

# The Study of Female Entrepreneurs' Resource Bricolage Behavior Modeling

Hsien-Sheng Hsiao Ching-Hsun Chang Hui-Lin Lee\*

**Abstract**—With progression towards opening up for social changes such as gender equality and women's issues rise to power, female entrepreneurs' behaviors and road to success have become focuses of innovative entrepreneurship researchers. With the help of education popularization and the support of a friendly environment, economically speaking, women's willingness and capability to enter the entrepreneurial market has been greatly strengthened, although the details may still lack attention and analysis. In this study, The Theory of Planned Behavior was adopted as the basis for constructing the Female Entrepreneurs' Bricolage Behavior Model, with "Entrepreneurial attitude" and "Entrepreneurial orientation" as independent variables for checking the predictive power of both on "Resource bricolage behavior" and checking the influence of "Entrepreneurial orientation" as a mediating variable. Through judgmental sampling, successful female entrepreneurs from the W Federation of Chinese Business Women were selected as participants for the questionnaire survey. All indirect effects were subjected to follow-up bootstrap analyses with 5,000 bootstrap samples and 95% bias-corrected confidence intervals. The results support that the research tool after passing the test demonstrated reliability and validity. The modeling analysis results show that "Entrepreneurial attitude" ( $\beta = .668, p < .001$ ) produced a significantly positive predictive power on "Resource bricolage:" "Entrepreneurial attitude" produced a significantly positive predictive power on the sub-dimensions of "Entrepreneurial orientation," namely, "Innovativeness" ( $\beta = .601, p < .001$ ), "Proactiveness" ( $\beta = .673, p < .001$ ), and "Risk taking" ( $\beta = .648, p < .001$ ); the sub-dimensions of "Entrepreneurial orientation," namely, "Innovativeness" ( $\beta = .610, p < .01$ ) and "Risk taking" ( $\beta = .536, p < .05$ ) produced a significantly positive predictive power, indicating that "Innovativeness" and "Risk taking" played a partially mediating role, while "Proactiveness" ( $\beta = -.365, p > .05$ ) produced no effect as a mediating variable.

**Keywords**—Female entrepreneur, resource bricolage, behavior model

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Hsien-Sheng, Hsiao / Professor  
National Taiwan Normal University  
Taiwan, R.O.C.

Ching-Hsun, Chang / Associate Professor  
National Taiwan Normal University  
Taiwan, R.O.C.

Hui-Lin, Lee / Doctoral Candidate  
National Taiwan Normal University  
Taiwan, R.O.C.

## I. Introduction

With the open and diverse social development, female entrepreneurs' characteristics and their social influence have become focuses of research concerns. Shane, Locke, and Collins (2003) believe that entrepreneurship policies can boost the innovation and growth of SMEs, while government policy is one of the important factors affecting entrepreneurship. Governments around the world are generally concerned with entrepreneurship issues, as well as insights into entrepreneurial activities and how to enhance entrepreneurship (Estrin and Mickiewicz, 2011). Nicholson and Anderson (2005) found that domestic and foreign media alike tend to describe female entrepreneurs using male characteristics, hence reflecting the vulnerability of female entrepreneurs in media reports.

Many researchers first explored entrepreneurs' "Entrepreneurial orientation" to understand how to explore opportunities and create enterprises in a well-planned manner (Chang, Yao, Chen, King and Liang, 2016). On the other hand, Ajzen (1991) said any behavior that needs planning can be predicted from an individual's orientation and behavior. Krueger, Reilly, and Carsrud (2000) further explained that "Entrepreneurial orientation" refers to an individual's belief towards preparing for taking start-up actions, thereby implementing the preparation to demonstrate entrepreneurial behavior. Chandrashekar, McNeilly, Frederick and Russ (2000) also confirmed that the higher the entrepreneurial orientation, the higher the likelihood of demonstrating entrepreneurial behavior. Additionally, when an entrepreneur intends to start a business, the perceived "Social capital" and "Resource bricolage" requirements measured include an individual's rational and non-rational controlled behavior concept, which refers to the individuals' perceived degree of difficulty, demonstrating start-up behavior. When an individual receives and has control over more support and resources needed to start up a business, there will be a stronger will, leading to a higher tendency to demonstrate the behavior.

In view of the above, this study attempted to collect female entrepreneurs with specific qualifications through a quantitative questionnaire. With the Theory of Planned Behavior as the basis, female entrepreneurs' engagement in the Bricolage Behavior Model was explored.

## II. Literature Review

### A. The Theory of Planned Behavior

Ajzen (1991) developed a theory on the effects of behaviors based on the multi-attribute attitude and Theory of

reasoned action, TRA. Since the TRA assumes that the occurrence of actions is controlled by an individual's will. However, in the real world, an individual's will to control an individual's actions is often affected by many factors, which substantially reduce TRA's explanatory power of an individual's actions. Therefore, Ajzen (1991) proposed the Theory of Planned Behavior (hereinafter abbreviated as the TPB Model). In addition to Attitude and Subjective Norm, the Perceived Behavioral Control variables in "an individual's ability to control the external environment" were added, thus reflecting an individual's past experiences and expected obstacles, with the intent to more appropriately explain and predict an individual's behavior.

## B. *Entrepreneurial attitude*

"Entrepreneurial attitude" refers to an individual's positive or negative orientation towards the specific entrepreneurship event. The cognitive component of attitudes reflects an individual's belief and ideas; the affective component is made up of emotions; the conceptual component includes behavioral intent and attitude orientation towards targets (Martin & Fellenz, 2010). On the other hand, Wibowo et al. (2018) believe that Entrepreneurial attitude factors also include an individual's own knowledge and ability. An individual with professional skills and risk assessment ability has higher Entrepreneurial attitude compared to an individual without professional skills and control ability.

Entrepreneurial orientation (Kolvereid and Isaksen, 2006; Krueger, 2007; Liñán, 2008; Liñán and Chen, 2009). Therefore, if entrepreneurial behavior is deemed as a requirement with positive results, this perception will cause an individuals' Entrepreneurial attitude to greatly increase. Many literatures have also confirmed that Entrepreneurial attitude indeed affects Entrepreneurial orientation (Kolvereid and Isaksen, 2006; Krueger, 2007; Liñán, 2008; Liñán and Chen, 2009).

## C. *Entrepreneurial orientation*

"Entrepreneurial orientation" is the first step towards entrepreneurial behaviors in the process of long-term development (Liñán and Chen, 2009; Lee and Wong, 2004), which is also a variable deemed by past researchers to be able to effectively predict entrepreneurial behaviors (Liñán and Chen, 2009). Therefore, how to launch orientation is a prerequisite for becoming an "entrepreneur" (Alain, Gailly, Lassas-Clerc, and Portal, 2006). Relative to individuals, Entrepreneurial orientation was used to measure whether or not an enterprise had Entrepreneurial orientation or momentum; three dimensions were adopted: Innovativeness, Risk taking and Proactiveness, which were used to measure Entrepreneurial orientation (Miller). Relevant scholars will use them as the basis for carrying out empirical studies in the future (Morris and Paul, 1987; Covin and Slevin, 1989; Naman and Slevin, 1993; Wiklund, 1999).

## D. *Resource Bricolage*

The concept of "Resource Brigade" divides the human spiritual state and thinking modeling into two scientific models: abstract and physical. The former mainly displays abstract scientific thinking logic like that of an engineer when elaborating problems confronted by people; the latter represents a craftsman's work pattern of manual repair, fragmented pounding and bricolage of available resources in the surroundings at the time to solve practical problems, thus leading to the development of the concept of bricolage.

The concept of "bricolage" gives greater emphasis to "Humanistic Orientation" (Coppola and Elliot, 2005); the purpose of Bricolage is not to search for the best solution of resources, but to make the most suitable arrangement at the time. Oftentimes, when turning designs into reality or when humans handle problems at hand, the application of the concept of bricolage is a reasonable fact (Lanzara, 1999).

## E. *Summary*

Entrepreneurship refers to an individuals' planned behavior after selection and judgment (Krueger, 2007; Wang, Peng and Liang, 2014). Others suggest that entrepreneurship is intended to reconfigure existing and incoming resources, which facilitates the creation of an edge (Kellermanns, Eddleston, Barnett and Pearson, 2008). Therefore, entrepreneurship can be regarded as a conscious and planned behavior (Krueger et al., 2000). The summary of the theoretical literature review theoretically supports the Entrepreneurs' Behavior Model in this study, which shall serve as the basis for subsequent data collection and analysis. The relevant literatures that support the research hypotheses are compiled and explained below:

### *Entrepreneurial attitude to orientation*

Forbes (2005) emphasizes that an individual's influence on behavior orientation is explicit. Liñán and Fayolle (2015) further explored the influence of individuals' background conditions on entrepreneurship. The research hypotheses are supported by empirical data. Related research findings even show that "Entrepreneurial attitude" exerts a positive influence on "Entrepreneurship Orientation" (BarNir, Watson and Hutchins, 2011; Chlosta, Patzelt, Klein and Dormann, 2012; Kautonen, Gelderen and Fink, 2015; Liñán and Fayolle, 2015; Nowińska and Haddoud, 2019; Wibowo et al, 2018). Therefore, an entrepreneur's perception and attitude vs. an individual's "Entrepreneurial orientation" covers three dimensions: "Innovativeness," "Proactiveness" and "Risk taking" with a significant influence. In this regard, the following hypotheses are put forth:

- H1: Entrepreneurial attitude exerts a positive influence on Entrepreneurial orientation.
- H1a: Entrepreneurial attitude exerts a positive influence on Innovativeness.
- H1b: Entrepreneurial attitude exerts a positive influence on Proactiveness.
- H1c: Entrepreneurial attitude exerts a positive influence on Risk taking.

### Entrepreneurial attitude to orientation

Entrepreneurs with a positive and active attitude often take the initiative to seek resources, bricolage resources, and use resources to open up a new entrepreneurial layout for themselves (Guo, Su and Ahlstrom, 2016; Phillips and Tracey, 2007). According to past research results and discussions, under different timelines and environments, Entrepreneurial attitude will, through the entrepreneurs themselves, exert an influence on their behavior decision modeling. Hence, the following hypotheses are proposed in this study:

H2: Entrepreneurial attitude exerts a positive influence on Resource Bricolage.

### Entrepreneurial Orientation to Resource Bricolage

Fisher (2012) believes that capital and raw materials are important resources during the entrepreneurial process. In order to acquire capital and raw materials, external support is needed. It is necessary to reduce organizational risks through external links. Clearly, time and market indeed exert an influence on the entrepreneur's Resource bricolage and Entrepreneurial orientation, which in turn interferes with the connection between the two. According to literature proof, resource bricolage has important mediating effects during the entrepreneur's course of entrepreneurship and prompts the entrepreneur to actively adopt entrepreneurial behavior or orientation (Baker, Miner and Eesley, 2003; Baker and Nelson, 2005; Chen and Fan, 2015; Halme, Lindeman and Linna, 2012). "Entrepreneurial orientation" covers three dimensions: "Innovativeness," "Proactiveness" and "Risk taking." Therefore, the following hypotheses are put forward:

H3: Entrepreneurial orientation exerts a positive influence on Resource Bricolage.

H3a: Innovativeness exerts a positive influence on Resource bricolage.

H3b: Proactiveness exerts a positive influence on Resource bricolage.

H3c: Risk taking exerts a positive influence on Resource bricolage.

## III. Research Design

### A. Framework

As Figure 1, this study was trying to explore the cause-effect relationships between Entrepreneurial attitude, Entrepreneurial orientation and Resource bricolage. Further, the mediation effect to be examined for Entrepreneurial orientation among Entrepreneurial attitude to Resource bricolage.

### B. Participants

Taiwanese female entrepreneurs were the primary research participants in this study. In consideration to the female entrepreneur participants' identity specificity and rarity, this study selected members of the W Federation of Chinese Business Women (Taipei Branch) as research participants.

There were 30 respondents for the feedback survey, which were the sources of data analysis in this study.

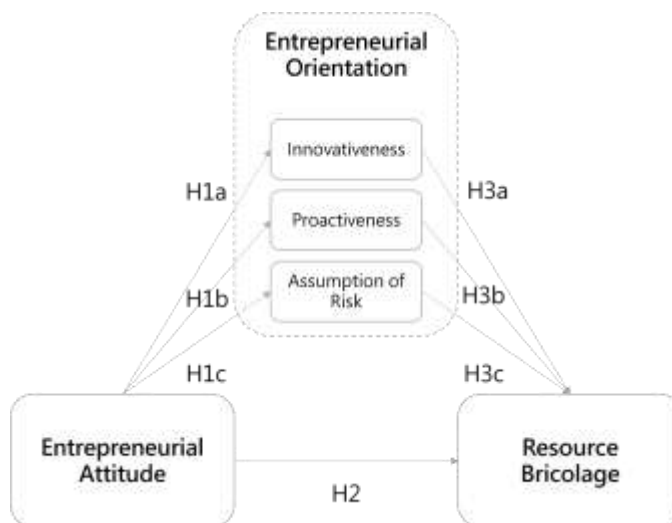


Figure 1. The framework of this study.

### C. Instrument

The survey items were generated from literature review and the reviewed and modified via expert validation. The subscale "Entrepreneurial attitude" (Cronbach's  $\alpha = .790$ ) consisted of 5 items that referred from Liñán and Chen (2009); the "Entrepreneurial orientation" (Cronbach's  $\alpha = .906$ ) consisted of three sub-domains, 9 items that referred from Rank and Strenge (2018); the "Resource bricolage" (Cronbach's  $\alpha = .884$ ) consisted of 8 items that referred from Senyard, Baker, Steffens and Davidsson (2014). Further, all scales were passed the item analysis test and equipped with high reliability and validity. Moreover, the Cronbach's  $\alpha$  value of sub-domains of "Entrepreneurial orientation" as "Innovativeness" (Cronbach's  $\alpha = .698$ ), "Proactiveness" (Cronbach's  $\alpha = .904$ ), and "Risk taking" (Cronbach's  $\alpha = .825$ ) were all passed the test.

### D. Data Analysis

#### Descriptive Statistic

In this study, the demographic variables of the effective questionnaires were targeted, such as age, highest educational attainment etc., which underwent descriptive statistical analysis. Through frequency distribution and percentages, the sample distribution situation was determined. The higher the mean of the questions, the higher the consent level of all the respondents on a particular question; the lower the standard deviation, the higher the consistency of all the respondents towards a question.

#### Regression Analysis

The regression analysis was used to explain the strengths and weaknesses of the explanatory variables vs. the dependent variables, which were used to determine the predictive power. The purpose is to explore the degree of change of response variables (Y) when explanatory variables (X) change. In this

study, the predictive power and mediating effect between Entrepreneurial attitude, Entrepreneurial orientation, and Resource bricolage were explored. Hence, the regression analysis was employed to analyze the aforementioned variables, verify the regression equation coefficients and directionality corresponding to the respective research assumptions, and determine whether or not mediating effects existed.

## IV. Results and Discussions

### A. Characteristics of samples

A total of 30 pretest questionnaire copies were distributed in February 2019, of which all the copies were recovered without omission values. The basic information of the respondents is as shown in Table 1. All the respondents were females; for the age part, the 55-64 age bracket comprised the most respondents, accounting for 40.0%; for education attainment, college comprised the majority, accounting for 36.7%; for the entrepreneurship industry part, catering and servicing industry comprised the highest, accounting for 36.6%; for the scale of current company, less than 10 persons comprised the majority, accounting for 53.3%; as for number of years in business since company start-up, over 20 years comprised the majority, accounting for 33.3%.

TABLE I. THE REGRESSION COEFFICIENTS SUMMARY

Category	Item	Number of persons	Percentage
Age	25-34 years old	5	16.7%
	35-44 years old	6	20.0%
	45-54 years old	6	20.0%
	Over 55 years old	13	43.3%
Highest education attainment	Senior high school	2	6.7%
	College	11	36.7%
	University	10	33.3%
	Master's degree	7	23.3%
Entrepreneurship industry type	Wholesale and retail industry	9	30.0%
	Catering and service industry	11	36.6%
	Manufacturing industry	3	10.0%
	Professional science and technical service industry	2	6.7%
	Other industry	5	16.7%
Scale of current company	Less than 10 persons	16	53.3%
	11~30 persons	11	36.7%
	Over 31 persons	3	9.9%
Number of years in business since company start-up	Less than 7 years	7	23.3%
	8~10 years	6	20.0%
	10~20 years	7	23.3%
	Over 20 years	10	33.3%

### B. The prediction of hypothesis model

The analysis results support the modeling analysis results, indicating “Entrepreneurial attitude” ( $\beta = .668, p < .001$ ) produced a significantly positive predictive power on “Resource bricolage;” also, “Entrepreneurial attitude” produced a significantly positive predictive power on “Innovativeness” ( $\beta = .601, p < .001$ ), “Proactiveness” ( $\beta = .673, p < .001$ ), and “Risk taking” ( $\beta = .648, p < .001$ ); the sub-dimensions “Innovativeness” ( $\beta = .610, p < .01$ ) and “Risk taking” ( $\beta = .536, p < .05$ ) of “Entrepreneurial orientation” produced a significantly positive predictive power, indicating that “Innovativeness” and “Risk taking” played a mediating role, while “Proactiveness” ( $\beta = -.365, p > .05$ ) showed no effect as a mediating variable. Collinearity diagnostics had been checked by variance inflation factor (VIF) that all coefficients were lower than 10.0 (Cohen, Cohen, West and Aiken, 2003).

TABLE II. THE REGRESSION COEFFICIENTS SUMMARY

Variables	Un-std. $\beta$	Std. Error	Std. $\beta$	T Value	VIF	Sign.
Independent variable: Entrepreneurial attitude						
Dept. var.:	.593	.149	.601	3.982	1.000	.000
IL						
PA	.983	.204	.673	4.810	1.000	.000
AR	.844	.187	.648	4.505	1.000	.000
RB	.567	.119	.668	4.754	1.000	.000
Independent variable: Innovativeness						
Dept. var.:	.525	.160	.610	3.283	1.788	.003
BR						
Independent variable: Proactiveness						
Dept. var.:	-.212	.156	-	-1.361	3.722	.185
BR			.365			
Independent variable: Risk taking						
Dept. var.:	.349	.149	.536	2.344	2.707	.027
BR						

Note: n.s.  $p > .01$ ; \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ ;

IL: Innovation, PA: Proactiveness; AR: Risk taking, EA: Entrepreneurial attitude, RB: Resource bricolage.

This finding coincides with the research results of predecessors (BarNir, Watson, and Hutchins, 2011; Chlosta, Patzelt, Klein and Dormann, 2012; Forbes, 2005; Kautonen, Gelderen and Fink, 2015; Liñán and Fayolle, 2015; Nowin, skia and Haddoud, 2019; Wibowo et al, 2018; Guo, Su, and Ahlstrom, 2016; Phillips and Tracey, 2007; Baker, Miner and Eesley, 2003; Baker and Nelson, 2005; Chen and Fan, 2015; Halme, Lindeman and Linna, 2012), thus supporting that the female entrepreneurs’ “Entrepreneurial attitude” can effectively and positively predict “resource bricolage” behavior; in addition, the sub-dimensions “Innovativeness” and “Risk taking” under “Entrepreneurial orientation” had a positive predictive power on “Resource bricolage” behavior, and the analysis data shows “Innovation” and “Risk taking” each play a partially mediating role. That is, although “Entrepreneurial attitude directly affects “Resource bricolage” behavior, after the emergence of “Innovativeness” and “Risk taking,” they still exerted considerable influence on “Resource bricolage” behavior.

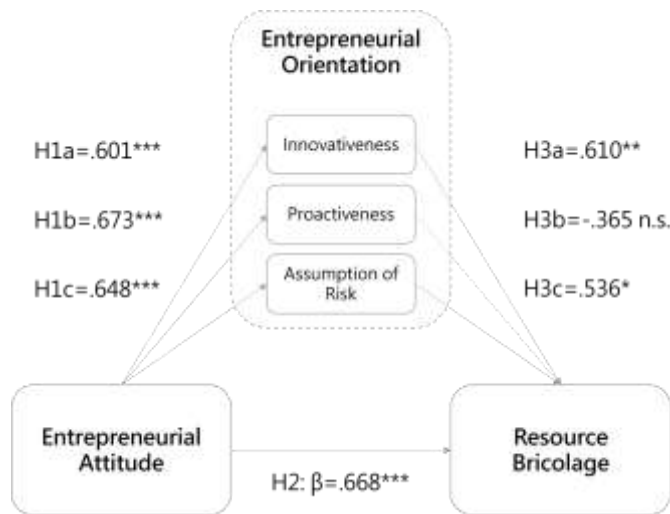


Figure 2. The framework with path coefficients of hypothesis test results.

## v. Conclusions and Suggestions

### A. Conclusions

Dependents on the analysis results, the practical data was supported the hypothesis and the model of this study. The research results support the hypothetical model in this study and validates that the research results in the literatures coincide with the empirical data. A bricolage behavior model scale intended for female entrepreneurs developed in this study has passed the reliability and validity test, which shall be provided as a powerful tool for relevant researchers.

### B. Suggestions

The sample size adopted in this study is limited by special groups, thus the limited number. It is recommended that relevant follow-up studies expand the sample size in order to enhance the reliability and accuracy of research results. Furthermore, targeting the research variables, it is also suggested that more influence factors with greater diversity and more profound implications be included in analyses in order to capture the overall face of female entrepreneurs' behaviors.

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About Author (s):

Ms. Hui-Lin, Lee is a doctoral candidate of National Taiwan Normal University. She is a secretary of College of Continous Education as well.