relations, add intermediaries and foreign firms as their partners.

Table 2. Multinomial logistic regression analysis for relationship between *density* of horizontal and vertical ties, and *complexity of partnerships*

Model #1	Outcome: Complexity of contracts[a]	Variables	B	Std. Error	Wald	df	p	Odds Ratio	95% C.I. of Odds Ratio	
									Lower	Upper
Step 1	Domestic direct and through intermediaries	Intercept	−0.081	0.321	0.064	1	0.800	—	—	—
		Density of horizontal ties	0.801*	0.309	6.707	1	0.010*	2.227*	1.215	4.082
		Density of vertical ties	−0.405*	0.201	4.035	1	0.045*	0.667*	0.450	0.990
	International direct and through intermediaries	Intercept	−0.892	0.432	4.268	1	0.039	—	—	—
		Density of horizontal ties	1.354**	0.401	11.393	1	0.001**	3.872**	1.764	8.497
		Density of vertical ties	−0.304	0.237	1.636	1	0.201	0.738	0.463	1.175
Step 2	Domestic direct and through intermediaries	Intercept	−0.084	0.326	0.067	1	0.796	—	—	—
		Density of horizontal ties	0.790**	0.311	6.438	1	0.011**	2.204**	1.197	4.057
		Density of vertical ties	−0.415*	0.204	4.145	1	0.042*	0.661*	0.443	0.985
		Environmental uncertainty	−0.002	0.053	0.002	1	0.967	0.998	0.899	1.107

Model #1	Outcome: Complexity of contracts[a]	Variables	B	Std. Error	Wald	df	p	Odds Ratio	95% C.I. of Odds Ratio	
									Lower	Upper
Step 2	International direct and through intermediaries	Intercept	−1.271	0.527	5.816	1	0.016	—	—	—
		Density of horizontal ties	1.285**	0.461	7.776	1	0.005**	3.616**	1.465	8.925
		Density of vertical ties	−0.491	0.278	3.122	1	0.077	0.612	0.355	1.055
		Environmental uncertainty	0.216*	0.092	5.480	1	0.019*	1.241*	1.036	1.486

[a] The reference category is: Domestic direct partnerships.
* $p < 0.05$
** $p < 0.01$

S o u r c e: Author's own elaboration.

Table 3. Multinomial logistic regression analysis for relationship between *strength* of horizontal and vertical ties, and *complexity of partnerships*

Model #2	Outcome: Complexity of contracts[a]	Variables	B	Std. Error	Wald	df	p	Odds Ratio	95% C.I. of Odds Ratio	
									Lower	Upper
Step 1	Domestic direct and through intermediaries	Intercept	−0.160	0.309	0.266	1	0.606	—	—	—
		Strengths of horizontal ties	0.444	0.237	3.504	1	0.061	1.558	0.979	2.479
		Strengths of vertical ties	−0.401	0.307	1.713	1	0.191	0.669	0.367	1.221
	International direct and through intermediaries	Intercept	−1.114	0.461	5.832	1	0.016	—	—	—
		Strengths of horizontal ties	1.097**	0.345	10.145	1	0.001**	2.996**	1.525	5.886
		Strengths of vertical ties	−0.079	0.297	0.071	1	0.790	0.924	0.516	1.654
Step 2	Domestic direct and through intermediaries	Intercept	−0.146	0.317	0.211	1	0.646	—	—	—
		Strengths of horizontal ties	0.443	0.237	3.500	1	0.061	1.558	0.979	2.479
		Strengths of vertical ties	−0.473	0.323	2.149	1	0.143	0.623	0.331	1.173
		Environmental uncertainty	0.018	0.053	0.116	1	0.733	1.018	0.918	1.130
	International direct and through intermediaries	Intercept	−1.404	0.535	6.876	1	0.009	—	—	—
		Strengths of horizontal ties	1.102**	0.402	7.508	1	0.006**	3.011**	1.369	6.625
		Strengths of vertical ties	−0.324	0.343	0.894	1	0.344	0.723	0.370	1.415
		Environmental uncertainty	0.199*	0.082	5.901	1	0.015*	1.220*	1.039	1.433

[a] The reference category is: Domestic direct partnerships.
* $p < 0.05$
** $p < 0.01$

S o u r c e: Author's own elaboration.

5. Qualitative analysis using follow-up interviews

To elaborate further on the findings of statistical analysis, 8 in-depth interviews were conducted to shed more light upon the results of hypotheses testing. Interviews were audio-recorded and translated from Russian to English. Respondents were asked to comment about the types of relational connections important for establishing their businesses, and for developing them at later stages. They were also asked about general approaches to doing business in Russia, about various factors that were contributing to SME growth and success. Computer-based textual analysis using Linguistic Inquiry and Word Count (LIWC) software was used for processing interview data. Content analysis is widely used in management literature to examine various psychological aspects of decision-making on firm outcomes. LIWC software has variety of dictionaries available for linguistic analysis, and those standard dictionaries were used for analysis of interviews and terms associated with the role and use of social capital. Due to the small number of interviews only the manifested content related to the role of relational ties was analyzed. The respondents referred to vocabulary from categories related to positive associations and outcomes, such as 'achieve', 'social', 'power', 'reward', etc. 7 out of 8 respondents have emphasized that connections with suppliers, partners, customers help to transform and develop their businesses, and that mutually beneficial cooperation is the key to building relationships. Only one informant reported the importance of relations with government (regulatory organizations) as their products had to undergo the process of federal certification.

Most of respondents have noted that close, or long-term relationships were preferred as mutually beneficial, and that close partners were trustworthy. Respondents also noted that close relations can be built upon initially formal contractual ties, and by using variety of tools:

> Our partners are people and organizations who are interested in working with us. We try to disseminate information using both business and personal contacts, word of mouth. Some people find us online and then come with offers about cooperation to us. From the very beginning, we tried to create a powerful information channel, online promotion, etc.

> Connections with suppliers of services and spare parts (plants and factories that produce the parts of a good quality and charge stable prices) are important, connections with large buyers allow to transform them into loyal customers and increase repeated sales.

> Regarding the suppliers, quality and trust are crucial. Our own stores are important because of the transfer of [our] goods into a more expensive (luxurious) market segment. It is more effective in this market segment to have our own stores than rely on dealers.

Thus, the interviews supported the notion that overall firm-external networking improved competitiveness, and helped SMEs to establish stronger market position. These results were consistent with prior social capital studies that noted the link between enhanced social capital and more efficient process of SME growth and internalization (Phillips and Olivero,

2018). Administrative ties could help getting into specific market segments with tighter regulation. At the same time relying on business-to-government networking restricted developmental options, especially for SMEs that were seeking to expand their scope of activities, and achieve faster growth. This particular finding is somewhat similar to prior studies conducted in European settings, where hierarchical relations and reliance on government support helped SMEs to overcome their resource constraints (Tomlinson and Fai, 2013). At the same time bureaucracy, corruption, changing legislation, lack of actual support for local businesses, and unfair competition were strongly associated with vertical relational ties. These factors were named by all respondents as major elements undermining the opportunities for business development. Business-to-government relations and comments were in line with other research conducted in Russia, indicating that the imperfections of post-Soviet institutional environment persist for a long time.

When asked about the role of firm-internal social capital, respondents noted that internal relations played essential role in creating a healthy working environment; but those ties could be both weak (formal) or strong (informal):

> I believe that in the team at workplace it is necessary to have a healthy positive constructive spirit without excess emotional and personal attachment, but with mutual respect and aspiration to reach the mutual goal. Creation of such social capital guarantees the maximum high results in work.

6. Discussion and conclusion

The number of social capital studies is growing, but despite that fact, the current literature does not fully answer the question of whether the benefits of business networking pertain to all levels of analysis, and to variety of industry and institutional settings. The research addressing social capital of firms, and in particular SMEs, is still fragmented. There are multiple studies dealing with the role of social capital in emerging markets, but their focus is mainly on the Asian context. Hence, the most important contribution of this study is to add more information on the value of networking for traditional manufacturing SMEs operating in the emerging economy of Russia. By doing that, this study provides more empirical evidence for the less explored areas of firm development in unstructured institutional environments. This paper also contributes to the less developed stream of organizational social capital research, linking the firm-specific configuration of networking ties and their developmental outcomes.

The findings indicate that horizontal network connections facilitate the utilization of diverse and sophisticated contractual relations with SME partners. This particular aspect of SME development has not been tested in the literature. Yet the level of contractual diversity allows for an estimation of the overall approach to SMEs' business partnerships, and the state of those partnerships. The results support the previously established positive association between horizontal bridging ties and firm growth, this time taking it to a qualitative level of assessment. This study also brings into focus an important distinction between the role of horizontal and vertical networking. The results received for vertical ties indicate that hierar-

chical relations are not important for building SMEs business networks and complex partnerships. Horizontal ties are essential for expanding SME activities, recognizing collaborative and other entrepreneurial opportunities and creating intangible and non-financial benefits. Finally, this study contributes to the research by providing some insight into the role of contextual factors in firm strategic actions and outcomes. Uncertainty of external environment had directly contributed to SME qualitative growth.

As with any piece of research, there are *limitations* to this study. The small sample size has limited the choice of analytical options, and raised the question of the generalizability of research findings. Another issue relates to having only one informant per firm, so the answers to survey questions and follow-up interviews may be biased towards that person's view. Yet it is a common practice to only collect SME data from one source; and the data for this study was received from either the CEO, or another senior SME manager. Not all data was self-reported: dependent variables were verified through secondary sources. As a result, we believe the right steps were taken to reduce the influence of potential common method bias. Another potential limitation was the cross-sectional nature of this study, with no longitudinal considerations given to the relationship between bridging ties and building contractual relations with domestic and foreign partners. Thus, based on the issues listed above, the results should be taken with some caution, especially when generalized to a larger population of firms or to other countries.

Implications and future research. This study extends our understanding of the specific role of business networking for emerging markets SMEs. It adds more support to the research on the importance of business networking for firm development. Another important implication of the study relates to the effects of external environment. The results indicate that the environmental uncertainty stimulates SMEs for building complex partnerships. More studies are needed to identify other important environmental contributors to, or inhibitors of SME development. It is also essential to test this particular finding in the various institutional contexts.

In addition to the theoretical contributions, this study provides important *practical guidelines* on the benefits of networking. Namely, owners and managers of SMEs may benefit from a better understanding of the role played by bridging connections in fostering specific strategies of growth. SMEs should pay more attention to creation and maintenance of horizontal bridging ties, and use variety of relational connections for achieving their developmental goals.

To conclude, the present study has answered the question of whether relational connections have specific effects on SME development in Russian emerging market. This study has also supported prior findings regarding the multidirectional effects of the external environment on SME development. Taken together, these findings help to improve our understanding of social capital and its outcomes for firm across different institutional settings.

References

Adler, P. S., Kwon, S. (2002). Social capital: Prospects for a new concept. *Academy of Management Review*, *27* (1), 17–40.

Afanassieva, M. (2015). Survival through networks: The 'grip' of the administrative links in the Russian post--Soviet context. *Public Management Review*, *17* (9), 1261–1281.

Batjargal, B. (2007). Network triads: Transitivity, referral and venture capital decisions in China and Russia. *Journal of International Business Studies*, *38* (6), 998–1012.

Boissevain, J. (1974). *Friends of friends, networks, manipulators and coalitions*. Oxford: Basil Blackwell. ISBN 9780631149804.

Cao, Q., Simsek, Z., Zhang, H. (2010). Modeling the joint impact of the CEO and the TMT on organizational ambidexterity. *Journal of Management Studies*, *47* (7), 1272–1296.

Coleman, J. S. (1988). Social capital in the creation of human capital. *American Journal of Sociology*, *94*, 95–120.

Collins, C. J., Clark, K. D. (2003). Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academy of Management Journal*, *46* (6), 740–751.

Covin, J., Slevin, D. P. (1991). A conceptual model of entrepreneurship as firm behavior. *Entrepreneurship Theory and Practice*, *16* (1), 7–25.

Granovetter, M. S. (1973). The strength of weak ties. *American Journal of Sociology*, *78* (6), 1360–1380.

Hitt, M. A., Lee, H. U., Yucel, E. (2002). The importance of social capital to the management of multinational enterprises: Relational networks among Asian and Western firms. *Asia Pacific Journal of Management*, *19* (2–3), 353–372.

Hosmer, D. W., Lemeshow, S. (2000). *Applied logistic regression*, 2nd edition. New York: John Wiley and Sons. ISBN 0471356328.

Khanna, T., Palepu, K. (1997). Why focused strategies may be wrong for emerging markets. *Harvard Business Review*, *75* (4), 44–52.

Ledeneva, A. (2013). Russia's practical norms and informal governance: The origins of endemic corruption. *Social Research*, *80* (4), 1135–1162.

Lu, J. W., Beamis, P. W. (2001). The internationalization and performance of SMEs. *Strategic Management Journal*, *22* (6–7), 565–586.

Manolova, T. S., Brush, C. G., Edelman, L. F., Greene, P. G. (2002). Internationalization of small firms: Personal factors revisited. *International Small Business Journal*, *20* (1), 9–31.

McDonald, M. L., Khanna, P., Westphal, J. D. (2008). Getting them to think outside the circle: Corporate governance, CEO's external advice networks, and firm performance. *Academy of Management Journal*, *51* (3), 453–475.

McDonald, M. L., Westphal, J. D. (2003). Getting by with the advice of their friends: CEOs' advice networks and firms' strategic responses to poor performance. *Administrative Science Quarterly*, *48* (1), 1–34.

Musteen, M., Francis, J., Datta, D. K. (2010). The influence of international networks on internationalization speed and performance: A study of Czech SMEs. *Journal of World Business*, *45*, 197–205.

Nahapiet, J., Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review*, *23* (2), 242–266.

OECD. (2015). Institutional sectors and classifications for R&D statistics. In: *Frascati Manual 2015: Guidelines for collecting and reporting data on research and experimental development*. Paris: OECD Publishing. DOI: 10.1787/9789264239012-5-en.

Phillips, L., Oliveros, J. (2018). Open innovation as means of building social capital: A way to globalization for traditional SMEs. *Journal of Strategic Innovation and Sustainability*, *13* (3), 115–126.

Sahinidis, A., Kavoura, A. (2014). Exploring Corporate Social Responsibility practices of Greek companies. *The Małopolska School of Economics in Tarnów Research Papers Collection*, *25* (2), 185–193.

Tang, Y. K. (2011). The influence of networking on the internationalization of SMEs: Evidence from internationalized Chinese firms. *International Small Business Journal*, *29* (4), 374–398.

Tian, Y., Nicholson, J. D., Eklinder-Frick, J., Johanson, M. (2018). The interplay between social capital and international opportunities: A processual study of international 'take-off' episodes in Chinese SMEs. *Industrial Marketing Management*, *70*, 180–192.

Titov, V. N. (2013). The distribution of social capital as a condition for the modernization of Russian society. *Sociological Research*, *52* (5), 40–58.

Tomlinson, P. R., Fai, F. M. (2013). The nature of SME co-operation and innovation: A multi-scalar and multi-dimensional analysis. *International Journal of Production Economics*, *141*, 316–326.

Varelas, S., Georgopoulos, N. (2017). Porter's competitive forces in the modern globalized hospitality sector: The case of a Greek tourism destination. *Journal of Tourism Research*, *18*, 121–131.

Wright, M., Filatotchev, I., Hoskisson, R. E., Peng, M. W. (2005). Strategy research in emerging economies: Challenging the conventional wisdom. *Journal of Management Studies*, *42* (1), 1–33.
Wu, F., Sinkovics, R. R., Cavusgil, S. T., Roath, A. S. (2007). Overcoming export manufacturers' dilemma in international expansion. *Journal of International Business Studies*, *38* (2), 283–302.
Xu, K., Huang, K. F., Gao, S. (2012). The effect of institutional ties on knowledge acquisition in uncertain environments. *Asia Pacific Journal of Management*, *29* (2), 387–408.

Łączenie granic poprzez kreatywne rozmieszczenie kapitału społecznego – na podstawie małych i średnich przedsiębiorstw w Rosji

Abstrakt: Artykuł analizuje rolę, jaką w badaniu możliwości rozwojowych rosyjskich małych i średnich przedsiębiorstw odgrywa strukturalna budowa organizacyjnego kapitału społecznego. Opracowanie przedstawia analizę powiązań poziomych i pionowych, nawiązanych i utrzymywanych przez tradycyjne małe i średnie przedsiębiorstwa, w celu rozwoju ich działalności. Analiza statystyczna 71 MŚP pokazuje, że horyzontalne relacje pomostowe wspierają i wzmacniają rozwój przedsiębiorstw oraz zwiększają prawdopodobieństwo ich internacjonalizacji. Niestabilność środowiskowa przyczynia się do zaangażowania małych i średnich przedsiębiorstw w budowanie rozległych sieci biznesowych. W celu przyspieszenia analizy wyników testowanych hipotez przeprowadzono dodatkowe, uzupełniające wywiady z właścicielami i menedżerami badanych przedsiębiorstw. Wyniki wskazują, że łączący granice efekt powiązań mostkowych jest spójny zarówno w gospodarkach wschodzących, jak i rozwiniętych. MŚP wykorzystują relacje pomostowe jako narzędzie gromadzenia zasobów, umożliwiających stopniowe wprowadzanie internacjonalizacji. Powiązania poziome wspierają współpracę z partnerami biznesowymi i klientami, a więzi pionowe zapewniają stabilność w ryzykownym i niepewnym środowisku. Taka analiza przyczynia się do wzrostu liczby badań nad kapitałem społecznym i pozwala podkreślić rolę, jaką odgrywają powiązania pomostowe we wspieraniu, pozyskiwaniu i rozwoju MŚP w środowiskach branżowych, podległych różnorodnym warunkom gospodarczym.

Słowa kluczowe: pomostowy kapitał społeczny, sieci, więzi relacyjne, rozwój MŚP, partnerstwa, Rosja, rynki wschodzące