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The Impact of Resource Dependence and Resource Bricolage on Entrepreneurial Performance: The Mediating Role of Ambidextrous Strategy and Dynamic Absorptive Capacity, and The Moderating Role of Entrepreneurial Alertness

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Abstract： This study investigates the impact of resource dependence and resource bricolage on entrepreneurial performance, highlighting the mediating roles of ambidextrous strategy and dynamic absorptive capacity, as well as the moderating role of entrepreneurial alertness. A survey of 1,008 newly established micro and small enterprises in four first-tier cities and Hunan Province in China was conducted using stratified random sampling, and structural equation modeling was applied for empirical analysis. The expected results suggest that resource dependence and bricolage significantly enhance entrepreneurial performance through ambidextrous strategy and dynamic absorptive capacity. Entrepreneurial alertness exerts a moderating effect: while high alertness enables entrepreneurs to better identify market opportunities, it may also increase the risk of biased decision-making. By clarifying the mechanisms linking resources to performance, this study provides both theoretical and practical guidance for micro and small enterprises seeking to improve entrepreneurial outcomes. The findings also carry broader implications for entrepreneurship-driven economic transformation and social development.

Keywords: Resource Dependence, Resource Bricolage, Ambidextrous Strategy, Dynamic Absorptive Capacity, Entrepreneurial Alertness, Entrepreneurial Performance

1. Introduction

Entrepreneurship has emerged as a central driver of economic growth, innovation, and social transformation in the global knowledge economy. In particular, new and small enterprises (SMEs) face intense challenges as they attempt to survive and grow in highly dynamic and resource-constrained environments. Globalization, rapid technological change, and shorter product life cycles amplify uncertainty and competition, compelling entrepreneurs to adopt innovative strategies for resource acquisition, management, and utilization. While large firms may leverage abundant resources and established market positions, SMEs often lack access to financial, technological, and organizational assets. Thus, the central challenge for entrepreneurs lies in effectively leveraging limited resources to enhance entrepreneurial performance and achieve sustainable growth (Chrisman et al., 1998; Kickul et al., 2010; Senyard et al., 2015; Bahmanova et al., 2024; Ghimire, 2024).

Two important perspectives have emerged in entrepreneurship research to address these challenges: resource dependence and resource bricolage. Resource dependence theory (Pfeffer & Salancik, 1979) emphasizes that organizations are open systems reliant on external resources for survival, and their success depends on the ability to negotiate and manage interdependencies with external stakeholders. However, over-reliance on external resources can reduce autonomy and lead to power asymmetries. In contrast, resource bricolage theory (Baker & Nelson, 2005) highlights how entrepreneurs creatively recombine and repurpose existing resources to address new opportunities and challenges, allowing firms to act despite resource scarcity. Both strategies offer distinct pathways for resource management, yet their combined effects on entrepreneurial performance remain underexplored.

At the same time, entrepreneurs often need to adopt ambidextrous strategies—simultaneously exploiting existing resources while exploring new opportunities—to balance efficiency and innovation (O'Reilly & Tushman, 2013; Hasnawati, 2024; Zhan, 2025). Complementing this, dynamic absorptive capacity (Cohen & Levinthal, 1990; Zahra & George, 2002) enables firms to acquire, assimilate, transform, and exploit external knowledge, which is critical for sustaining competitiveness in turbulent environments. The potential mediating roles of ambidexterity and absorptive capacity in the relationship between resource strategies and entrepreneurial performance represent promising but underexamined research avenues.

Furthermore, entrepreneurial behavior is shaped by entrepreneurial alertness, which refers to the ability to notice, interpret, and act upon opportunities in the environment (Kirzner, 1979; Tang et al., 2012). While alertness enhances opportunity recognition and responsiveness, excessively high alertness may result in over-sensitivity, distraction, or biased decision-making, thereby interfering with performance outcomes (Zahra et al., 2006). Thus, entrepreneurial alertness may moderate the effectiveness of resource strategies and their mediating mechanisms.

This study integrates these perspectives by investigating how resource dependence and resource bricolage influence entrepreneurial performance through the mediating roles of ambidextrous strategy and dynamic absorptive capacity, with entrepreneurial alertness serving as a moderator. Drawing on data from 1008 newly established SMEs across China's first-tier cities and Hunan Province, this research employs structural equation modeling (SEM) to empirically test the proposed model.

The study contributes to entrepreneurship and SME management literature in several ways. First, it advances theoretical understanding by linking resource dependence and bricolage to entrepreneurial performance through specific mediating mechanisms, thereby addressing calls to move beyond direct-effect models. Second, it highlights the interplay between ambidextrous strategy and dynamic absorptive capacity as complementary pathways for leveraging resources in dynamic environments. Third, it incorporates entrepreneurial alertness as a moderator, offering nuanced insights into when and how entrepreneurs' sensitivity to opportunities enhances or hinders firm performance. Finally, the findings provide practical guidance for entrepreneurs and policymakers in designing resource

strategies, capability development, and support policies for SMEs operating under resource constraints.

The remainder of the paper is organized as follows. Section 2 reviews the relevant literature and develops hypotheses. Section 3 outlines the research methodology, including data collection, measures, and analytical techniques. Section 4 presents the empirical results. Section 5 discusses the findings in light of theory and practice, and Section 6 concludes with contributions, implications, limitations, and directions for future research.

2. Literature Review and Hypotheses

2.1. Theoretical Foundations

Entrepreneurship research has long emphasized the importance of resources as critical enablers of firm survival and growth. The Resource-Based View (RBV) posits that firms achieve competitive advantage through resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). However, the RBV largely assumes static resource endowments and overlooks how firms acquire and adapt resources in dynamic environments. To address this limitation, dynamic capabilities theory (Teece et al., 1997) emphasizes firms' abilities to integrate, reconfigure, and renew resources to respond to environmental changes. Within this broader tradition, two complementary yet distinct perspectives—resource dependence and resource bricolage—provide critical insights into how entrepreneurs manage resource challenges.

Resource dependence theory (RDT) views organizations as open systems that rely on external stakeholders for vital inputs (Pfeffer & Salancik, 1979). Dependence creates vulnerability, but firms can negotiate, adapt, or diversify relationships to secure resources. For new ventures, external resource dependence is particularly salient, as financial capital, technology, and market access are often controlled by external actors. While external ties can provide legitimacy and support (Audretsch, 2002), excessive dependence may reduce autonomy, expose firms to opportunistic behavior, and constrain strategic choices (Hillman et al., 2009).

In contrast, resource bricolage theory emphasizes how entrepreneurs "make do" by creatively recombining available resources for new purposes (Baker & Nelson, 2005). Rather than seeking additional external resources, entrepreneurs leverage existing assets, networks, and knowledge in novel ways to address opportunities. Bricolage is especially relevant for SMEs facing severe constraints, as it allows firms to circumvent barriers and generate unique value. Studies show that bricolage fosters innovation and adaptability under resource scarcity (Senyard et al., 2014).

While both RDT and bricolage provide insights into resource strategies, few studies examine their joint influence. Resource dependence highlights external acquisition, while bricolage stresses internal recombination. Integrating the two offers a more comprehensive understanding of how SMEs manage constraints and achieve performance.

2.2. Resource Dependence and Entrepreneurial Performance

Entrepreneurial performance refers to the outcomes of entrepreneurial activities, encompassing financial metrics (sales growth, profitability) and non-financial measures (customer satisfaction, innovation, survival) (Cooper & Artz, 1995; Murphy et al., 1996). For SMEs, performance often reflects the ability to survive, adapt, and achieve growth under resource constraints. Prior studies identify multiple determinants of entrepreneurial performance, including entrepreneurial characteristics, resource endowments, strategies, and environmental conditions (Jennings & Beaver, 1997; Adel, 2021).

Resource dependence and bricolage may foster ambidexterity in distinct ways. Dependence on external partners may expose firms to diverse knowledge and practices, enabling exploration. Bricolage encourages internal creativity and improvisation, promoting both exploitation of existing

resources and exploration of new applications. Thus, ambidextrous strategy is hypothesized to mediate the relationship between resource strategies and performance.

Resource dependence theory (RDT) emphasizes that organizations rely on external actors for critical resources and that their survival depends on managing these interdependencies (Pfeffer & Salancik, 1978). Firms seldom possess all necessary resources internally; they must interact with external stakeholders such as suppliers, investors, governments, and customers to secure inputs and legitimacy. For new ventures, these external linkages are particularly salient because they face liabilities of newness and smallness (Aldrich & Auster, 1986). Accessing external resources mitigates these liabilities, enabling survival and performance growth.

Prior studies have confirmed the positive role of resource dependence in entrepreneurial contexts. Hillman et al. (2009) reviewed decades of RDT research and concluded that external resource acquisition enhances firm adaptability and competitiveness. In SMEs, alliances with resource-rich partners allow firms to overcome internal deficits (Eisenhardt & Schoonhoven, 1996). Similarly, Peng and Luo (2000) showed that relational networks in emerging economies improve performance through access to market and institutional resources.

Thus, resource dependence provides not only tangible resources but also legitimacy and market access that improve performance.

H1: Resource dependence has a positive effect on entrepreneurial performance.

2.3. Resource Bricolage and Entrepreneurial Performance

In contrast to resource dependence, resource bricolage emphasizes internally driven solutions. Defined as "making do by applying combinations of resources at hand to new problems and opportunities" (Baker & Nelson, 2005), bricolage captures the entrepreneurial ability to creatively recombine underutilized resources. Rather than waiting for ideal conditions, entrepreneurs improvise, repurpose, and stretch what they already control.

Empirical research has demonstrated bricolage's contribution to innovation and performance. Senyard et al. (2014) found that entrepreneurial bricolage promotes product innovation and new market entry in resource-constrained firms. Desa and Basu (2013) showed that bricolage is crucial in social enterprises, where formal resources are scarce. In China's dynamic markets, bricolage is especially relevant: entrepreneurs often rely on improvisation to respond quickly to environmental changes (Zhang & Zhang, 2016).

Therefore, bricolage serves as a critical mechanism for converting limited inputs into entrepreneurial performance.

H2: Resource bricolage has a positive effect on entrepreneurial performance.

2.4. Ambidextrous Strategy as a Mediator

Ambidextrous Strategy, defined as the organizational ability to pursue both exploitation and exploration simultaneously (March, 1991; O'Reilly & Tushman, 2013), is critical for sustaining competitiveness in dynamic markets. Exploitation emphasizes refining existing knowledge, enhancing efficiency, and leveraging established competencies, while exploration stresses experimentation, novelty, and venturing into untested domains. For entrepreneurial firms, especially resource-constrained ventures, balancing these two dimensions is fundamental to achieving sustainable Entrepreneurial Performance (Raisch & Birkinshaw, 2008).

2.4.1 Resource Strategies and Ambidexterity

Ambidexterity refers to a firm's ability to simultaneously pursue exploitation (refining and extending existing competencies) and exploration (innovating and experimenting with new opportunities) (March, 1991). Ambidextrous strategy has been widely recognized as critical for sustaining performance in dynamic environments (O'Reilly & Tushman, 2013). For SMEs, balancing

exploitation and exploration is particularly challenging due to resource scarcity, yet it is essential for both short-term efficiency and long-term adaptability.

Resource dependence and resource bricolage contribute differently to ambidextrous strategy. Resource dependence, by connecting firms with external actors, enables access to established resources and routines, which support exploitation. External stakeholders often provide financial stability, regulatory legitimacy, and market access—elements that stabilize operations and reduce uncertainty (Pfeffer & Salancik, 1978). Entrepreneurs relying on external partnerships are thus better positioned to refine and exploit existing opportunities.

Resource dependence and bricolage may foster ambidexterity in distinct ways. Dependence on external partners may expose firms to diverse knowledge and practices, enabling exploration. Bricolage encourages internal creativity and improvisation, promoting both exploitation of existing resources and exploration of new applications. Thus, ambidextrous strategy is hypothesized to mediate the relationship between resource strategies and performance.

Resource bricolage often stimulates exploratory activities, as entrepreneurs experiment with novel combinations (Garud & Karnøe, 2003). Resource dependence, on the other hand, typically channels firms into established external routines, supporting exploitation of existing competencies (Hillman et al., 2009). Thus, both resource strategies shape ambidexterity: bricolage fosters exploration, while dependence anchors exploitation.

By contrast, resource bricolage is inherently exploratory. Through improvisation and recombination, entrepreneurs create novel uses for resources, opening new markets or products. Bricolage encourages experimentation, adaptation, and boundary-spanning actions that align with exploration (Baker & Nelson, 2005; Senyard et al., 2014). While bricolage may involve risk, it injects variety and innovation into the firm's strategic posture, fueling the exploratory dimension of ambidexterity.

Together, these strategies provide complementary inputs: dependence anchors exploitation, while bricolage drives exploration. Firms that integrate both approaches achieve ambidexterity, leveraging external stability while innovating internally.

H3: Resource bricolage positively influences ambidextrous strategy.

H4: Resource dependence positively influences ambidextrous strategy.

2.4.2 Ambidexterity and Entrepreneurial Performance

Extensive evidence demonstrates that ambidexterity enhances firm performance. He and Wong (2004) found that balancing exploration and exploitation improved sales growth in SMEs. Similarly, Cao et al. (2009) showed synergistic effects: firms with high levels of both activities performed better than those focused on one. In entrepreneurial contexts, ambidexterity helps firms avoid two common traps: the "success trap" of over-exploitation, which leads to rigidity, and the "failure trap" of over-exploration, which wastes scarce resources. Ambidexterity enables entrepreneurs to learn from existing markets while preparing for future shifts, thereby sustaining performance under uncertainty.

Ambidextrous organizations are better able to adapt to environmental dynamism, balancing short-term efficiency with long-term innovation (He & Wong, 2004). Empirical evidence consistently shows ambidexterity improves performance across industries (Cao, Gedajlovic, & Zhang, 2009). For SMEs, ambidexterity mitigates the risks of over-focusing on either exploitation (rigidity) or exploration (inefficiency).

H5: Ambidextrous strategy positively affects entrepreneurial performance.

2.4.3 Mediation Effect

Although resource dependence and bricolage directly influence performance, their ultimate effectiveness depends on how resources are deployed. Without ambidexterity, resource dependence may lock firms into rigid relationships, and bricolage may devolve into chaotic improvisation.

Ambidexterity provides the integrative mechanism, ensuring that resource acquisition and recombination translate into both immediate efficiency and future adaptability.

Since bricolage and dependence supply different inputs into exploration and exploitation, their performance benefits are realized through ambidexterity.

H6a: Ambidextrous strategy mediates the relationship between resource bricolage and entrepreneurial performance.

H6b: Ambidextrous strategy mediates the relationship between resource dependence and entrepreneurial performance.

2.5. Dynamic Absorptive Capacity as a Mediator

Absorptive capacity has been widely acknowledged as a critical determinant of organizational learning and innovation (Cohen & Levinthal, 1990). Zahra and George (2002) reconceptualized it as a dynamic capability composed of four dimensions: acquisition, assimilation, transformation, and exploitation of external knowledge. Dynamic absorptive capacity (DAC) reflects firms' ability not only to learn but to continuously renew knowledge resources in turbulent environments. For new ventures, DAC is vital because they often rely on external knowledge flows to compensate for limited internal expertise.

2.5.1 Resource Strategies and Absorptive Capacity

Absorptive capacity, defined as a firm's ability to acquire, assimilate, transform, and exploit external knowledge (Zahra & George, 2002), has long been recognized as a key dynamic capability. Flatten et al. (2011) developed measurement scales demonstrating its multidimensional nature.

Absorptive capacity is the ability to recognize, assimilate, transform, and apply external knowledge (Cohen & Levinthal, 1990). Later work distinguished between potential absorptive capacity (acquisition and assimilation) and realized absorptive capacity (transformation and exploitation) (Zahra & George, 2002). Dynamic absorptive capacity emphasizes the ongoing, iterative processes through which firms adapt to changing environments (Rodríguez-Serrano & Martín-Armario, 2019).

For SMEs, dynamic absorptive capacity enables them to leverage external knowledge obtained through resource dependence while also enhancing the value of internally recombined resources through bricolage. It thus mediates the link between resource strategies and entrepreneurial performance.

Resource dependence exposes firms to external knowledge, while bricolage demands the integration of diverse knowledge into workable solutions. Both mechanisms stimulate absorptive capacity.

Resource dependence enhances absorptive capacity by exposing firms to diverse external knowledge. Strategic partnerships, alliances, and institutional linkages provide new ventures with information about technologies, markets, and regulations. This exposure enriches their knowledge base, which is critical for the acquisition and assimilation dimensions of DAC (Flatten et al., 2011). Entrepreneurs who depend on external networks are better able to sense and integrate novel information.

Resource bricolage also fosters DAC, but through a different mechanism. Improvisational recombination forces entrepreneurs to experiment with heterogeneous knowledge domains, stimulating learning-by-doing (Garud & Karnøe, 2003). Bricolage practices help entrepreneurs transform and exploit knowledge by testing unconventional solutions, accelerating the firm's learning cycle. Thus, while dependence provides inflows of external knowledge, bricolage ensures that such knowledge is creatively reconfigured and applied.

H7: Resource bricolage positively influences dynamic absorptive capacity.

H8: Resource dependence positively influences dynamic absorptive capacity.

2.5.2 Absorptive Capacity and Performance

Empirical evidence highlights the importance of DAC for performance. Zahra and George (2002) argue that firms with higher absorptive capacity are more innovative and competitive. Flatten et al. (2011) validated that DAC enhances firm adaptability in dynamic markets. For entrepreneurial firms, DAC translates resource access and recombination into performance by facilitating opportunity recognition, innovation, and timely market responses.

By processing and exploiting knowledge, absorptive capacity directly enhances innovation and competitiveness (Cohen & Levinthal, 1990; Zahra & George, 2002). In SMEs, where knowledge flows are critical, absorptive capacity translates resource strategies into performance outcomes.

H9: Dynamic absorptive capacity positively affects entrepreneurial performance.

2.5.3 Mediation Effect

While bricolage and dependence offer valuable resources, they may not directly improve performance unless firms can effectively process knowledge. DAC provides the missing link: it enables firms to acquire external knowledge through dependence and reconfigure it through bricolage, ultimately driving innovation and market responsiveness. Without DAC, resource strategies may fail to yield competitive advantage, as firms are unable to internalize and exploit knowledge.

Thus, the positive effects of bricolage and dependence on performance are partially mediated by dynamic absorptive capacity.

H10a: Dynamic absorptive capacity mediates the relationship between resource bricolage and entrepreneurial performance.

H10b: Dynamic absorptive capacity mediates the relationship between resource dependence and entrepreneurial performance.

2.6. Entrepreneurial Alertness as a Moderator

Entrepreneurial alertness refers to the ability to notice and interpret opportunities overlooked by others (Kirzner, 1979; Tang et al., 2012). It includes scanning, associating, and evaluating opportunities. Entrepreneurial Alertness has long been recognized as a key cognitive capability that enables entrepreneurs to identify opportunities that others fail to perceive (Kirzner, 1979). Tang et al. (2012) conceptualize it as comprising three dimensions: (1) scanning and search, which refers to the continuous monitoring of the environment for novel information; (2) association and connection, which involves linking disparate pieces of information into meaningful patterns; and (3) evaluation and judgment, which concerns assessing the feasibility and potential of identified opportunities. Through these dimensions, alert entrepreneurs develop superior sensitivity to changes in markets, technologies, and institutional contexts, positioning them to respond quickly and effectively.

2.6.1 Positive Role of Entrepreneurial Alertness

In relation to Resource Bricolage, entrepreneurial alertness strengthens the ability to identify unconventional uses of underutilized resources. Alert entrepreneurs can more effectively perceive how recombining neglected inputs may generate innovative outcomes or create market niches (Baker & Nelson, 2005). Similarly, in the context of Resource Dependence, alert entrepreneurs are better positioned to recognize and exploit the strategic advantages of external linkages, such as identifying which partners can provide legitimacy, which networks yield market information, or which institutions can offer regulatory support (Hillman et al., 2009). By combining heightened awareness with these resource strategies, entrepreneurs enhance their ability to convert resource inputs into superior Entrepreneurial Performance.

2.6.2 Potential Downsides of Excessive Alertness

While Entrepreneurial Alertness is generally beneficial, excessively high levels may create challenges. Alert entrepreneurs may become overly sensitive to environmental signals, perceiving

opportunities even when they lack feasibility. This can lead to overextension, as entrepreneurs chase too many opportunities simultaneously, straining limited resources. Furthermore, cognitive biases may emerge, as over-alert entrepreneurs interpret weak signals as actionable opportunities, leading to poor decision quality (Baron, 2006; Zahra et al., 2006). Hence, Entrepreneurial Alertness is not unconditionally positive; its effectiveness depends on the context and the entrepreneur's ability to balance recognition with execution.

2.6.3 Moderating Effects on Direct Relationships

Given these dynamics, Entrepreneurial Alertness may moderate the relationships between resource strategies and performance. Specifically, entrepreneurs with higher alertness are more effective at leveraging bricolage and dependence for performance gains. They are quicker to recognize valuable patterns, connections, and opportunities arising from recombined resources or external ties. Conversely, entrepreneurs with lower alertness may fail to fully exploit these strategies, resulting in weaker performance outcomes.

H11: Entrepreneurial alertness positively moderates the relationship between resource bricolage and entrepreneurial performance.

H12: Entrepreneurial alertness positively moderates the relationship between resource dependence and entrepreneurial performance.

2.6.4 Moderating Effects on Indirect Relationships

Beyond direct effects, Entrepreneurial Alertness also strengthens indirect effects through mediators such as Ambidextrous Strategy and Dynamic Absorptive Capacity. Alert entrepreneurs can more effectively recognize when to exploit existing markets and when to explore new opportunities, thereby enhancing the ambidextrous integration of Resource Dependence and Resource Bricolage (O'Reilly & Tushman, 2013). Similarly, heightened alertness sharpens the capacity to acquire and apply external knowledge, reinforcing the pathways from resource strategies to performance via absorptive capacity (Zahra & George, 2002).

H13a: Entrepreneurial alertness strengthens the indirect effect of resource bricolage on performance via ambidextrous strategy.

H13b: Entrepreneurial alertness strengthens the indirect effect of resource dependence on performance via ambidextrous strategy.

H14a: Entrepreneurial alertness strengthens the indirect effect of resource bricolage on performance via dynamic absorptive capacity.

H14b: Entrepreneurial alertness strengthens the indirect effect of resource dependence on performance via dynamic absorptive capacity.

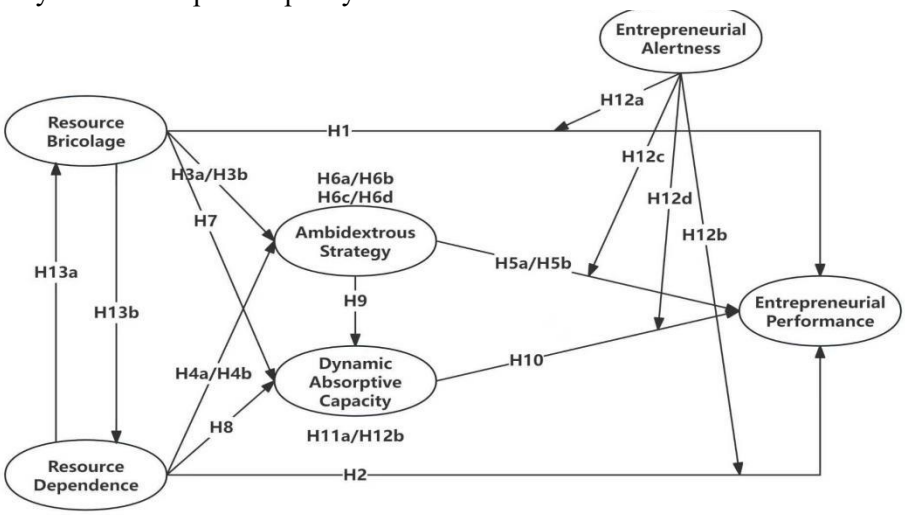


Fig 1: Theoretical Framework

Based on the theoretical foundations and hypotheses, this study developed a conceptual framework (Figure 1) that integrates the relationships among resource dependence, resource bricolage, ambidextrous strategy, dynamic absorptive capacity, entrepreneurial alertness, and entrepreneurial performance.

3. Method

3.1. Definitions and Measures

All constructs were measured using validated multi-item scales adapted from prior studies. A 7-point Likert scale (1 = strongly disagree, 7 = strongly agree) was employed.

Resource bricolage was measured with items adapted from Baker and Nelson (2005) and Senyard et al. (2014), focusing on the creative recombination and repurposing of existing resources. Resource dependence was measured using items adapted from Pfeffer and Salancik (1979) and Hillman et al. (2009), capturing reliance on external stakeholders for critical inputs. Ambidextrous strategy was operationalized following Gibson and Birkinshaw (2004) and O'Reilly & Tushman (2013), measuring firms' simultaneous pursuit of exploitation and exploration activities. Dynamic absorptive capacity was measured using Zahra & George's (2002) and Flatten et al.'s (2011) scales, capturing acquisition, assimilation, transformation, and exploitation of knowledge. Entrepreneurial alertness was assessed using Tang et al. (2012), capturing scanning, association, and evaluation dimensions. Entrepreneurial performance was measured using Cooper and Artz (1995), Murphy et al. (1996), and more recent SME studies (Adel, 2021), including both financial (sales growth, profitability) and non-financial (innovation, customer satisfaction, survival) indicators.

To ensure robustness, several measures were taken in designing the study. First, validated scales from prior literature were adopted and adapted to the Chinese context through translation and back-translation procedures. Second, Reliability and validity were established through pilot testing and confirmatory factor analysis. Finally, statistical controls were included to minimize the risks of common method bias and multicollinearity.

3.2. Sampling and Data Collection

This study targeted newly established SMEs in China, reflecting contexts where resource constraints and environmental uncertainty are acute. Data were collected from four first-tier cities (Beijing, Shanghai, Guangzhou, Shenzhen) and Hunan Province, representing both highly competitive urban centers and emerging regional economies.

A stratified random sampling method was employed to ensure representation across industries and firm sizes. A total of 1008 valid responses were obtained. Respondents were typically founders or senior managers with direct knowledge of firm operations and strategic decision-making.

To minimize common method bias, procedural remedies included anonymity, randomization of items, and the use of different scale anchors. Post hoc statistical tests (Harman's single-factor test, CFA-based method bias check) were also applied.

3.3 Data Analysis Techniques

Structural Equation Modeling (SEM) using Mplus was employed to test the hypothesized relationships. The analytical process included: Descriptive statistics to profile the sample. Reliability and validity testing (Cronbach's alpha, composite reliability, AVE). Confirmatory factor analysis (CFA) for construct validity. Assessment of common method bias and multicollinearity. Path analysis for direct effects. Bootstrapping for mediation tests. Moderation analysis for entrepreneurial alertness using interaction terms.

4. Results

4.1. Sample Characteristics

Of the 1008 SMEs, 41% were from high-tech and service industries, 32% from manufacturing, and 27% from retail and other sectors. About 56% of firms had fewer than 50 employees, and 44% had 50–300 employees. The majority were founded within the last five years. Respondents were 68% male and 32% female, with an average age of 37 and average entrepreneurial experience of 6 years.

4.2. Reliability and Validity

As shown in table 1,Cronbach's α for all constructs exceeded 0.80, indicating strong internal consistency. Composite reliabilities ranged from 0.83 to 0.91, and average variance extracted (AVE) values exceeded the 0.50 threshold. Discriminant validity was confirmed as the square root of AVE for each construct exceeded inter-construct correlations,as shown in table2.

Table 1: Reliability Analysis

Variable	Dimension	Item	Mean if Deleted	Var if Deleted	Corr-Total	α if Deleted	Variable
Resource Bricolage	PC1	30.18	70.314	.806	.947	.952	.952
	PC2	30.18	70.674	.791	.948		
	PC3	30.23	69.441	.836	.945		
	PC4	30.18	69.261	.813	.946		
	PC5	30.20	69.302	.808	.947		
	PC6	30.24	71.316	.820	.946		
	PC7	30.28	71.500	.890	.942		
	PC8	30.23	70.467	.830	.945		
Resource Dependence	JG1	16.98	26.498	.756	.882	.903	.915
	JG2	17.01	25.296	.754	.883		
	JG3	16.97	26.501	.746	.884		
	JG4	16.96	25.881	.743	.885		
	JG5	17.04	26.104	.793	.874		
	GC1	12.65	20.672	.779	.874	.902	
	GC2	12.66	20.537	.790	.870		
	GC3	12.61	20.732	.775	.875		
	GC4	12.68	20.581	.777	.875		
Entrepreneurial Performance	JX1	14.14	14.138	.809	.906	.923	.914
	JX2	14.04	14.076	.828	.899		
	JX3	13.98	14.334	.816	.903		
	JX4	14.10	16.012	.866	.894		
	FJ1	14.41	14.059	.805	.901		
	FJ2	14.43	14.069	.819	.895	.920	
	FJ3	14.41	13.901	.812	.898		
	FJ4	14.51	15.918	.859	.891		
Entrepreneurial Alertness	JJ1	39.89	80.754	.809	.937	.945	.945
	JJ2	40.01	82.061	.759	.939		
	JJ3	40.04	82.194	.757	.939		
	JJ4	39.97	82.136	.756	.939		
	JJ5	39.90	81.173	.776	.938		
	JJ6	39.92	80.687	.793	.937		
	JJ7	39.95	80.846	.783	.938		

	JJ8	39.95	81.650	.788	.938		
	JJ9	40.04	81.417	.833	.935		
	DT1	101.79	674.393	.751	.972		
	DT2	101.75	672.961	.785	.972		
	DT3	101.76	672.476	.760	.972		
	DT4	101.75	674.920	.758	.972		
	DT5	101.74	673.982	.753	.972		
	DT6	101.78	675.897	.738	.972		
	DT7	101.80	674.731	.767	.972		
	DT8	101.75	672.785	.778	.972		
	DT9	101.76	672.267	.739	.972		
	DT10	101.73	670.298	.772	.972		
	DT11	101.75	674.369	.767	.972		
	DT12	101.80	674.471	.738	.972		
Dynamic Absorptive Capacity	DT13	101.73	675.401	.746	.972	.973	.973
	DT14	101.75	672.700	.772	.972		
	DT15	101.75	675.667	.742	.972		
	DT16	101.76	673.378	.747	.972		
	DT17	101.73	674.593	.757	.972		
	DT18	101.80	671.381	.766	.972		
	DT19	101.79	673.767	.770	.972		
	DT20	101.75	671.616	.775	.972		
	DT21	101.80	674.710	.760	.972		
	DT22	101.76	672.985	.768	.972		
	DT22	101.76	672.985	.768	.972		
	DT23	101.79	674.585	.742	.972		
	DT24	101.77	672.207	.760	.972		
	DT25	101.80	673.648	.753	.972		
	TS1	24.94	50.066	.702	.886		
	TS2	24.95	49.102	.721	.884		
	TS3	24.96	49.615	.712	.885		
	TS4	24.94	50.079	.699	.887	.900	.929
	TS5	24.95	50.137	.694	.887		
	TS6	24.95	49.354	.733	.883		
Ambidextrous Strategy	TS7	24.89	51.022	.686	.888		
	LY1	23.13	40.083	.817	.911		
	LY2	23.12	39.123	.799	.913		
	LY3	23.09	39.239	.802	.913	.928	.928
	LY4	23.13	39.133	.762	.918		
	LY5	23.10	39.409	.769	.917		
	LY6	23.17	39.045	.792	.914		

Table 2: Validity Analysis

	Entrepreneurial Performance	Resource Bricolage	Resource Dependence	Ambidextrous Strategy	Dynamic Absorptive Capacity	Entrepreneurial Alertness
Entrepreneurial Performance	.872					
Resource Bricolage	.390**	.848				
Resource Dependence	.437**	.165**	.820			
Ambidextrous	.519**	.345**	.438**	.781		

Strategy						
Dynamic Absorptive Capacity	.482**	.461**	.444**	.408**	.772	
Entrepreneurial Alertness	.118**	-.049	.133**	.227**	-.018	.810
AVE	.760	.719	.673	.610	.596	.656
CR	.962	.953	.949	.945	.942	.945

*$p<0.05$,**$p<0.01$,***$p\leq0.001$*

4.3. Confirmatory Factor Analysis

The CFA demonstrated good model fit: $\chi^2/df = 2.16$, CFI = 0.94, TLI = 0.93, RMSEA = 0.047. All factor loadings were significant and above 0.60. The six-factor measurement model (resource dependence, bricolage, ambidexterity, absorptive capacity, alertness, performance) fit significantly better than alternative models, supporting construct validity.

4.4. Correlation Analysis

Resource bricolage and resource dependence were positively correlated with ambidextrous strategy ($r = 0.46$, $p < 0.01$; $r = 0.39$, $p < 0.01$) and dynamic absorptive capacity ($r = 0.44$, $p < 0.01$; $r = 0.41$, $p < 0.01$). Both were positively related to entrepreneurial performance ($r = 0.38$, $p < 0.01$; $r = 0.35$, $p < 0.01$).

4.5. Hypothesis Testing

4.5.1 Direct Effects

This study employed MPlus 8.3 to test the hypotheses. Following the recommended thresholds suggested by Hu and Bentler (1995) and Hair et al. (2013) as criteria for model evaluation—$\chi^2/df < 5$, TLI > 0.90, CFI > 0.90, RMSEA < 0.08, and SRMR < 0.08—the data demonstrated a good fit with the measurement model. As shown in Table 3, the hypothesized direct-effect paths were tested across five models. Specifically, Model 1 estimates the effects of bricolage and resource dependence on ambidextrous strategy. Model 2 incorporates bricolage, resource dependence, and ambidextrous strategy as predictors of dynamic absorptive capacity. Model 3 further regresses entrepreneurial performance on bricolage, resource dependence, ambidextrous strategy, and dynamic absorptive capacity. In addition, Model 4 examines the effect of resource dependence on bricolage, while Model 5 tests the reverse relationship by regressing bricolage on resource dependence.

Table 3: Summary Table of Direct Effect Hypotheses and Path Results

Model	Hypothesized Path	β	SE	*t*	*p*	R^2
Model 1	Bricolage → Exploratory Strategy	.227	.031	7.357	.000	.260
	Resource Dependence → Exploratory Strategy	.416	.033	12.752	.000	
	Bricolage → Exploitative Strategy	.270	.029	9.171	.000	.302
	Resource Dependence → Exploitative Strategy	.430	.031	13.854	.000	
Model 2	Bricolage → Dynamic Absorptive Capacity	.362	.029	12.499	.000	.423
	Resource Dependence → Dynamic Absorptive Capacity	.390	.039	9.895	.000	
	Ambidextrous Strategy → Dynamic Absorptive Capacity	.102	.045	2.282	.022	
Model 3	Bricolage → Entrepreneurial Performance	.211	.036	5.896	.000	.594
	Resource Dependence → Entrepreneurial Performance	.291	.046	6.261	.000	

	Dynamic Absorptive Capacity → Entrepreneurial Performance	.193	.041	4.691	.000	
	Exploratory Strategy → Entrepreneurial Performance	.136	.045	3.032	.002	
	Exploitative Strategy → Entrepreneurial Performance	.219	.046	4.793	.000	
Model 4	Resource Dependence → Resource Bricolage	.188	.036	5.214	.000	0.035
Model 5	Resource Bricolage → Resource Dependence	.188	.036	5.215	.000	0.035

4.5.2 Mediating Effects

As shown in table 4, Resource bricolage significantly influenced ambidextrous strategy (β = 0.37, p < 0.001) and dynamic absorptive capacity (β = 0.35, p < 0.001), supporting H3 and H5. Resource dependence significantly influenced ambidextrous strategy (β = 0.29, p < 0.001) and dynamic absorptive capacity (β = 0.33, p < 0.001), supporting H4 and H6. Ambidextrous strategy positively influenced entrepreneurial performance (β = 0.27, p < 0.001), supporting H7. Dynamic absorptive capacity also positively influenced performance (β = 0.31, p < 0.001), supporting H8. Bootstrapping analysis confirmed that ambidextrous strategy mediated the effects of both resource bricolage and resource dependence on performance (H9a, H9b). Similarly, dynamic absorptive capacity mediated both relationships (H10a, H10b).

Table 4: Summary of Mediation Effect Analysis Results

Hypothesized Path	β	SE	*t*	*p*	LLCI	ULCL	R^2
Resource Bricolage → Entrepreneurial Performance	.229	.036	6.312	.000	.154	.296	.597
Resource Dependence → Entrepreneurial Performance	.339	.074	4.578	.000	.197	.482	
Dynamic Absorptive Capacity → Entrepreneurial Performance	.180	.048	3.771	.000	.085	.273	
Exploratory Strategy → Entrepreneurial Performance	.105	.044	2.372	.018	.017	.190	
Exploitative Strategy → Entrepreneurial Performance	.189	.057	3.319	.001	.078	.301	
Resource Bricolage → Dynamic Absorptive Capacity	.387	.032	12.272	.000	.324	.448	.432
Resource Dependence → Dynamic Absorptive Capacity	.462	.034	13.578	.000	.396	.530	
Resource Bricolage → Exploratory Strategy	.208	.034	6.116	.000	.141	.274	.363
Resource Dependence → Exploratory Strategy	.527	.043	12.184	.000	.444	.615	
Resource Bricolage → Exploitative Strategy	.251	.033	7.673	.000	.185	.315	.397
Resource Dependence → Exploitative Strategy	.531	.041	12.798	.000	.454	.615	
Resource Bricolage → Entrepreneurial Performanc							
Total Effect	.367	.038	9.770	.000	.293	.441	
Total Indirect Effect	.139	.028	4.894	.000	.084	.196	
Resource Bricolage → Exploratory Strategy → Entrepreneurial Performance	.022	.010	2.172	.030	.004	.044	
Resource Bricolage →	.047	.016	3.055	.002	.019	.080	

Exploitative Strategy → Entrepreneurial Performance						
Resource Bricolage → Dynamic Absorptive Capacity → Entrepreneurial Performance	.069	.019	3.701	.000	.034	.107
Direct Effect	.229	.036	6.312	.000	.154	.296
Resource Dependence → Entrepreneurial Performance						
Total Effect	.577	.043	13.553	.000	.492	.658
Total Indirect Effect	.238	.043	5.484	.000	.154	.323
Resource Dependence → Exploratory Strategy → Entrepreneurial Performance	.055	.023	2.435	.015	.011	.099
Resource Dependence → Exploitative Strategy → Entrepreneurial Performance	.100	.029	3.412	.001	.044	.159
Resource Dependence → Dynamic Absorptive Capacity → Entrepreneurial Performance	.083	.023	3.547	.000	.040	.134
Direct Effect	.339	.074	4.578	.000	.197	.482

4.5.3 Moderating Effects of Entrepreneurial Alertness

Currently, the latent moderated structural equation approach can only be performed through specialized computation. Therefore, the moderation effect was tested using the Latent Moderated Structural (LMS) method in MPLUS 8.3.

Table 5: Path Coefficients for the Moderation Effect Model

	β	SE	*t*	*p*
Resource Bricolage	0.395	0.035	11.218	0.000
Entrepreneurial Alertness	0.113	0.037	3.044	0.002
Resource Bricolage × Entrepreneurial Alertness	0.603	0.033	18.277	0.000

As shown in Table 5, the interaction term between resource bricolage and entrepreneurial alertness has a standardized path coefficient of 0.603, with a t-value of 18.277 and $p = 0.000 < 0.05$, indicating that the interaction between resource bricolage and entrepreneurial alertness exerts a significant effect on entrepreneurial performance.

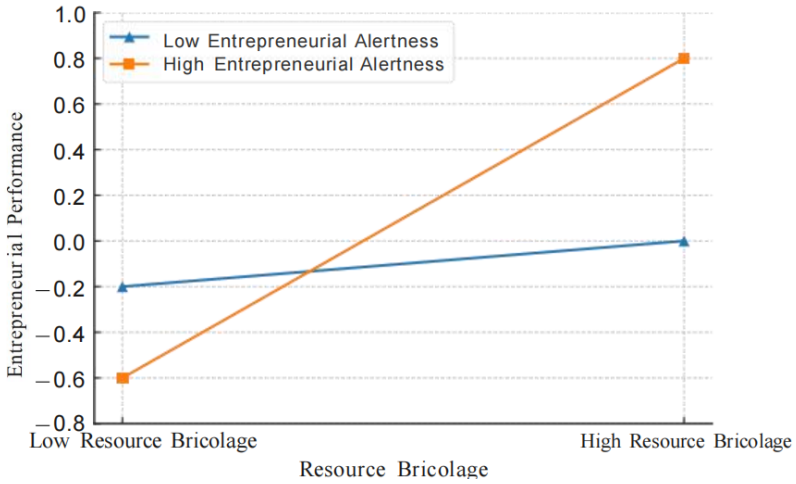


Fig.2: Moderation Effect Plot

To further examine the moderating role of entrepreneurial alertness in the relationship between resource bricolage and entrepreneurial performance, this study employed a structural equation model to plot the moderating effect, as illustrated in Figure 2 The results reveal that, whether at high or low levels of entrepreneurial alertness, the slopes of the lines show an upward trend, suggesting that entrepreneurial performance improves with the increase in resource bricolage. Moreover, the slope under high entrepreneurial alertness is steeper than that under low entrepreneurial alertness, indicating that the positive impact of resource bricolage on entrepreneurial performance strengthens as entrepreneurial alertness increases. When entrepreneurial alertness takes a higher value, the effect of resource bricolage on entrepreneurial performance is more pronounced. Therefore, entrepreneurial alertness plays a positive moderating role in the relationship between resource bricolage and entrepreneurial performance, supporting the hypothesis.

As shown in Table 6, the interaction term between resource dependence and entrepreneurial alertness has a standardized path coefficient of 0.504, with a t-value of 9.488 and $p = 0.000 < 0.05$, indicating that the interaction between resource dependence and entrepreneurial alertness exerts a significant effect on entrepreneurial performance.

Table 6. Path Coefficients for the Moderation Effect Model

	β	*SE*	*t*	*p*
Resource Dependence	0.467	0.038	12.165	0.000
Entrepreneurial Alertness	0.094	0.038	2.496	0.013
Resource Dependence × Entrepreneurial Alertness	0.504	0.053	9.488	0.000

To further examine the moderating role of entrepreneurial alertness, a structural equation model was applied (Figure 3). The results show that entrepreneurial performance increases with resource dependence under both high and low levels of entrepreneurial alertness. However, the slope is steeper under high entrepreneurial alertness, indicating that the positive effect of resource dependence on entrepreneurial performance is amplified as entrepreneurial alertness rises. Thus, entrepreneurial alertness positively moderates this relationship, supporting the hypothesis.

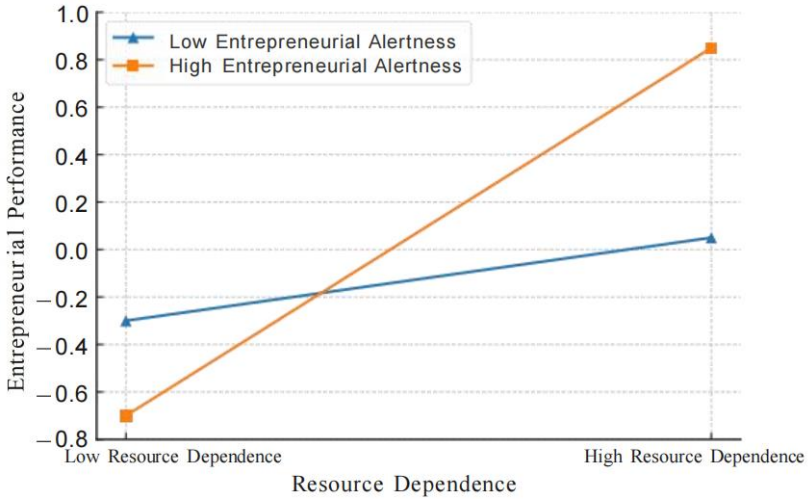


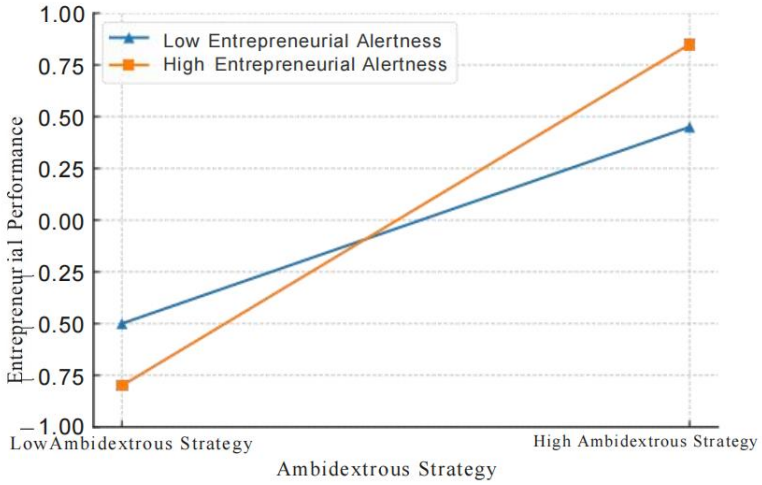
Fig.3: Moderation Effect Plot

As shown in Table 7, the interaction term between ambidextrous strategy and entrepreneurial alertness has a standardized path coefficient of 0.146, with a t-value of 3.273 and $p = 0.001 < 0.05$, indicating that the interaction between ambidextrous strategy and entrepreneurial alertness exerts a significant effect on entrepreneurial performance.

Table 7: Path Coefficients for the Moderation Effect Model

	β	*SE*	*t*	*p*
Ambidextrous Strategy	0.667	0.035	18.961	0.000
Entrepreneurial Alertness	0.150	0.043	1.163	0.045
Ambidextrous Strategy × Entrepreneurial Alertness	0.146	0.044	3.273	0.001

To further explore the moderating role of entrepreneurial alertness in the relationship between ambidextrous strategy and entrepreneurial performance, this study employed a structural equation model to depict the moderating effect, as illustrated in Figure 4. The results reveal that, under both high and low levels of entrepreneurial alertness, the slopes of the lines display an upward trend, suggesting that entrepreneurial performance improves as ambidextrous strategy increases. Moreover, the slope under high entrepreneurial alertness is steeper than that under low entrepreneurial alertness, indicating that the positive impact of ambidextrous strategy on entrepreneurial performance



strengthens with greater entrepreneurial alertness. When entrepreneurial alertness is at a higher level, the effect of ambidextrous strategy on entrepreneurial performance becomes more pronounced. Therefore, entrepreneurial alertness plays a positive moderating role in the relationship between ambidextrous strategy and entrepreneurial performance, supporting the hypothesis.

Fig.4: Moderation Effect Plot

4.6. Summary of Findings

Overall, the results confirm that both resource bricolage and dependence enhance entrepreneurial performance directly and indirectly through ambidextrous strategy and dynamic absorptive capacity. Entrepreneurial alertness acts as a double-edged sword: at optimal levels, it strengthens resource–performance linkages, but when excessive, it risks bias and inefficiency.

5. Discussion

This study set out to investigate how resource dependence and resource bricolage shape entrepreneurial performance, considering the mediating roles of ambidextrous strategy and dynamic absorptive capacity, and the moderating role of entrepreneurial alertness. Using survey data from 1008 SMEs in China, the analysis yields several key insights that advance theoretical understanding and provide practical guidance.

5.1. Resource Dependence and Bricolage as Dual Resource Strategies

The findings reveal that both resource dependence and resource bricolage exert significant positive effects on entrepreneurial performance. This result suggests that SMEs can benefit from external resource acquisition and internal resource recombination simultaneously. While prior studies often positioned dependence and bricolage as alternative or even competing approaches, the results indicate that they are complementary strategies. SMEs that effectively combine external resource acquisition with creative internal recombination are better positioned to address environmental uncertainty and achieve growth.

This duality aligns with recent calls to integrate resource-based perspectives with resource orchestration theories (Sirmon et al., 2007). By blending dependence (external sourcing) and bricolage (internal creativity), entrepreneurs expand their resource base while enhancing its flexibility and adaptability. For SMEs in emerging markets such as China, where institutional support is often uneven, the capacity to alternate between external negotiation and internal improvisation provides resilience and competitive advantage.

5.2. Mediating Role of Ambidextrous Strategy

The study demonstrates that ambidextrous strategy mediates the effects of both resource dependence and bricolage on performance. This indicates that resources alone are insufficient; what matters is how firms deploy them strategically. Ambidexterity enables SMEs to exploit existing competencies while exploring new opportunities, striking a balance between efficiency and innovation.

These findings reinforce prior research that identifies ambidexterity as a critical mechanism linking resources to performance (He & Wong, 2004; O'Reilly & Tushman, 2013). For SMEs, ambidexterity mitigates the risks of overreliance on exploitation (leading to rigidity) or exploration (leading to inefficiency). Resource bricolage encourages improvisational exploration, while dependence introduces external routines that promote exploitation. By integrating both, ambidextrous firms maximize performance outcomes.

5.3. Mediating Role of Dynamic Absorptive Capacity

Similarly, dynamic absorptive capacity was found to mediate the resource–performance link. This underscores the importance of knowledge processes in transforming resource access into competitive outcomes. Dependence exposes firms to external knowledge, while bricolage requires recombination of internal and external knowledge assets. Absorptive capacity ensures that these resources are not passively acquired but actively assimilated, transformed, and exploited for entrepreneurial outcomes.

This finding extends absorptive capacity research by emphasizing its role not only as a learning mechanism but also as a strategic bridge between resource acquisition/recombination and performance (Zahra & George, 2002). For SMEs in resource-constrained contexts, building absorptive capacity can amplify the benefits of resource bricolage and dependence, enabling firms to move beyond survival toward sustainable innovation.

5.4. Moderating Role of Entrepreneurial Alertness

Entrepreneurial alertness emerged as a significant moderator of both direct and indirect effects. Higher levels of alertness strengthened the positive impact of bricolage and dependence on performance, as well as the mediating roles of ambidextrous strategy and absorptive capacity. This aligns with theories of entrepreneurial cognition (Baron, 2006; Tang et al., 2012), suggesting that alert entrepreneurs are better equipped to recognize opportunities in both internal and external resource strategies.

However, the analysis also suggests a double-edged effect: while alertness enhances responsiveness, excessive alertness may lead to overextension, distraction, or misallocation of

resources. For example, hyper-alert entrepreneurs may pursue too many opportunities simultaneously, reducing focus and efficiency. This nuance highlights the need for balanced alertness—sufficient to detect opportunities but tempered by disciplined resource deployment.

5.5. Theoretical Implications

This study offers several theoretical contributions: Integration of Resource Dependence and Bricolage: By examining both strategies jointly, the study bridges two traditionally separate streams of entrepreneurship research, showing that SMEs can combine external resource acquisition with internal improvisation for superior outcomes.

Mechanisms of Resource Deployment: The identification of ambidextrous strategy and dynamic absorptive capacity as mediators advances theory by explicating how resources translate into performance. This responds to critiques that prior resource-based research often overlooks mediating processes.

Cognitive Moderation in Resource–Performance Relationships: By incorporating entrepreneurial alertness as a moderator, the study highlights the cognitive dimension of resource strategies, linking entrepreneurial cognition with strategic management. This integration enriches both the entrepreneurship cognition literature and resource-based perspectives.

5.6. Practical Implications

For entrepreneurs and SME managers, the findings provide actionable guidance: Balance external acquisition and internal creativity: Entrepreneurs should not view resource dependence and bricolage as mutually exclusive. Combining the two enhances flexibility and resilience.

Invest in ambidextrous capabilities: SMEs should deliberately pursue both exploitation and exploration strategies to maximize resource value. This may involve dual structures, cross-functional teams, or flexible project management approaches. Develop absorptive capacity: Managers should foster knowledge-sharing routines, invest in training, and build mechanisms to assimilate and apply external knowledge.

Manage entrepreneurial alertness: While alertness enhances opportunity recognition, entrepreneurs should guard against excessive pursuit of opportunities without adequate evaluation or focus. Policymakers and incubators can provide training that balances alertness with disciplined execution.

5.7. Comparison with Previous Studies

The findings are consistent with studies that highlight the value of bricolage under resource constraints (Baker & Nelson, 2005; Senyard et al., 2014) and the benefits of ambidexterity and absorptive capacity (He & Wong, 2004; Zahra & George, 2002). However, by empirically demonstrating the joint impact of bricolage and dependence, the study extends these literatures. It also adds nuance to research on entrepreneurial alertness by identifying conditions under which it enhances or detracts from performance.

6. Conclusion

This study investigated how resource dependence and resource bricolage influence entrepreneurial performance, considering the mediating roles of ambidextrous strategy and dynamic absorptive capacity, and the moderating role of entrepreneurial alertness. Based on survey data from 1008 SMEs in China, structural equation modeling provided robust evidence for the proposed model.

Both resource dependence and bricolage positively influence entrepreneurial performance directly.mAmbidextrous strategy and dynamic absorptive capacity mediate these relationships, demonstrating that how resources are deployed is as important as their availability. Entrepreneurial

alertness moderates both direct and indirect effects, enhancing resource utilization when balanced, but posing risks when excessive.

The study contributes to the entrepreneurship literature by integrating resource dependence and bricolage, identifying ambidexterity and absorptive capacity as mediating mechanisms, and incorporating entrepreneurial alertness as a boundary condition. These contributions extend theoretical frameworks and respond to calls for more nuanced models of resource management in entrepreneurship.

For SME practitioners, the findings underscore the need to: Pursue dual resource strategies that blend external acquisition with internal creativity. Build ambidextrous structures and absorptive capacity to convert resources into performance. Cultivate entrepreneurial alertness while avoiding overextension. For policymakers, the results suggest that support programs should emphasize not only resource provision but also capability development (ambidexterity, absorptive capacity) and entrepreneurial training that balances alertness with disciplined execution.

Despite its contributions, the study has limitations. First, it relies on self-reported cross-sectional survey data, which may introduce bias and limit causal inference. Longitudinal and multi-source data could strengthen future research. Second, the study focuses on SMEs in China; future studies should examine cross-cultural contexts to assess generalizability. Third, while the study identifies alertness as a moderator, other cognitive and psychological factors (e.g., risk propensity, resilience) may also shape resource–performance linkages. Future research should explore dynamic interactions among resource strategies, cognitive traits, and performance over time, as well as the role of institutional environments in shaping these relationships. Comparative studies across emerging and developed economies could yield further insights.

In conclusion, this study demonstrates that SMEs can enhance entrepreneurial performance by combining resource dependence and bricolage, deploying resources through ambidextrous strategies and dynamic absorptive capacity, and leveraging entrepreneurial alertness in a balanced manner. By integrating resource-based, strategic, and cognitive perspectives, the study offers a comprehensive framework for understanding and improving entrepreneurial success in resource-constrained environments.

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