

# A STUDY OF ENTREPRENEURIAL STRATEGY AND NASCENT VENTURE PERFORMANCE IN MALAYSIA: EMPHASIZING THE ENTREPRENEURIAL BRICOLAGE AND ENTREPRENEURIAL ORIENTATION

\*<sup>1</sup> Rusnifaezah Musa, <sup>2</sup> Maliani Mohamad, <sup>3</sup> Siti Nur Zahirah Omar, <sup>4</sup> Che Mohd Syaharuddin Che Cob

<sup>1</sup>Aimst University, Semeling, Bedong, Kedah, Malaysia.

<sup>2</sup>Universiti Utara Malaysia, Sintok Kedah, Malaysia.

<sup>3,4</sup>Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kelantan, Machang Campus, Kelantan, Malaysia

Email Address: [rusnifaezah@aims.edu.my](mailto:rusnifaezah@aims.edu.my), [maliani.mohamad@uum.edu.my](mailto:maliani.mohamad@uum.edu.my),  
[sitinurzahirah@uitm.edu.my](mailto:sitinurzahirah@uitm.edu.my), [syaha793@uitm.edu.my](mailto:syaha793@uitm.edu.my)

**Abstract:** *The emerging phase of entrepreneurship has been determined to be critical for most nascent ventures. The factors that influence the success of nascent ventures are a critical topic in the entrepreneurship literature. The capacity of a developing firm to run financially within three to five years after its formation is referred to as nascent venture performance. Due to the venture's infancy, the failure and discontinuation rate is significant among Malaysian fledgling ventures. The purpose of this research is to evaluate how entrepreneurial bricolage (EB), entrepreneurial orientation (EO), online social networking, and government aid programmes impact nascent venture performance. This study takes a quantitative approach to research and adopts a survey technique to examine 165 Malay-owned start-up ventures in Malaysia. Data were processed using SPSS version 26. The findings indicate that entrepreneurial bricolage, EO (proactiveness), and government aid programmes all have a significant and direct effect on the success of embryonic ventures. This research shows that Malaysian start-ups are risk-averse and fall behind other industrialized countries in terms of innovation. On the other hand, the findings indicate that Malaysia's nascent ventures have not completely embraced and leveraged social media in doing business.*

**Keywords:** *Entrepreneurial bricolage, entrepreneurial orientation, online social networking, government assistance program, nascent venture performance.*

2022 JGBSE

*Article Received: 28 October 2021, Revised: 18 November 2021, Accepted 01 January 2022*

## 1. Introduction

The early stage; the emerging stage has been identified as the most critical time not just for entrepreneurs, but also for researchers. At this level, entrepreneurship studies continue to emphasise the examination of fledgling, fresh, or start-up research. Nascent entrepreneurship research demonstrated the study's distinctiveness, since the subject is still in its infancy (Guererro, et al., 2020; Saade, 2013; Hayek, 2012; Parker & Belghitar, 2006), but has garnered considerable attention in recent years. Previous research (Kee, et al., 2021; Al-Shami, et al.,

2019; Rahman, Yaacob, & Radzi, 2016) and a study conducted by Jamak, Salleh, Sivapalan, and Abdullah (2011) indicate that "more than 90% of new start-up businesses fail within the first five years of operation" (p.863), while Rahman, et al., (2016) urged the authority to find solutions for

Venture performance becomes a barometer of survival for emerging entrepreneurs. Measuring the success of embryonic ventures presents certain hurdles for academics, particularly when performance is measured in terms of financial data through objective measures. Previous research has established that business owners' reluctance to disclose financial information (Fabrizio & Kim, 2019; Hess, 2019; Korunka, Kessler, Frank, & Lueger, 2010) and an inefficient financial record system (Devinaga & Tan, 2012) contribute to these difficulties. In previous research on nascent venture performance, it was agreed that venture strategy (Ruvio & Shoham, 2010; Salunke et al., 2013; Hu & Zhang, 2011), resources (Kropp & Zolin, 2005; Semrau & Sigmund, 2012; Hu & Zhang, 2011; Chrisman, McMullan, Ring & Holt, 2012; Wang & Fang, 2012), and environment (Ruvio & Shoham,

While the environment is the primary predictor of nascent venture success (Baron & Tang, 2009; Ruvio & Shoham, 2010; Aziz, 2010; Wang & Fang, 2012), Shah and Ali (2010) discovered that resource constraints such as financial difficulties, poor management, and a lack of technology adoption contributed to business failure. On the other hand, a study conducted by Ng and Kee (2012) concluded that Malaysian SMEs should strengthen their venture strategies, placing a premium on organisational innovation, networking, leadership and management, business assistance, and market orientation, in order to boost performance and mitigate risk of failure. As a result, this research sought to determine the characteristics that influence the success of emerging ventures in Malaysia.

## **2. Literature review**

### **2.1 Nascent Venture Performance**

Nascent venture is defined as a business venturing by nascent and new entrepreneurs which were operating not more than 5 years of its establishments, to represent their period of emerging stage in entrepreneurial process. Nascent entrepreneurs are individual aged between 18-68 years old (Stel, et al., 2003) who have already started entrepreneurship activities and are in the entrepreneurship process but have not succeeded in creating a new enterprise (Long, Yong & Gao, 2010). Due to the newness of the venture, performance of nascent firm is defined as the ability of an emerging business to exist profitably within one to five years of its establishment (Dzathor, Mosley & White, 2013; Driessen & Zwart, 1999).

### **2.2 Entrepreneurial Bricolage**

EB is a creative and intuitive strategy which influences firms to organise and reorganise resources to adapt to market opportunities or as a reaction to a crisis. It derived from the definition of "making do by applying combinations of the resources at hand to new problems and opportunities". Ernst, et al. (2014) also found out that bricolage have positively effect on innovation in 215 Forbes companies and the study by Wu, Liu, and Zhang (2017) exposed survey data from 222 firms resulted that bricolage hastens new-product development (NPD). Beyond that, it is argued that the insight of entrepreneurial bricolage seems particularly well fitted to analyzing the ventures' entrepreneurial strategy and performance of nascent venture

(Senyard, et al., 2010). With the scarce study addressed the relationship between entrepreneurial bricolage and nascent venture performance in quantitative study, hence this study is proposed the hypothesis as below;

*H1: There is significant relationship between entrepreneurial bricolage and nascent venture performance.*

### **2.3 Entrepreneurial Orientation**

EO refers to the strategy making processes and styles of firms that engage in entrepreneurial activities (Lumpkin & Dess, 2001). The dimensions of EO were acknowledged by three-dimensions conceptualization, namely innovativeness, proactiveness and risk taking (Miller, 1983), the dominant dimensions that are being focused by most of the EO relevant studies to explain the variance in the construct, and being considered to give a great impact in firm's growth (Miller, 1987; Lumpkin & Dess, 1996). Previous study secures a positive relationship between entrepreneur orientation and performance. Faizol, et al., (2010) examined entrepreneurial orientation and business performance of small and medium scale enterprises in Sri Lanka. A sample of one hundred and twenty-five listed small and medium enterprises and twenty-five manufacturing SMEs selected. Both qualitative and quantitative methods were employed using multiple regressions for data analysis. The result shows a strong linkage between the two constructs. In addition, recent studies also posited that entrepreneurial orientation of innovativeness, proactiveness and riskiness have significant effect on business performance (Jajali, et al., 2014; James, et al., 2015; Deniz, 2016). Based on the previously stated studies, the current study hypothesized that:

*H2a: There is significant relationship between innovativeness and nascent venture performance.*

*H2b: There is significant relationship between proactiveness and nascent venture performance.*

*H2c: There is significant relationship between riskiness and nascent venture performance.*

### **2.4 Government Assistance Program**

Government assistance programs are formed through the collaboration of government with non-profit organization (NGO) or other private institutions to assist the small business entrepreneurs especially those who are in nascent stage on their business development. Previous studies found a positive relationship between the usage of business assistance by entrepreneurs with the growth of venture (Zin & Ibrahim, 2020; Ahsan, et al., 2021; Chrisman, et al., 2012; Jones & Parry, 2011; Yusuf, 2012). In the study of Yusuf (2012), she found in her study that the probability the use of assistance programs increases for entrepreneurs who are more educated, have more entrepreneurial experience, have relied extensively on their start-up teams, and have larger personal networks. On the other hand, the probability of use decreases as the entrepreneur has more experience working for a parents' business and the start-up team is more experienced. Jones and Parry (2011) also support the previous study where they found that the support by government is adequate and to be useful for technology entrepreneurs. Hence, this study is proposed the hypothesis as below;

*H3: There is significant relationship between government assistance program and nascent venture performance.*

## **2.5 Online social networking adoption**

Cheng, Hsu, and Wu (2011) defined Online social networking like facebook, twitter, blog, myspace as a “member-based internet communities which allow participants to present themselves, articulate their social networks, and establish or maintain connections to others” (p.1065) and this medium is used by entrepreneurs in their business. Previous studies found that social networking usage has a positive relationship with the venture performance in the context of salesperson (Williams, et al, 2020; Schultz, Schwepker-Jr, & Good, 2012; Onyemah, Swain & Hanna, 2010). The study on of e-tailers also, (Qu, Wang, Wang& Zhang, 2013) they stated that making friends in online market places helps e-tailers improve their performance. While a study by Peltier and Naidu (2012) and Cheng and Shiew (2019) viewed the findings of small medium firm in using social network for business throughout the life-cycle of the ventures. The findings show that social networks for small businesses change as firm’s transition from startup to growth and beyond. Thus, we hypothesized as below;

*H4: There is significant relationship between online social networking and nascent venture performance.*

## **3. Methodology/Materials**

This study utilizes a primary data collection method and a quantitative approach to data analysis. A survey using online questionnaire application of Kwiksurveys. com was used to collect a cross sectional data. The measurement of nascent venture performance (6 items) was adapted from Gupta and Govindarajan (1984), entrepreneurial orientation (9 items) from Lumpkin and Dess (1996), measurement of government assistance programs (9 items) adapted from Zainol and Wan Daud (2011) and government assistance program (12 items) was adapted from Venkatesh, et al., (2003). All items were based on a 7-point Likert scale ranging from not at all important (1) to extremely important (7). This study utilizes systematic random sampling and 500 of Malay-owned nascent venture were selected to answer the online questionnaires. 170 responses were collected representing 34 per cent response rate. The data was checked for model assumptions of normality, linearity, independence of error, and homogeneity of variance using SPSS version 26. 5 respondents were omitted after data cleaning. To answer the objectives of the study, 165 data were analyzed using SPSS version 26.

## **4. Results/Findings**

### **4.1 Demographic Profile**

Respondent’s demographic profile described the background of nascent ventures’ entrepreneurs. Both gender was well represented with female respondents at 51.4 percent and male respondents at 48.6 percent. The finding also shows that respondents aged between 18-35 years old dominate the ownership of nascent ventures at 60.7 percent. In addition, the findings of the entrepreneur’s age in starting the venture was consistent with the age of respondent in this study. It was dominated by the respondents aged 18 – 35 years old (73.2 percent), followed by respondents who are age at 36 – 45 years old (19.7 percent).

Meanwhile, ventures demographic profile shows majority of the participating nascent ventures have 20 or less employees (95.6 percent). This implies most of nascent ventures were micro (46.4 percent) and small and medium (49.2 percent) business. The services sector was the highest business ventured by respondents at 53.0 percent, followed by food and beverages business at 19.1 percent, manufacturing at 12.0 percent, agriculture, construction and retailing at 9.9 percent, 3.8 percent and 2.2 percent respectively. More than a third of respondents operate their business venture at office buildings (39.3 percent) while 32.8 percent operate their businesses at home. Only 6.0 percent operated their business at shopping centre which implies most of the entrepreneurs in nascent ventures were faced resources constraint.

#### 4.2 Construct Validation: Factor Analysis and Reliability

Factor analysis was employed to establish whether the measurements or items are loaded on the right factors (Venkatraman, 1989). The goal of factor analysis was to verify all scales in this research as well as to examine the data's conformity to the study's intended structure. Only factor loading scores with acceptable values are deemed significant. Hair, Anderson, Tatham, and Black (1998) propose factor loadings of 0.30 or higher are deemed low, 0.40 or higher are relevant, and 0.50 or higher are considered practically significant. However, Tabachnick and Fidell (2001) argue that the researcher chooses the threshold for loading size. A loading of 0.40 or more was judged significant in this investigation. In this study, the data were first submitted for exploratory PC with varimax rotation to reduce a large number of items to a few representative factors or dimensions, test patterns of correlation among variables, and determine the goodness of measures for testing hypotheses (Hair, et al., 1998; Tabachnick & Fidell, 2007). The nascent venture performance scales included six components. Using varimax rotation, these 6 items were then factored. Only loadings of at least 0.40 were considered, hence only one factor was retrieved. Table 1 shows the outcome of the study.

**Table 1.** Factor analysis on Nascent Venture Performance

Description of Items		Component
BP1	Sales growth rate	.716
BP2	Market share	.728
BP3	Operating profits	.740
BP4	New product development	.645
BP5	Market development	.746
BP6	Employee growth and development	.753
Eigenvalue		3.130
Percentage variance		52.173
Kaiser Meyer Olkin Measure of Sampling Adequacy		.849
Bartlett's Test of Sphericity		
Approx. Chi-Square		312.090
DF		15
Sig.		.000

The components in Table 1 had a KMO of 0.849, indicating that they were connected and shared similar variables. The Approx. Chi-Square score of 312.090 indicates the adequacy of the correlations among the variables and therefore give a good foundation for component analysis (Ho, 2006). The MSA values for individual items varied from 0.817 to 0.869, indicating that the data matrix may be factored. An eigenvalue larger than 1 (3.130) component explained 52.173 percent of the variation in the data. Loading for this factor was 0.645–0.753. The entrepreneurial bricolage scale has 8 components. Two items were eliminated due to incorrect loading. Matsunaga (2010) considered items can be removed if it does not emerge as expected. As a result, items 7 and 8 were deleted from the list.

**Table 2.** Factor analysis on Entrepreneurial Bricolage

Description of Items		Component
ESEB1	We are confident of our ability to find workable solutions to new challenges by using our existing resources.	.648
ESEB2	We gladly take a broader range of challenges than others with all our resources.	.722
ESEB3	We use existing resources that seems useful to responding to a new problem or opportunity.	.811
ESEB4	We deal with new challenges by applying a combination of our existing resources and other resources inexpensively available to us.	.685
ESEB5	When dealing with new problems and opportunities we take action by assuming that we will find a workable solution.	.609
ESEB6	By combining our resources, we take on a surprising variety of new challenges.	.735
Eigenvalue		2.977
Percentage variance		49.616
Kaiser Meyer Olkin Measure of Sampling Adequacy		.789
Bartlett's Test of Sphericity		
Approx. Chi-Square		308.463
DF		15
Sig.		.000

In Table 2, after deleting problem items (items 7 and 8), the Kaiser-Meyer-Olkin (KMO) measure of sample adequacy for the items was 0.789, suggesting that the items were associated and shared common variables. The Approx. Chi-Square score of 308.463 indicates the adequacy of the correlations among the variables and hence give a good foundation for component analysis (Ho, 2006). The MSA values for individual items varied from 0.752 to 0.807, indicating that the data matrix could be factored. Apart from that, one component with eigenvalue larger than 1 (2.977) explained 49.616 percent of the data variation. The factor loading varied from 0.609 to 0.811.

The EO measuring scales included 9 items. Three measures rated innovativeness, three items measured proactiveness, and three things measured riskiness. An RC varimax rotated factor analysis was then performed on these 9 elements. The data were evaluated for factor analysis before doing PCA. The factor only includes loadings of at least 0.30. (Hair et al., 2006,

2010). Table 3 shows that the total variation explained is 71.235 percent. The items' KMO sample adequacy was 0.708, above the acceptable value of 0.6 (Kaiser, 1974), and hence considered as “fair” (Hutcheson & Sofroniou, 1999). The Approx. Chi-Square score of 572.031 indicates the adequacy of the correlations among the variables and hence give a solid foundation for component analysis (Ho, 2006). The MSA values for individual items varied from 0.582 to 0.810, indicating that the data matrix could be factored.

**Table Error! No text of specified style in document..** Factor analysis on Entrepreneurial Orientation

Description of Items	Component		
	Factor 1	Factor 2	Factor 3
ESEO1 We emphasize more on new innovations and technology usage.			.893
ESEO2 Our company offer new products/ services in the past few years.			.813
ESEO3 We make an innovation to our products/ services rapidly.			.728
ESEO4 We initiate first action in business before our competitor do.		.858	
ESEO5 We often to be first in introducing the products/ services or new technology/ marketing/ operation of the business.		.882	
ESEO6 We usually are very competitive and will not let the competitors be at top.		.713	
ESEO7 We like to take bold action by venturing in a high business/projects.	.812		
ESEO8 We are willing to invest a lot of time and/or money on something that might yield a high return.	.879		
ESEO9 We tend to act “boldly” in situations where risk is involved.	.848		
Eigenvalue	2.274	2.104	2.033
Percentage variance	25.269	23.375	22.591
Kaiser Meyer Olkin Measure of Sampling Adequacy		.708	
Bartlett’s Test of Sphericity			
Approx. Chi-Square		572.031	
DF		36	
Sig.		.000	

Thus, the factor analysis revealed three factors with eigenvalues larger than 1, explaining 71.235 percent of the data. The first factor, with an eigenvalue of 2.033, accounted for 22.591 percent of the variation. Items in this factor had factor loadings ranging from 0.728 to 0.893. Factor 1 represented the dimension of innovativeness and was so dubbed innovativeness. The second factor has three items with factor loadings ranging from 0.713 to 0.882, accounting for 23.35% of the overall variation. 2.104 was the eigenvalue. Factor 2 is linked to proactivity and so classed as such. Finally, the final element had three factors. Less than 0.879 factor loadings. With an eigenvalue of 2.274, this component accounted for 25.269 percent of the total variance. Factor 3 was classed as risky due to its risk-taking character.

The government aid programme measuring scale has 9 components. Two items were eliminated due to improper loading. Matsunaga (2010) explored removing elements if they do not appear as planned. So, item 1, “we learn a lot from government programmes,” and item 8, “our firm's tax strategy is preferable,” were eliminated. Table 4 shows the final factor analysis result for government aid programme. With problematic items (1 and 8 removed), the Kaiser-

Meyer-Olkin (KMO) score of sample adequacy was 0.918, suggesting that the items were connected and shared common variables. The Approx. Chi-Square value of 795.961 indicated the adequacy of the correlations among the variables and therefore give a solid foundation for component analysis (Ho, 2006). The MSA values for individual items varied from 0.902 to 0.941, indicating the data matrix might be factored. Aside from that, the factor analysis revealed one component with an eigenvalue larger than 1 (4.685), which explained 66.934% of the data. The factor loading for these products varied from 0.739 to 0.867.

**Table 4.** Factor analysis on Government Assistance Program

Description of Items		Component
RAGAP2	The programs provided by government agencies offer clear policy information to us	.797
RAGAP3	We get a lot of technology assistance from the programs provided by government agency	.784
RAGAP4	It is easy for us to obtain loan from government agencies to support my business	.842
RAGAP5	The programs educated us to understand that the legal right of entrepreneurs is guaranteed	.867
RAGAP6	Our business skill is improved after joined the programs offered by this agency	.860
RAGAP7	The programs educated us to understand that the interest of entrepreneurs is guaranteed	.831
RAGAP9	We easily find access for my business start-up capital.	.739
Eigenvalue		4.685
Percentage variance		66.934
Kaiser Meyer Olkin Measure of Sampling Adequacy		.918
Bartlett's Test of Sphericity		
Approx. Chi-Square		795.961
DF		21
Sig.		.000

The measurement scale for online social networking consists of 12 items. There were two items was removed because of wrong loading. Matsunaga (2010) considered items can be removed if it does not emerge as expected. Thus, item 4, "*online social networking is easy to use*" and item 12, "*we like to use online social networking for our business*" were removed as following the rule of thumb for item removal.

**Table 5.** Factor analysis on Online Social Networking

Description of Items		Component
RAOSN1	Online social networking is useful for our business.	.612
RAOSN2	Using online social networking enables us to accomplish tasks quickly.	.676
RAOSN3	Using online social networking improves our business performance	.587
RAOSN4	Online social networking is easy to use.	
RAOSN5	Our interaction with online social networking is clear and understandable.	.783
RAOSN6	It is easy for us to become skillful in using online social networking.	.682



RAOSN7	Our trading partners think we should use online social networking for business.	.749
RAOSN8	Our employees think we should use online social networking for business.	.693
RAOSN9	In general, we supported the use of online social networking for business.	.765
RAOSN10	Using online social networking for business is a good idea.	.673
RAOSN11	Online social networking makes the business more interesting.	.796
RAOSN12	We like to use online social networking for our business.	
Eigenvalue		4.967
Percentage variance		49.666
	Kaiser Meyer Olkin Measure of Sampling Adequacy	.907
	Bartlett's Test of Sphericity	
	Approx. Chi-Square	749.602
	DF	45
	Sig.	.000

Table 5 shows the factor analysis result for online social networking. The KMO measure of sampling adequacy for the items was 0.907 after deleting problematic items (4 and 12). The Approx. Chi-Square result for the Test of Sphericity was 749.602. The MSA values for individual items varied from 0.870 to 0.941, indicating that the data matrix might be factored. Apart from that, one component with eigenvalue larger than 1 (4.967) explained 49.666 percent of the data variation. Items in this category had factor loadings of 0.587–0.796. Due to incorrect loading of 6 variables from factor analysis, fledgling venture performance, entrepreneurial bricolage, entrepreneurial orientation, and online social networking were eliminated. (items 7 and 8), (2 goods from a government aid programme) (1 and 8), and (2 items from online social networking (item 4 and 12). Table 6 summarized usable items after factor analysis.

**Table 6. Usable items after factor analysis**

Variable Name	Variable items	Deleted items after factor analysis	Usable items
Nascent Venture Business Performance (BP)	BP1, BP2, BP3, BP4, BP5, BP6 (6 items)	NONE	BP1, BP2, BP3, BP4, BP5, BP6 (6 items)
Entrepreneurial Bricolage (ESEB)	ESEB1, ESEB2, ESEB3, ESEB4, ESEB5, ESEB6, ESEB7, ESEB8 (8 items)	ESEB7, ESEB8 (2items)	ESEB1, ESEB2, ESEB3, ESEB4, ESEB5, ESEB6 (6 items)
Entrepreneurial Orientation (ESEO)	ESEO1, ESEO2, ESEO3, ESEO4, ESEO5, ESEO6, ESEO7, ESEO8, ESEO9 (9 items)	3 DIMENSIONS	MULTIDIMENSION INNOVATIVENESS: ESEO1, ESEO2, ESEO3 PROACTIVENESS: ESEO4, ESEO5, ESEO6 RISKINESS: ESEO7, ESEO8, ESEO9
Government Assistance Program (RAGAP)	RAGAP1, RAGAP2, RAGAP3, RAGAP4, RAGAP5, RAGAP6, RAGAP7, RAGAP8, RAGAP9 (9 items)	RAGAP1, RAGAP8 (2 items)	RAGAP2, RAGAP3, RAGAP4, RAGAP5, RAGAP6, RAGAP7, RAGAP9 (7 items)
Online Social Networking Adoption (RAOSN)	RAOSN1, RAOSN2, RAOSN3, RAOSN4, RAOSN5, RAOSN6, RAOSN7, RAOSN8, RAOSN9, RAOSN10, RAOSN11, RAOSN12 (12 items)	RAOSN4, RAOSN12 (2 items)	RAOSN1, RAOSN2, RAOSN3, RAOSN5, RAOSN6, RAOSN7, RAOSN8, RAOSN9, RAOSN10, RAOSN11 (10 items)

The construct's reliability coefficients are all above average. Hair et al. (2006, 2010) recommend values of coefficient alpha, commonly known as Cronbach's alpha, ranging from 0 to 1. George and Mallery (2002) and Hair et al. (2002) advise interpreting alpha values as shown in Table 3.23. (2006). Generally, 0.7 is considered minimum, while lower numbers may be acceptable depending on the study aims (Hair et al., 2006, 2010). Hair et al. (2006, 2010) cautioned that if the coefficient alpha is more than 0.95, the items should be reviewed to confirm they are measuring the concept.

**Table 7. Reliability coefficient after factor analysis**

Variable	Number of items	Cronbach's alpha
Nascent venture performance	6	0.814
Entrepreneurial bricolage	6	0.795
Entrepreneurial orientation (innovativeness)	3	0.755
Entrepreneurial orientation (riskiness)	3	0.781
Entrepreneurial orientation (proactiveness)	3	0.824
Government assistance program	7	0.914
Online social networking adoption	10	0.885

### 4.3 Hypothesis Testing Result

The results of standardized regression beta estimates and t-values are presented in Table 8. The results show that entrepreneurial bricolage positively significance with nascent venture performance ( $\beta=0.194$ ;  $t=2.374$ ;  $p<0.005$ ), thus supporting hypothesis H1. Similar finding was supported in previous researches (Ernst, et al., 2014; Wu, et al., 2017). In addition, proactiveness and government assistance programs also were found positively significance with nascent venture performance at ( $\beta=0.444$ ;  $t=4.649$ ;  $p<0.001$ ), ( $\beta=0.317$ ;  $t=3.433$ ;  $p<0.001$ ) respectively. Hence, supporting H2b and H3. Adversely, entrepreneurial orientation of innovativeness and risk taking were not significant with nascent venture performance ( $\beta= -0.017$ ;  $t=0.202$ ;  $p>0.001$ ), ( $\beta=-0.101$ ;  $t=1.080$ ;  $p>0.001$ ), rejecting hypothesis H2a and H2c. Although entrepreneurial orientation of innovativeness and risk taking did not contributed to the significant result, these findings was consistent with (Massersmith & Wales, 2011; Hughes and Morgan, 2007; Zhao et al., 2010; Thapa, 2015) Similarly, online social networking adoption also found not significant with nascent venture performance. Hence, H5 was rejected. The final model shows that the the R squared value of 0.64 which indicates variables explain 64 % variance in nascent venture performance. These reading indicate a robust model for entrepreneurial strategy model of the study.

Table 8. Multiple regression of Direct Relationship

Hypothesis	Beta	Standard Deviation	T- Statistics	P- Values	Significance Status
H1: EB →NVP	0.194	0.082	2.374	0.018	Significance
H2a:INNO →NVP	-0.017	0.086	0.202	0.840	Not Significance
H2b: PRO →NVP	0.444	0.096	4.649	0.000	Significance
H2c: RT →NVP	-0.101	0.093	1.080	0.280	Not Significance
H3: GAP →NVP	0.317	0.092	3.433	0.001	Significance
H4: OSN →NVP	0.038	0.103	0.369	0.712	Not Significance

## 5. Discussion and conclusion

### 5.1 Discussion

In general, this result is supporting the general model of entrepreneurial success by Gielnik and Frese (2013). The model has pointed out the entrepreneurial strategy of bricolage has significantly affected the entrepreneurial success in developing country. Theoretical thrust of prior behavior theory and model about bricolage as discussed in previous chapter of literature review, which we believed that most nascent ventures are resource constrained. In important ways to form a survival strategy, adapting resourceful behaviors through bricolage are likely to be play a key role in shaping their ventures performance better. Importantly, our results support the previous studies of bricolage in nascent context. The challenges of being a resourceful constraint ventures drives them to formulate creative strategy and creates more opportunities for their survival. Thus, we adhere the importance of bricolage strategy for nascent ventures shaping their growth and performance.

Proactiveness found to be significant with nascent venture performance in this study. This finding consistent with study of Miller (1983); Lumpkin and Dess (1997; 2001) which were positively significant with profitability and sales growth, meanwhile the findings of Lindsay (2003) posited negatively significant with profitability. Lumpkin and Dess (2001) found that proactiveness has the most impact on firm performance in companies that operate in industries that are in early stages of their development. Furthermore, also Hughes and Morgan (2007) found a positive proactiveness-performance relationship in the high technology industry that can be in early stages of its development in the sense that the changes are rapid and the development is fast. These findings supported proactiveness may be one of the explaining factors of an early stage industry to grow and survive. In similar vein, proactiveness found to be significant in this study which was concerned at the nascent ventures in Malaysia.

## 5.2 Conclusion

The empirical findings supported three out of six hypotheses developed and rejected the rest three hypotheses; thereby answering all the research questions despite some identified limitations, and also supported the key theoretical positions upon which the present study has been drawn. In addition, the research findings are consistent with a number of previous empirical studies conducted in the domain of current research underpinning theories. This study makes concrete contributions by providing an empirical framework and findings for understanding entrepreneurial behaviour in the context of nascent venture in Malaysia. The integration of entrepreneurial bricolage, proactiveness and resources acquisition of government assistance was found to provide positive increases in organizational outcomes. These clearly proved results may help these organizations to focus on what really matters to improve their performance.

## References

- Ahlstrom, D. (2010). Innovation and growth: How business contributes to society. *Academy of management perspectives*, 24(3), 11-24. doi.org/10.5465/amp.24.3.11
- Ahmad, N. H., & Seet, P. S. (2009). Dissecting behaviours associated with business failure: A qualitative study of SME owners in Malaysia and Australia. *Asian Social Science*, 5(9), 98-104.
- Ahsan, M., Adomako, S., & Mole, K. F. (2021). Perceived institutional support and small venture performance: The mediating role of entrepreneurial persistence. *International Small Business Journal*, 39(1), 18-39.
- Al-Shami, Samer, Abdullah Al Mamun, Safiah Sidek, and Nurulizwa Rashid. "Causes of failure among Malaysian female entrepreneurs: A qualitative case study of Malaysian microcredit borrowers." *Qualitative Research in Financial Markets* (2019).
- Arenius, P., & Minniti, M. (2005). Perceptual variables and nascent entrepreneurship. *Small business economics*, 24(3), 233-247. doi.org/10.1007/s11187-005-1984-x
- Aziz, N. A., & Yassin, N. M. (2010). How will market orientation and external environment influence the performance among SMEs in the agro-food sector in Malaysia?. *International Business Research*, 3(3), 154.
- Baron, R. A., & Tang, J. (2009). Entrepreneurs' social skills and new venture performance: Mediating mechanisms and cultural generality. *Journal of Management*, 35(2), 282-306. doi.org/10.1177/0149206307312513

- Chrisman, J. J., McMullan, W. E., Kirk Ring, J., & Holt, D. T. (2012). Counseling assistance, entrepreneurship education, and new venture performance. *Journal of Entrepreneurship and public policy*, 1(1), 63-83. doi.org/10.1108/20452101211208362
- Davidsson, P. (2003). *The domain of entrepreneurship research: Some suggestions*. In Cognitive approaches to entrepreneurship research (pp. 315-372). Emerald Group Publishing Limited. doi.org/10.1016/S1074-7540(03)06010-0
- Dimov, D. (2010). Nascent entrepreneurs and venture emergence: Opportunity confidence, human capital, and early planning. *Journal of Management Studies*, 47(6), 1123-1153. doi.org/10.1111/j.1467-6486.2009.00874.x
- Eggers, F., Hansen, D. J., & Davis, A. E. (2012). Examining the relationship between customer and entrepreneurial orientation on nascent firms' marketing strategy. *International Entrepreneurship and Management Journal*, 8(2), 203-222.
- González-López, M. J., Pérez-López, M. C., & Rodríguez-Ariza, L. (2021). From potential to early nascent entrepreneurship: the role of entrepreneurial competencies. *International Entrepreneurship and Management Journal*, 17(3), 1387-1417.
- Guerrero, M., Liñán, F., & Cáceres-Carrasco, F. R. (2020). The influence of ecosystems on the entrepreneurship process: a comparison across developed and developing economies. *Small Business Economics*, 1-27.
- Haltiwanger, J., Jarmin, R. S., & Miranda, J. (2013). Who creates jobs? Small versus large versus young. *Review of Economics and Statistics*, 95(2), 347-361. doi.org/10.1162/REST\_a\_00288
- Hashim, M. K., & Hassan, R. (2008). Internationalization of SMEs: Options, incentives, problems and business strategy. *Malaysian Management Review*, 43(1), 63-76.
- Hayek, M. (2012). Control beliefs and positive psychological capital: Can nascent entrepreneurs discriminate between what can and cannot be controlled?. *Journal of Management Research*, 12(1), 3.
- Hess, D. (2019). The transparency trap: Non-financial disclosure and the responsibility of business to respect human rights. *American Business Law Journal*, 56(1), 5-53.
- Hilmi, M. F., & Ramayah, T. (2008). Market innovativeness of Malaysian SMEs: Preliminary results from a first wave data collection. *Asian Social Science*, 4(12), 42-49.
- Hu, W., & Zhang, Y. (2012). New venture capability of the transformation from entrepreneurial orientation to new venture's performance: Theory model and empirical study in China. *Nankai Business Review International*, 3(3), 302-325. doi.org/10.1108/20408741211264594
- Hult, G. T. M., Snow, C. C., & Kandemir, D. (2003). The role of entrepreneurship in building cultural competitiveness in different organizational types. *Journal of management*, 29(3), 401-426. doi.org/10.1016/S0149-2063\_03\_00017-5
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of management*, 29(6), 963-989. doi.org/10.1016/S0149-2063(03)00086-2
- Jamak, A. B. S. A., Salleh, R., Sivapalan, S., & Abdullah, A. (2012). Micro business enterprise of Bumiputera Malays, Malaysia. *African Journal of Business Management*, 6(22), 6504-6510. doi.org/10.5897/AJBM11.2467
- Jamak, A., Sedek, A. B., Salleh, R., Sivapalan, S., & Azrai, A. (2011). Entrepreneurial challenges confronting micro enterprise of Malaysian malays. *World Academy of Science, Engineering and Technology*, 59, 862-867.
- Kee, D. M. H., Khin, S., & Ho, T. C. (2021). Social network, prior working experience, start-up experience and access to support: the case of the Malaysian start-up industry. *International Journal of Business and Globalisation*, 28(1-2), 16-37.

- Kraus, S., Rigtering, J. C., Hughes, M., & Hosman, V. (2012). Entrepreneurial orientation and the business performance of SMEs: a quantitative study from the Netherlands. *Review of Managerial Science*, 6(2), 161-182. doi.org/10.1007/s11846-011-0062-9
- Kropp, F., & Zolin, R. (2005). Technology Entrepreneurship and Small Business Innovation Research Programs.
- Lumpkin, G. T., & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of business venturing*, 16(5), 429-451. doi.org/10.1016/S0883-9026(00)00048-3
- Lundqvist, M., Middleton, K. W., & Nowell, P. (2015). Entrepreneurial identity and role expectations in nascent entrepreneurship. *Industry and Higher Education*, 29(5), 327-344. doi.org/10.5367/ihe.2015.0272
- Naldi, L., Nordqvist, M., Sjöberg, K., & Wiklund, J. (2007). Entrepreneurial orientation, risk taking, and performance in family firms. *Family business review*, 20(1), 33-47. doi.org/10.1111/j.1741-6248.2007.00082.x
- Parker, S. C., & Belghitar, Y. (2006). What happens to nascent entrepreneurs? An econometric analysis of the PSED. *Small Business Economics*, 27(1), 81-101. doi.org/10.1007/s11187-006-9003-4
- Yusoff, M. N. H. B., Yaacob, M. R. B., & Ibrahim, M. D. B. (2010). Business advisory: A study on selected micro-sized SMEs in Kelantan, Malaysia. *International Journal of Marketing Studies*, 2(2), 245.
- Zainol, F. A., & Ayadurai, S. (2011). Entrepreneurial orientation and firm performance: the role of personality traits in Malay family firms in Malaysia. *International Journal of Business and Social Science*, 2(1).
- Zin, M. L. M., & Ibrahim, H. (2020). The influence of entrepreneurial supports on business performance among rural entrepreneurs. *Annals of Contemporary Developments in Management & HR (ACDMHR)*, Print ISSN, 2632-7686.