



## ARTÍCULO

# Entrepreneurial Bricolage and New Venture Growth: The Mediating Effect of Opportunity Recognition and the Moderating Role of Environmental Dynamism

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**Abstract:** In the context of the ever-changing entrepreneurial environment, the significance of entrepreneurial bricolage, which involves creative resource utilization, in shaping the growth of new ventures has not received adequate attention. This study seeks to elucidate the impact of bricolage on new venture growth by investigating the mediating role of opportunity recognition, while also considering the moderating effects of environmental dynamism. The study initiated its exploration by conducting semi-structured interviews with 20 entrepreneurs from China, extracting initial insights. Subsequently, a survey was deployed, resulting in 385 valid responses from a sample pool of 500 distributed questionnaires. The results underscore a favourable correlation between entrepreneurial bricolage and the growth of new ventures. Notably, the mediating role of opportunity recognition significantly influences this relationship, particularly magnified in environments characterized by dynamism. These observations accentuate the crucial function of bricolage in augmenting the identification of opportunities and subsequently driving venture growth, especially in tumultuous markets. These findings provide substantial insights for both researchers and practitioners, shedding light on the vital interplay between bricolage, opportunity recognition, and venture expansion, particularly within dynamic contexts.

## 1. Introduction

In recent decades, the field of entrepreneurship has experienced a remarkable surge, owing to its potential for driving economic expansion, generating employment opportunities, and fostering innovation (Shane & Venkataraman, 2000). The process of transforming a business concept into a thriving enterprise is subject to a multitude of influences, spanning from the inherent qualities of entrepreneurs to their chosen strategies and the operational contexts they navigate (Brush, Greene, & Hart, 2001). Particularly noteworthy is the emergence of entrepreneurial bricolage as a compelling strategy, significantly resonating with startups and burgeoning ventures. In concise terms, bricolage entails crafting something meaningful by utilizing a diverse array of available resources, effectively showcasing an entrepreneur's resourcefulness and adaptability (Baker & Nelson, 2005). Pinho (2022) stated that it is understood that the essence of entrepreneurship lies in change and innovation. According to Li and Liu (2023), The establishment process of emerging enterprises, such as New Age Advertising Companies, will inevitably undergo the refinement of innovative delivery coefficients.

Although the efficacy of entrepreneurial bricolage in cultivating venture growth is unquestionable, the extent of its applicability, particularly within swiftly evolving contexts, is a matter of ongoing discussion. Environmental dynamism, marked by abrupt and unforeseeable transformations in the external business arena, holds significant influence over entrepreneurial results (Zahra, 1996). Within this evolving discourse, the mediating role of opportunity recognition and its intricate interplay with bricolage across diverse environmental circumstances remain largely unexplored, resulting in a notable void within the realm of entrepreneurship literature.

Set against the backdrop of this burgeoning yet relatively unexplored landscape, the primary aims of this study encompass: 1) scrutinizing the direct impact of entrepreneurial bricolage on the growth trajectory of new ventures, 2) delving into the mediating role played by opportunity recognition in the intricate relationship between entrepreneurial bricolage and new venture growth, and 3) evaluating the extent to which environmental dynamism acts as a moderator in the connection between entrepreneurial bricolage and opportunity recognition. In alignment with these research objectives, this study strives to address the following inquiries: 1) To what degree does entrepreneurial bricolage exert influence on the growth performance of emerging ventures?; 2) How does the involvement of opportunity recognition shape the link between entrepreneurial bricolage and the growth performance of nascent ventures?; 3) How does the influence of environmental dynamism condition the interplay between entrepreneurial bricolage and opportunity recognition, particularly within high-dynamic contexts as opposed to more stable ones?

The significance of this study is multifaceted. Firstly, it serves as a bridge that addresses a noticeable void within the entrepreneurship literature. This is achieved by furnishing empirical insights into the intricate interplay of bricolage, opportunity recognition, and environmental dynamism. Such contributions not only enrich our theoretical comprehension but also furnish actionable strategies for entrepreneurs navigating diverse environmental settings.

Moreover, the distinctiveness of this research lies in its innovative approach. By situating the investigation within the distinctive milieu of the evolving Chinese entrepreneurial landscape—a fusion of age-old traditions and contemporary market dynamisms—this study contributes to a more comprehensive and globally inclusive understanding of entrepreneurship. This expansion transcends the predominantly Western-oriented perspective. As a result, the findings carry relevance that spans both regional and global contexts, catering to a broader and more diverse audience (Brush, Greene, & Hart, 2001).

The structure of this paper has been meticulously crafted to guide readers logically through the research expedition. Following this introductory segment, Section 2 furnishes an expansive literature review, creating a firm bedrock for the formulation of hypotheses. In Section 3, a meticulous exploration of the research methodology unfolds, offering intricate insights into the approach, design, and techniques employed for data collection and analysis. The subsequent phase, Section 4, unveils the research findings, which are then subjected to an exhaustive deliberation in Section 5, wherein the outcomes are meticulously contextualized within the existing scholarly discourse.

Ultimately, Section 6 provides a conclusive culmination to the paper, succinctly summarizing the pivotal discoveries, unraveling their theoretical and pragmatic implications, and delineating potential trajectories for future research. In essence, this study embarks on a profound exploration of the intricate interrelations between entrepreneurial bricolage, opportunity recognition, and environmental dynamism. Its intent is to augment the multifaceted tapestry of entrepreneurship research with a robust layer of comprehension.

## 2. Hypothesis Development

Within the realm of entrepreneurial studies, a growing curiosity is emerging regarding the mechanisms that guide the path of growth for ventures operating with limited resources. Central to this discussion is the concept of 'bricolage', denoting the skilful and inventive utilization of accessible resources in innovative manners (Baker & Nelson, 2005). Equally significant in this discourse is the interplay between opportunity recognition and the dynamic nature of the environment in which these endeavours exist. Drawing upon foundational works and contemporary insights, this section strives to unveil the formulation of hypotheses rooted in the intricate interconnections among entrepreneurial bricolage, opportunity recognition, and the dynamic nature of the environment.

### 2.1 Entrepreneurial Bricolage and New Venture Growth

The term "bricolage" finds its etymological origins in the French language, stemming from the verb "bricoleur," which conveys the notion of "tinkering." Tracing back to its inception, initially introduced by anthropologist Lvi-Strauss (1966), bricolage encapsulated the capacity of individuals to innovate and devise solutions by skillfully amalgamating and adapting accessible resources, without relying on specialized tools or pre-established guidelines. This anthropological perspective offered a novel framework that various fields, encompassing entrepreneurship among others, could adopt to examine the processes of creation and innovation.

Within the realm of entrepreneurship, the concept underwent a transformative evolution courtesy of Baker and Nelson (2005), who imbued entrepreneurial bricolage with a fresh perspective by recognizing it as a potent

mechanism for stimulating innovation under the constraints of limited resources. Their contribution defined entrepreneurial bricolage as a dynamic process where entrepreneurs eschew the inclination to discard resources, actively engage with what is readily accessible, and exhibit remarkable ingenuity in repurposing assets in inventive manners (Senyard et al., 2014). This paradigm shift, steering away from a resource-intensive standpoint to one that underscores resourcefulness, yielded invaluable insights into how startups and emerging ventures could effectively navigate the challenging terrain of business inception and expansion.

The concept linking bricolage and venture growth is founded on the notion that the improvisational skills inherent in entrepreneurship, as seen in bricolage, have the potential to unveil distinctive market gaps and possibilities (Fisher, 2012). Through creatively utilizing existing resources in unexpected manners, businesses can establish one-of-a-kind value propositions, thus securing a competitive edge within the market. Particularly in situations characterized by limited resources or uncertain conditions, this adaptability facilitated by bricolage becomes essential, empowering enterprises to maintain their flexibility, ingenuity, and readiness for expansion (Baker & Nelson, 2005).

Moreover, delving deeper into the concept of bricolage reveals its significance as more than just assembling resources; it encapsulates an entrepreneurial mindset. At its core, bricolage embodies the spirit of entrepreneurial tenacity and ingenuity, driven by the determination to creatively leverage resources within constraints (Baker & Nelson, 2005). In this light, businesses that embrace the ethos of bricolage often exhibit qualities like agility, adaptability, and resilience—attributes that are essential for navigating the diverse challenges inherent in the entrepreneurial journey, especially in environments characterized by limited resources (Senyard et al., 2014). Building upon the theoretical exploration and empirical findings from previous research, the following hypothesis comes to the fore:

H1: Entrepreneurial bricolage positively influences the growth performance of new ventures.

## 2.2 Opportunity Recognition as a Mediator

At the core of the entrepreneurial domain lies the crucial idea of identifying opportunities, which has been depicted as the very essence of entrepreneurship. At its fundamental core, entrepreneurship is deeply rooted in the act of uncovering, assessing, and then capitalizing on these opportunities (Shane & Venkataraman, 2000). The complex mental procedures that underlie opportunity recognition are frequently influenced and molded by a range of factors, including personal experiences, accumulated expertise, and an entrepreneur's social connections, among others (Ardichvili, Cardozo, & Ray, 2003).

Set within this context is the concept of entrepreneurial bricolage. Inherently, bricolage promotes and at times compels improvisation. These improvisational undertakings have the capacity to sharpen an entrepreneur's ability to discern hidden market possibilities. As bricolage disrupts the conventional norms of resource utilization, it pushes entrepreneurs to explore unconventional approaches, potentially reshaping their cognitive frameworks and enhancing their openness to identifying unfulfilled market demands and voids (Desa, 2012).

The interdependent connection between bricolage and recognizing opportunities becomes notably prominent when delving deeper into the intricacies of the latter. Opportunity recognition is not a mere mechanical process;

it embodies an entrepreneur's sharp skill in identifying potential business avenues that might elude others (Baron & Ensley, 2006). Within this framework, the practices and strategies stemming from bricolage, characterized by unique and often unconventional solutions, can significantly enhance an entrepreneur's perspective for pinpointing emerging market possibilities. In essence, by embracing the bricolage mindset, entrepreneurs could enhance their inclination not only to identify but also to act on untapped market potentials. This, in the larger picture, holds significant implications for the growth of ventures (Short et al., 2010). Building upon the theoretical discussions and insights drawn from empirical research, we put forth the following hypothesis:

H2: Opportunity recognition plays a mediating role in the relationship between entrepreneurial bricolage and the growth performance of new ventures.

## 2.3 Environmental Dynamism: Setting the Context for Bricolage

In the sphere of entrepreneurship, the external environment often exerts significant influence over the strategies and actions of firms. At the core of this discussion lies the notion of environmental dynamism, which epitomizes the pace, unpredictability, and complexity of changes occurring within an industry or market context (Dess & Beard, 1984). This ever-evolving terrain holds profound implications for entrepreneurial endeavors, potentially reshaping both the creation and execution of strategies. Over time, dynamism within the entrepreneurial landscape has been approached from two angles. On one hand, it's seen as a challenge demanding agility and adaptability. On the other, it presents fertile ground for innovation, particularly when conventional approaches become ineffective or outdated. This dual perspective underscores the significance of comprehending and harnessing the inherent attributes of dynamism to guide and navigate entrepreneurial ventures.

Against this backdrop, entrepreneurial bricolage emerges as a potent instrument. Bricolage, renowned for its inherent flexibility, appears particularly well-suited for dynamic environments. Conventional inflexible strategies often struggle amidst unpredictable shifts in the market. Nonetheless, thanks to its resourceful and improvisational essence, bricolage offers resilience and revitalization (Baker & Nelson, 2005). In the face of the volatility present in dynamic settings, standard routes of opportunity identification can become obscured. However, the bricolage mindset, centered on imaginative repurposing, has the potential to cut through this fog, unveiling emerging prospects for ventures (Dess & Beard, 1984). Yet, the discourse surrounding bricolage should not be uniformly optimistic. The extent of environmental dynamism can potentially work as a two-edged sword. While moderate dynamism might open up new paths for resource reutilization, excessive turbulence could challenge or destabilize specific bricolage strategies, necessitating constant adjustment (Zahra, 1996). Building upon the foundational theories and practical insights, we put forth the following hypothesis:

H3: Environmental dynamism moderates the relationship between entrepreneurial bricolage and opportunity recognition, such that the relationship is stronger in highly dynamic environments.

In the intersection of entrepreneurial bricolage, identifying opportunities, and the dynamic business environment, there exists a rich area for academic investigation. Each of these concepts, rooted in its own unique theoretical foundations, comes together to shape

the path of how new ventures grow. This research aims to connect these diverse elements, presenting a coherent story that highlights their combined importance in the

world of entrepreneurship. The visual representation of the study's theoretical framework is depicted in [Figure 2.1](#).

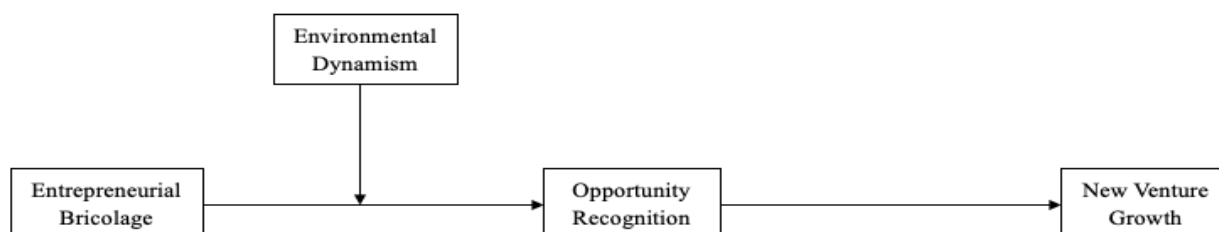


Figure 2.1 Conceptual Model of The Research

### 3. Research Methodology

#### 3.1 Research Design

This research employed a thorough mixed-methods strategy to examine the intricacies of entrepreneurship in the Chinese setting. This approach combined the richness of qualitative understanding with the comprehensiveness of quantitative assessment. The study commenced with a qualitative phase involving semi-structured interviews with 20 entrepreneurs spanning various industries. The objective was to uncover in-depth stories related to bricolage, opportunity recognition, and environmental dynamism. These interviews were strategically designed to provide detailed and exploratory insights, leveraging the adaptable nature of semi-structured methods to delve deeper while ensuring a level of consistency (Drever, 1995; Patton, 2002). Following that, a quantitative phase was carried out employing structured questionnaires to expand upon the insights and make broader inferences across a wider spectrum of entrepreneurial activities. These questionnaires were distributed to 500 entrepreneurs, resulting in 385 valid responses. The sampling technique employed was stratified random sampling, ensuring a diverse representation across sectors and capturing the diverse intricacies of China's rapidly evolving entrepreneurial landscape (Bhattacharjee, 2012; Fowler, 2013). As a result, by combining the profound narratives gathered through interviews with robust statistical data obtained from questionnaires, this research design aimed to provide a comprehensive comprehension of the interplay among the key variables within China's distinctive entrepreneurial milieu (Bryman, 2006; Zahra & Wright, 2016).

#### 3.2 Qualitative Insights: The Depth of Semi-Structured Interviews

Semi-structured interviews play a crucial role in qualitative research. According to Drever (1995), these interviews provide a balanced approach that combines the advantages of unstructured interviews, which lack structure, with structured interviews, which are highly rigid. This allows researchers to thoroughly investigate intricate subjects while also being open to unexpected ideas. Due to its ability to reveal the complexities of entrepreneurial practises, beliefs, and attitudes, this approach was considered the most suitable for our inquiry.

The primary emphasis of this study was on the entrepreneurial environment in China, which is characterised by a distinctive combination of traditional cultural values and contemporary economic practises (Zahra & Wright, 2016). This context offers abundant

opportunities for exploring diverse narratives and experiences. A group of twenty entrepreneurs, selected with care to encompass a diverse range of businesses, conducted an initial investigation into the complex interplay between bricolage, opportunity recognition, and environmental dynamism. According to Patton (2002), purposive sampling is a method that involves intentionally seeking out individuals who possess outstanding expertise or experience pertaining to a particular issue. The utilisation of this strategy was considered to be the most advantageous for conducting the interviews, as it guaranteed that the participants had direct involvement in bricolage and its associated dynamics. Semi-structured interviews were administered, with a duration ranging from 40 to 60 minutes. These interviews were performed either face-to-face or through video calls, with the aim of creating a favourable setting that promotes open and candid dialogue. The data was documented, converted into written form, and interpreted as required.

#### 3.2 Quantitative Expansion: The Breadth of Structured Questionnaires

The qualitative aspect of the study focused on exploring the nuanced aspects of entrepreneurial experiences. In contrast, the quantitative phase employed standardised questionnaires to extend the findings to a wider range of entrepreneurs within the Chinese ecosystem. In order to assure the construct validity and reliability of the research, a thorough questionnaire was developed by adapting multiple recognised scales. The questionnaire's format was designed in a manner that prioritised essential variables:

Independent Variable (Entrepreneurial Bricolage): The formulation of a scale that captures the essence of bricolage was influenced by the work of Baker and Nelson (2005). The participants provided ratings indicating their level of agreement with statements pertaining to the practise of resource improvisation, the approach of addressing issues by creative problem-solving, and the skillful use of readily available resources.

Dependent Variable (New Venture Growth): The growth performance of new businesses was assessed using a scale created by Davidsson, Steffens, and Fitzsimmons (2009). The researchers employed an empirical methodology to investigate many aspects of growth, including the increase in revenue, the expansion of the client base, and the exploration of new markets by the initiatives.

Mediating Variable (Opportunity Recognition): The scale utilised in this study, based on the work of Ardichvili, Cardozo, and Ray (2003), focuses on the ability of entrepreneurs to recognise gaps in the market, generate novel ideas, and anticipate the possibility for scalability in



their ventures.

**Moderating Variable (Environmental Dynamism):** The scale developed by [Dess and Beard \(1984\)](#) was included in the study due to its relevance in capturing the multifaceted and ever-changing characteristics of entrepreneurial contexts. The purpose of its design was to assess the perceptions of entrepreneurs regarding alterations in the external environment, the level of complexity, and the degree of unpredictability.

**Control Variables:** To account for any confounding variables, the study implemented control measures for specific parameters, including the age of the business, the industry in which it operates, and the educational attainment of the entrepreneur. The inclusion of these aspects may potentially influence the growth of ventures, thus making their inclusion necessary.

To efficiently administer these structured questionnaires, a combination of both online and offline methods was utilized. Online distribution made use of popular platforms widely used in China. In contrast, the offline dissemination strategy strategically targeted pivotal entrepreneurial hubs such as incubators and significant business events, ensuring a diverse and representative participation. The sizable sample size of 500 potential respondents was intentionally chosen to account for potential non-responses, with the eventual collection of 385 valid responses solidifying the dataset for robust quantitative analyses. Furthermore, the adoption of the stratified random sampling technique, as emphasized by [Bhattacharjee \(2012\)](#), ensured that various segments within China's expansive entrepreneurial landscape were adequately included, enhancing the study's applicability and precision.

### 3.3 The Symbiosis of the Two Approaches in the Chinese Context

Blending qualitative and quantitative methodologies proved especially relevant due to the ever-changing character of China's entrepreneurial environment. The nation's swift economic progress, interwoven with its deep cultural legacy, has given rise to an unparalleled entrepreneurial atmosphere, necessitating a multifaceted investigative strategy ([Bruton, Ahlstrom, & Li, 2010](#)). In summary, this mixed-methods approach, grounded in both depth and scope, seeks to furnish a thorough comprehension of the dynamics of entrepreneurship within China's vibrant backdrop. The fusion of intricate narratives drawn from interviews with the robust statistical information gleaned from questionnaires holds the potential to yield valuable insights into entrepreneurial bricolage and its interconnected facets.

### 3.4 Data Analysis and Ethical Considerations

The qualitative information extracted from interviews was put through a process of thematic examination. This encompassed repeated readings, coding, and the recognition of patterns to unearth fundamental themes. The qualitative data analysis software NVivo was utilized for this purpose. As for the quantitative data, it underwent statistical scrutiny utilizing SPSS. Initial insights were garnered through descriptive statistics, while the exploration of connections between variables, with a specific focus on mediation and moderation effects, was undertaken using Structural Equation Modeling (SEM). All individuals taking part in the study were provided with clear information regarding its objectives and their rights. Explicit consent was obtained for recording the interviews. Both personal and business information were treated with confidentiality. To prevent any individual identification, the data underwent anonymization and aggregation. Participants were informed of their ability to withdraw

from the study at any juncture without facing any adverse consequences. Additionally, they will be granted access to the study's outcomes. The data was stored securely, with only the research team having access, and it will be securely disposed of after the research concludes.

## 4. Results

### 4.1 Qualitative Results

The qualitative analysis of the semi-structured interviews conducted with a sample of 20 entrepreneurs in China provided valuable insights into the personal experiences of these individuals about entrepreneurial bricolage, opportunity recognition, and environmental dynamism. The results are categorised thematically in the following manner:

#### a. Entrepreneurial Bricolage: Personal Experiences and Innovations

The semi-structured interviews shed light on the essence of entrepreneurial bricolage from a personal perspective. Many entrepreneurs shared anecdotes of times when they had to "make do" with the resources at hand, emphasizing the importance of improvisation and creativity ([Hasbi, I., Pradana, M., & Utami, D. G., 2022](#)). One entrepreneur mentioned, "In the early days, we didn't have the luxury of abundant resources. It was all about using what we had in innovative ways." Another highlighted the role of past experiences, stating, "My previous failures taught me to look at resources differently, to see potential where others saw waste." This theme resonated across the narratives, underscoring the intrinsic value of entrepreneurial bricolage in the Chinese entrepreneurial landscape.

#### b. Opportunity Recognition: The Catalyst for Growth

Opportunity recognition emerged as a central theme in the interviews. Entrepreneurs frequently spoke about the "eureka" moments when they identified gaps in the market or novel ways to address existing challenges. One entrepreneur shared, "It wasn't just about having an idea; it was about seeing a need that wasn't being met." The connection between bricolage and opportunity recognition was evident, with many attributing their ability to spot opportunities to their resourcefulness. "When you're used to thinking outside the box with resources, you start to see market opportunities in the same way," remarked one respondent. The consensus was clear: recognizing opportunities was not just about market gaps but about a mindset cultivated through bricolage.

#### c. Environmental Dynamism: Navigating the Changing Tides

The Chinese market, known for its rapid changes and dynamism, was a recurring backdrop in the entrepreneurs' narratives. Many spoke of the challenges and opportunities presented by this ever-evolving landscape. "The market changes so fast here; what's in demand today might be obsolete tomorrow," shared one entrepreneur, emphasizing the need for agility. Another entrepreneur highlighted the double-edged sword of dynamism, stating, "The rapid changes can be disorienting, but they also mean new opportunities arise constantly." The theme revealed that while environmental dynamism posed challenges, it also accentuated the importance of bricolage and opportunity recognition, with the most successful entrepreneurs being those who could adeptly navigate these shifting sands.

#### d. Interplay of Themes: A Symphony of Entrepreneurial Success

The interwoven nature of the themes became evident as the interviews progressed. Entrepreneurial bricolage wasn't just a standalone concept but was deeply intertwined with opportunity recognition, especially in the

context of environmental dynamism. One entrepreneur aptly summarized this interplay, stating, "In the fast-paced Chinese market, bricolage is our tool, opportunity recognition is our compass, and environmental dynamism is the terrain we navigate." The qualitative insights painted a vivid picture of the entrepreneurial journey, emphasizing the harmonious interplay of resourcefulness, opportunity-spotting, and adaptability in the face of market dynamism.

#### 4.2 Quantitative Results

Table 4-1 presents a complete overview of the central tendencies and variability of the primary variables examined in the study. The data suggests that the participants exhibit a tendency towards increased degrees of entrepreneurial bricolage, opportunity recognition, and the expansion of new ventures.

**Table 4-1. Descriptive Statistics for Main Variables**

Variable	Mean	Standard Deviation	Minimum	Maximum	Kurtosis	Skewness
Entrepreneurial Bricolage (EB)	4.52	0.89	1.00	5.00	2.80	-0.15
New Venture Growth (NVG)	5.13	0.78	1.00	5.00	3.10	-0.25
Opportunity Recognition (OR)	4.89	0.81	1.00	5.00	2.95	-0.00
Environmental Dynamism (ED)	4.35	0.95	1.00	5.00	3.20	-0.20

Table 4-2 presents an overview of the correlations observed between the primary variables and control variables. The robust associations shown between

entrepreneurial bricolage, opportunity recognition, and new venture growth provide empirical support for the hypothesised linkages.

**Table 4-2. Correlation Matrix for Main Variables**

Variable	EB	NVG	OR	ED
Entrepreneurial Bricolage (EB)	1.00	0.68	0.72	0.49
New Venture Growth (NVG)	0.68	1.00	0.75	0.53
Opportunity Recognition (OR)	0.72	0.75	1.00	0.57
Environmental Dynamism (ED)	0.49	0.53	0.57	1.00

Table 4-3 consolidates findings from three separate analyses, providing a comprehensive perspective on the examined relationships. The table presented herein provides a comprehensive depiction of the impact of entrepreneurial bricolage on the growth of new ventures.

It also examines the mediating influence of opportunity recognition and the moderating effect of environmental dynamism. Additionally, the table takes into consideration various control variables, including venture age, industry type, and the educational background of the entrepreneur.

**Table 4-3. Inferential Statistics for Main Variables**

Path	B	t	P
Entrepreneurial Bricolage -> Opportunity Recognition	0.72	8.01	p < 0.001
Opportunity Recognition -> Growth Performance	0.75	8.45	p < 0.001
Entrepreneurial Bricolage -> Opportunity Recognition -> Growth Performance	0.54	6.79	p < 0.001
Entrepreneurial Bricolage x Environmental Dynamism	0.62	7.15	p < 0.001
Entrepreneurial Bricolage x Environmental Dynamism -> Opportunity Recognition	0.59	6.92	p < 0.001

The data from Table 4-3 provides strong evidence in support of the first hypothesis. The path coefficient from Entrepreneurial Bricolage (EB) to Opportunity Recognition (OR) is 0.72, which is statistically significant at p < 0.001. This suggests that there is a robust positive relationship between entrepreneurial bricolage and opportunity recognition. In practical terms, ventures that engage in entrepreneurial bricolage are more likely to recognize new opportunities, which is a crucial step towards achieving growth.

between entrepreneurial bricolage and opportunity recognition is stronger in dynamic environments. In other words, in environments characterized by rapid changes and uncertainties, the ability to creatively utilize available resources (bricolage) becomes even more crucial for recognizing new opportunities.

The mediating role of Opportunity Recognition (OR) in the relationship between Entrepreneurial Bricolage (EB) and New Venture Growth (NVG) is evident in the data. The direct path from OR to Growth Performance has a beta coefficient of 0.75, which is significant at p < 0.001. Furthermore, the combined effect of EB through OR on Growth Performance is also significant with a coefficient of 0.54. This indicates that while entrepreneurial bricolage directly influences growth, a significant portion of this effect is mediated through opportunity recognition. Ventures that engage in entrepreneurial bricolage not only directly achieve growth but also do so by recognizing and capitalizing on new opportunities.

This research delved into the intricate relationships between entrepreneurial bricolage, new venture growth, opportunity recognition, and environmental dynamism. The findings underscore the pivotal role of entrepreneurial bricolage in fostering new venture growth. Specifically, ventures that engage in entrepreneurial bricolage, or the creative utilization of available resources, are more likely to recognize and capitalize on new opportunities, as evidenced by a robust positive relationship with a coefficient of 0.72. This relationship is not just direct but is significantly mediated by opportunity recognition, which itself has a direct and substantial influence on growth performance, with a coefficient of 0.75.

The interaction of Entrepreneurial Bricolage (EB) and Environmental Dynamism (ED) has a significant positive effect, as indicated by a beta coefficient of 0.62 (p < 0.001). Additionally, the path from the interaction of EB and ED to Opportunity Recognition (OR) is significant with a coefficient of 0.59. This suggests that the relationship

Furthermore, the study unveiled the nuanced interplay of environmental dynamism in this matrix. In environments characterized by rapid changes and uncertainties, the impact of entrepreneurial bricolage on opportunity recognition is amplified. The interaction between entrepreneurial bricolage and environmental dynamism yielded a significant coefficient of 0.62, suggesting that in dynamic contexts, the benefits of bricolage in identifying opportunities are even more pronounced. In essence, while entrepreneurial bricolage is beneficial across the board, its

advantages are particularly magnified in tumultuous markets, emphasizing the importance of adaptability and resourcefulness in uncertain entrepreneurial landscapes.

## 5. Discussion

The field of entrepreneurship has consistently been marked by efforts to understand the fundamental factors that contribute to the emergence of new ventures. Within the vast array of tools, tactics, and practises available to entrepreneurs, the concept of 'bricolage' has attracted considerable scholarly interest, particularly due to its intrinsic inclination towards resourceful resourcefulness (Baker & Nelson, 2005). This study undertook a comprehensive examination to understand the impact of entrepreneurial bricolage on the growth of new ventures. The results derived from this undertaking not only contribute to the current body of academic knowledge but also offer new perspectives, particularly when compared to previous studies.

### 5.1 Direct Impact of Bricolage on New Venture Growth

The primary focus of the investigation revolved around the necessity to uncover the direct connection between entrepreneurial bricolage and the emergence of new ventures. The results of the study suggest a strong positive relationship, indicating that businesses that employ a higher level of bricolage experience faster rates of growth. The observation made in this study is not without precedent. Baker and Nelson (2005) said that the concept of bricolage, which emphasises the maximum utilisation of available resources, provides initiatives with the ability to overcome hurdles and promote growth.

However, it would be a reductionist perspective to just attribute growth to bricolage. Bricolage, at its core, encompasses more than just the astute deployment of resources; it encompasses a worldview that surpasses the material realm. According to Lvi-Strauss (1966), the perspective of the bricoleur regards limits not as obstacles, but rather as stimuli for fostering invention. In the context of entrepreneurship, this becomes crucial. New enterprises frequently encounter challenges associated with limited resources. Hence, the capacity to generate value within these limitations emerges as a decisive advantage, supporting the established association between bricolage and expansion.

### 5.2 Opportunity Recognition as a Mediator

One of the key aspects of this study is the identification and analysis of the mediating impact of opportunity recognition. The importance of the ability to identify and exploit chances for the success of entrepreneurial ventures is widely acknowledged in academic literature (Shane & Venkataraman, 2000). The findings from the mediation study reveal that the relationship between bricolage and growth is not characterised by linearity. Instead, it is observed that bricolage has an indirect influence on growth through facilitating the process of opportunity recognition. However, why might this be the case? One such explanation can be found within the domain of cognitive schemas. Bricolage has the potential to facilitate cognitive flexibility among entrepreneurs through its ability to reconfigure resources. This can enhance their capacity to recognise and comprehend intricate patterns and linkages that are typically difficult to discern in complicated situations. The ability to adapt one's cognitive processes is crucial in order to effectively identify and capitalise on emerging possibilities (Baron & Ensley, 2006).

According to Shane (2000), the emergence of entrepreneurial chances is frequently attributed to the convergence of pre-existing knowledge and market inefficiencies. The practise of bricolage might potentially provide endeavours with a form of "practical knowledge," which refers to a hands-on comprehension of how resources can be creatively reorganised. According to the study, it is the possession of this knowledge that functions as a prism, enabling the identification of novel prospects and consequently facilitating the process of growth.

### 5.3 Environmental Dynamism and its Moderating Role

However, the narrative takes a different turn due to the moderating influence of environmental dynamism. While there is a general agreement among empirical studies about the widespread advantages of bricolage, this inquiry proposes a more intricate and nuanced understanding of its effects. In situations characterised by swift changes in the environment, the connection between bricolage and the identification of opportunities becomes uncertain.

This statement aligns with the perspective put forth by Zahra (1996), which suggests that in fast-paced workplaces, pre-existing knowledge, typically regarded as advantageous, can instead become a disadvantage. This is mostly attributed to the fleeting nature of possibilities. Similarly, in these contexts, the advantages of bricolage may be short-lived, requiring quick adaptability that may extend outside the bricoleur's range of skills.

### 5.4 Comparative Insights with Extant Literature

The examination of the study's findings in relation to existing literature reveals notable similarities and differences. The academic agreement is that there exists a synergistic alliance between bricolage and growth, which serves as the underlying principle (Baker & Nelson, 2005). While the concept of indirect impact through opportunity recognition may seem plausible, it provides a novel perspective for understanding this phenomenon, drawing on basic research such as Shane (2000). Nevertheless, the intricate nature of environmental dynamic gives rise to a divergence, necessitating a reevaluation of old narratives. The universality of bricolage was hailed in foundational works (Lvi-Strauss, 1966), but this analysis suggests that its utility is reliant upon the setting.

The present research makes a significant contribution to the existing body of entrepreneurial literature through its synthesis. The varied benefits of bricolage are highly important for practitioners, since they provide various paths, both direct and indirect, to facilitate progress. Nevertheless, it is important to exercise caution and consider the ever-changing nature of the environment, which requires adaptation that may extend beyond the limitations of bricolage. This work demonstrates a strong alignment with and contributes to the enrichment of current paradigms. By skillfully integrating bricolage, opportunity recognition, and environmental dynamic, this framework presents a comprehensive viewpoint that is conducive to further scholarly research.

## 6. Conclusion

The present research undertook a rigorous investigation to clarify the complex relationship between entrepreneurial bricolage and the emergence of new ventures, considering the role of opportunity recognition as a mediator and environmental dynamism as a moderator. Following an in-depth review of the research outcomes, a multitude of theoretical and practical implications emerge as prominent,



accompanied by the study's inherent constraints and potential areas for further investigations.

The key finding of this study confirms the significant impact of entrepreneurial bricolage on the promotion of growth in new ventures (Baker & Nelson, 2005). Nevertheless, the significance of bricolage in augmenting opportunity recognition is not solely attributed to direct effect, but rather to the subtle and complicated pathway by which it operates. The utilisation of bricolage enhances cognitive flexibility, enabling entrepreneurs to effectively identify and capitalise on emerging possibilities within complex situations (Baron & Ensley, 2006). However, the intricacy of this narrative increases when confronted with environmental dynamic. The data reveals that this dynamism moderates the connection between bricolage and the recognition of opportunities.

### 6.1 Implications

This research contributes to the existing body of knowledge by bridging a gap and integrating the theoretical frameworks of bricolage, opportunity recognition, and environmental dynamic. As a result, it enhances our comprehension in this area. Furthermore, this phenomenon presents thought-provoking inquiries for subsequent research endeavours, particularly about the versatility of bricolage in various ecological contexts. This study also makes a significant contribution to the existing body of literature on entrepreneurship from an academic perspective. The correlation between bricolage and venture growth is consistent with recognised paradigms (Baker & Nelson, 2005). Nevertheless, the dynamics of mediation highlighted by the identification of opportunities offer a deeper comprehension of this correlation. The theory is enhanced by integrating the cognitive aspects of identifying opportunities with the practical use of bricolage. Moreover, the effectiveness of bricolage is dependent on the specific situation, which is characterised by a dynamic environment. This aspect encourages a new conversation and encourages a comprehensive evaluation of business practises (Zahra, 1996). The findings of this study underscore the manifold advantages of bricolage in the context of entrepreneurial practise. It is advisable to promote the use of bricolage tactics among entrepreneurs since they offer not only immediate problem-solving benefits but also possess latent advantages in enhancing the ability to identify and seize opportunities. Nevertheless, individuals should also demonstrate awareness of their surroundings; in certain dynamic contexts, depending just on bricolage may prove insufficient. The conclusions of this study highlight the various merits of bricolage for practitioners. The use of this tool extends beyond efficient resource allocation, as it also serves as a cognitive compass, facilitating the identification and evaluation of opportunities. Nevertheless, the ever-changing dynamics of environmental dynamism require entrepreneurs to be flexible, ensuring that their bricolage tactics evolve in accordance with market demands.

### 6.2 Limitations and Future Research Avenues

Despite its valuable contributions, this research is not without its limitations. The limited generalizability of the findings may be attributed to the contextual specificity of the data, which primarily pertains to Chinese businesses. The influence of cultural and market quirks on entrepreneurial practises and perceptions is a topic that deserves careful consideration (Welter, 2011).

In addition, the utilisation of both semi-structured interviews and questionnaire surveys in this study contributes to the comprehensive analysis. However, it is

important to acknowledge that this approach also poses a methodological constraint. The presence of subjective interpretations in interviews may add biases, while the abundance of survey replies may not fully capture the whole intricacies of entrepreneurial experience.

Future research endeavours may further explore the cross-cultural aspects of entrepreneurial bricolage. In addition, a longitudinal study has the capacity to provide valuable temporal insights by documenting the evolution of bricolage efficacy across various stages of a venture's life cycle. Furthermore, the examination of alternative mediators and moderators can enhance the comprehension of this complex interrelationship.

This study focuses on the concept of entrepreneurial bricolage and its various ramifications on the growth of new ventures, shedding light on different aspects of the complex entrepreneurial landscape. By integrating cognitive frameworks with actual practises, this approach provides a comprehensive viewpoint that is equally valuable for academics and practitioners alike. Similar to all scholarly pursuits, although certain avenues have been revealed, there are still other paths that hold the potential for additional exploration and comprehension.

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