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Achieving Competitive Advantage through Bricolage: A Small Business Perspective

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ABSTRACT: *The entrepreneurial bricolage theory has been connected to a wide range of organizational phenomena, including innovation, firm performance, social entrepreneurship and opportunity identification. Regrettably research in this area is yet to significantly heighten our understanding of its connection to competitive advantage, which has been touted as the ultimate goal of any strategic business. Anchored on the real options theory, we reversed this trend by looking at the impact of entrepreneurial bricolage on competitive advantage and the mediating role of resource orchestration capability in the relationship. Based on a survey data administered to 413 small business enterprises (SBES), structural equation modeling was used to analyze the results. Results show that entrepreneurial bricolage was significantly related to competitive advantage. Resource orchestration capability mediated partially the relationship between entrepreneurial bricolage and competitive advantage. A novel finding this study documents resource orchestration capability and entrepreneurial bricolage as antecedents of competitive advantage, which has been missing in prior literature. The study concludes with theoretical and managerial implications and also proffer future research direction.*

KEYWORDS: entrepreneurial bricolage, resource orchestration capability, competitive advantage, SBES, real options theory.

INTRODUCTION

Small business enterprises (SBEs) often operate within a resource-famine environment (Santos et al. 2020), where financial, human capital, and material resources are limited in supply, hampering production, exchange, and consumption (Chliova & Ringov, 2017), especially in developing economies. Navigating this challenge becomes a headache for small businesses operating in this kind of environment. An important theoretical element by which SBEs can be competitive is related to their abilities to be resourceful in exploiting resources at hand, reconfiguring resources for new purposes, making do, and exploiting strategic alliances with partners, which encapsulate the notion of entrepreneurial bricolage (Baker & Nelson, 2005). In simple terms, entrepreneurial

bricolage connotes the situation in which entrepreneurs try to maximize returns from limited resources and to cleverly recognize innovative and crafty ways to bring, accumulate, and apply limited resources (Baker & Nelson, 2005; Williams et al., 2020). Thus, resourcefulness emerges out of an entrepreneur's reaction to situational difficulties (Bradley, 2015). Instead of throwing their hands in despair, and doing nothing, bricoleurs try to circumvent these challenges by looking at the bigger picture, by improvising, experimenting, recycling, and broadening their social networks to achieve entrepreneurial success.

An essential part in the success of industrial firms is the extent of their competitiveness in the market space, which reflects their ability to pay rent. Previous literature has tended to address the issue of competitive advantage, anchored principally on the resource-based perspective. Competitive advantage is understood here as the capacity of a firm to perform its activities in a manner, that is not the same as that of competitors, and that cannot be copied by rivals (Al-Mamun et al., 2018). Thus, competitive advantage is anchored on certain abilities such as cheaper prices of products, speedy innovation, superior quality, dependability, and lesser time delivery (Hove-Sibanda et al., 2017; Kotler et al., 2011). The theory contends that firms that possess valuable, rare, inimitable, and non-substitutable (VRIN) resources are bases of a firm's heterogeneity that engenders competitiveness (Barney, 2001; Black & Boal, 1994). However, this account appears not applicable for new small business ventures in a developing economy like Ghana, largely based on their insufficient levels of slack resources to compete and the liability of smallness and newness in the marketspace (see, Birendra et al., 2018; Guo et al., 2016; Phillips, & Tracey, 2007). While it is feasible for large businesses to attract capital through the public and venture capital markets, such funding is generally not accessible to new small businesses (Holtz-Eakin et al., 1994). Therefore, for small new ventures, resource constraints may be an arduous challenge in attaining competitiveness, yet they are also expected to be competitive to enable them to pay economic rent. Existing literature on entrepreneurial bricolage has touted it a as resourcefulness mechanism and has been linked to various of organizational phenomena in a resource-constrained environment including innovation (Li & Zhu, 2014; Halim et al. 2020; Senyard et al. 2014; Senyard et al 2015; Davidsson et al., 2017); performance (Salunke et al., 2013; Baker & Nelson, 2005; Cunha et al. 2004; DiDomenico et al. 2010); opportunity identification (An et al., 2018a; Sun et al., 2020) and social entrepreneurship (Desa, 2012; Janssen et al., 2018). While these contributions proffer useful insights into our understanding of the concept, we know relatively little about how entrepreneurial bricolage is connected to competitive advantage, which has been touted as the ultimate goal of healthy enterprises (Drosos et al., 2019). Meanwhile, extant scholarly works advocate that competitive advantage manifests itself in many ways (Lobacz & Glodek, 2015; Shaari, 2019), including having exclusive access to proprietary knowhow, highly skilled labor force, special access to new and innovative technologies, strong brand image, cost leadership scheme and offering unique products. We concur with the clarion perspective that competitive advantage is the ultimate goal of every entrepreneurial endeavor and must be given equal academic scrutiny.

Per the resource orchestration capability, we understand that attaining competitive advantage is not merely predicated on the quantum of resources an organization can marshal, but the way these resources are managerially deployed (Sirmon et al., 2011). We predict resource orchestration capability could serve as an intervening variable in linking entrepreneurial bricolage to competitive advantage. By this account, we fill an important lacuna in existing literature calling for the clarification of the context and conditions under which the bricolage concept is executed (An et al., 2018; Bojica et al., 2018; Kwong et al., 2019; Mzembe et al., 2019). By implication, we broaden understanding of the antecedents of competitive advantage to include the resource orchestration capability, which has been somehow missing in prior scholarship.

Therefore, the study explores the impact of entrepreneurial bricolage on competitive advantage and the intervening role of resource orchestration capability among small business ventures operating in the manufacturing sector of Ghana. Figure 1 below, portrays the conceptual framework of the study.

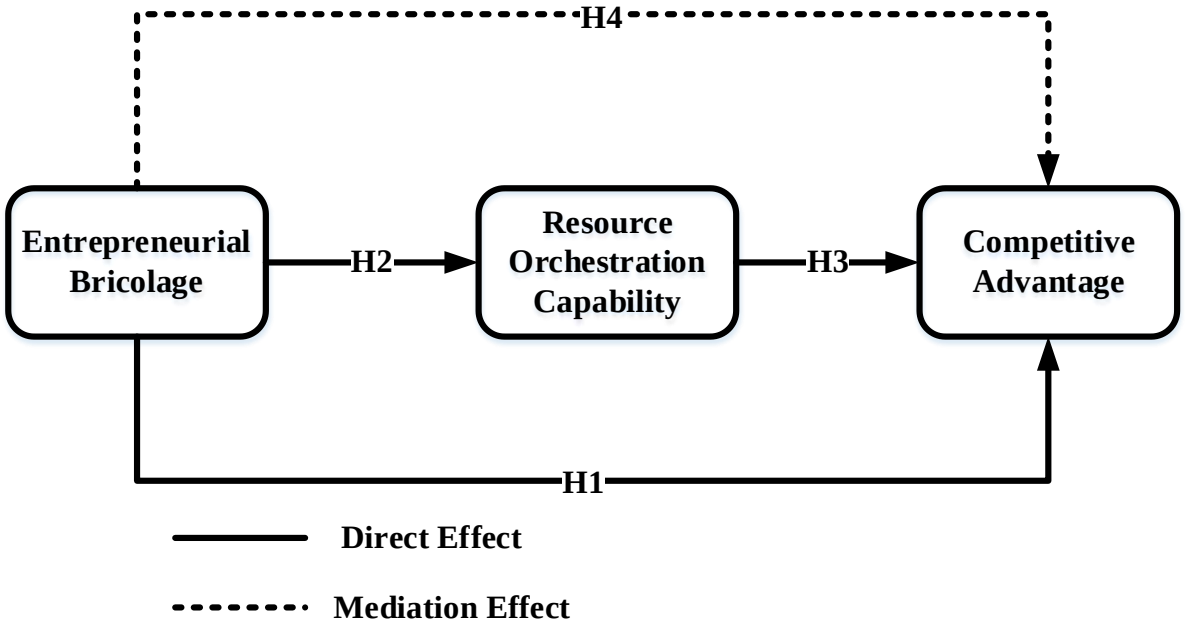

Figure 1. Conceptual Framework

Theory and Hypotheses Development

Entrepreneurial Bricolage and Competitive Advantage

Real options theory was propounded by Myers (1977) and denotes options embedded in investment opportunities such as the option to delay, expand, switch, suspend, contract or abandon

an investment. The term was originally employed in the field of finance, but has now been drafted into several other fields of strategy, management science, taxation, insurance, environmental economics, and engineering. Each real option is distinctively distinct by its context and demands a tailor made valuation. Consequently, practitioners often rely on their experience and instinct to value and workout real options similar to what pertains in a game of chess, where the chess master instantaneous, can weigh a difficult position by identifying and remembering patterns and narrowing down the many strategies to few optimal options (Myers, 1977). The real option paradigm offers an alternative and dynamic perspectives of the important mechanism that delineate and frame business strategies towards achieving sustainable competitive advantage (Driouchi, 2012). The basic assumption in real options theory is the premium placed on managerial flexibility to adjust and revise strategies to take advantage of opportunities, prospects or reduce losses from adverse market developments, critical for the long-term competitive advantage (Ceseña et al., 2013). Accordingly, per the size of small businesses, this is strategic, because by their size and structure make them entrepreneurial and quick at responding to environmental challenges taking advantage of flexibility, which largely borders on how small firms deploy resource management strategies (Brinckmann et al., 2019). We rely on the real options theory to expatriate how resource constrained small businesses attain competitive advantage.

The concept bricolage is credited to Levi-Strauss (1967), an anthropologist, who coined the term to describe how society pools existing elements of folklore with materials at hand to generate new myths. The fundamental theme of the bricolage concept is the rejection to accentuate limitations (Baker and Nelson, 2005). The concept was later drafted into entrepreneurship as entrepreneurial bricolage to understand entrepreneurial perseverance in depleted and constrained environments.

Entrepreneurial bricolage can be viewed as the creative utilization of existing resources to achieve competitiveness (Zhu, 2015), instead of brooding over resource scarceness and doing nothing (Baker & Nelson, 2005). Per the real options theory, the route to achieving competitive advantage are various, making it possible for small businesses to attain competitive advantage relying on the "cheapest options" available based on the resource-impoverished context. Therefore, for small businesses, making decision on a particular option is an integral part of organizational decision-making process, bearing in mind the options of flexibility, improvisation and reconfiguration. Regardless of the nature of an economy, buyers are naturally price-sensitive and will respond to price downward movement (Iqbal et al., 2020). Consequently, bricoleurs can make do with low-cost, cheaply available, or overlooked resources on hand to create new value (Senyard et al., 2009) that can substantially reduce the cost of operations, and by extension the price of products in the market. Once the price is low, customers will respond favorably to the product. Furthermore, bricoleurs by experimentation, trial and error, and learning by doing approach tinker with many options to create a core competence that can be leveraged by SBEs for improving existing practices (Kogut, & Kulatilaka, 2001). This allows small businesses to create heterogeneous resource bundles from the resourceful deployment of existing resources, creating rare superior factors that become core competencies of the firm (Fu et al., 2020). The process of reallocation, improvisation,

prioritization, and networking embedded in entrepreneurial bricolage (see, Livingston, 2012; Livingston, 2012; Baker & Nelson, 2005; Sirmon, et al., 2007) signals knowledge accumulation that engenders idiosyncratic capability that other firms cannot imitate, thereby preserving the competitive advantage of the firm (Rumelt, 2005). This makes it possible for them to "do more with less" (Sunduramurthy, 2016). Accordingly, the study hypothesizes:

H1: Entrepreneurial bricolage is related positively to competitive advantage

Resource Orchestration Capability and Competitive Advantage

Compared with larger firms, it is obvious that SBEs are mostly challenged with inadequate resources, implying that they should be judicious in their application of resources (Jayawardhana, 2020) to attain a competitive advantage. This is where the resource orchestration perspective comes into the picture. The concept was engineered to account for the shortcomings of the RBV. Despite the many years of holding sway as the domineering perspective in explaining the role of resources in firm performance, the philosophy failed to clarify satisfactorily the variance between firms' performance and how resources are converted into capabilities (Kraaijenbrink et al., 2010; Sirmon et al., 2011). Thus, the resource orchestration capability addresses the capability-building process that the resource-based view failed to account for, by stressing the role of managerial actions in converting resources into capabilities.

The resource orchestration perspective has been given widespread acceptance in recent times and exemplifies an inspiring area of investigation to understand how organizations ought to manage their resources for improved competitive performance (Gong et al., 2018; Teece, 2014; Wales et al., 2013; Wang et al., 2020). Consistent with the real options theory, resource orchestration capability recognizes the ability of managers to modify their decisions with the objective of maximizing profits and minimizing risks in the ever changing business world. For instance, Teece (2014) emphasizes that resource orchestration capabilities create a congenial ambiance for mitigating internal conflict and improving resource complementarities in firms, supporting the dynamic capabilities needed to enable sustainable green innovation (Wang et al., 2020). Kristoffersen et al., (2021) demonstrate how firms endowed with resource orchestration capability attained competitive advantage in a circular economy. By implication, the resource orchestration theory builds on both the resource-based view and the dynamic capabilities view by combining the resource management model espoused by Sirmon et al. (2007) and Helfat et al.,'s (2009) asset orchestration model. The combination of these grand frameworks offers a unique viewpoint on a balanced management theory that accounts for how managers structure, bundle, and leverage the resources of the firm for enhanced competitiveness. Thus, the concept demonstrates the essence of managerial flexibility in tinkering with static resource elements, by accumulating, combining, and leveraging these resources to attain a competitive advantage (Sirmon et al., 2011). As the resource orchestration process calcifies, through the harmonization of strategies, the limited resources that the SBEs coordinate becomes idiosyncratic competencies and capabilities that can guarantee competitive advantage (Chirico et al., 2011). Extant studies have focused on the effect

of the resource orchestration capability on financial performance (Chirico et al., 2011) and innovation (Cui et al., 2017), with competitive advantage hugely investigated, and requiring scholarly attention. Based on the suppositions above, the study predicts:

H2: Resource orchestration capability is positively related to competitive advantage

Entrepreneurial Bricolage and Resource Orchestration Capability

SBEs by their characteristics operate in a resource-scant environment (Fu et al., 2020) compelling them to integrate and improvise with existing resources to make them survive competition (Baker, 2007). Thus, the capacity to recalibrate, combine and integrate limited resources bolsters SBEs' competencies to explore and exploit, which are critical in building flexibility for long-term sustainability (Fu et al., 2020). The study contends that this combinative effort is hinged on managerial ambidexterity that keeps competencies inimitable through improved efficiency. In other words, the efficiency emanating from the competencies developed is not based on some slack resources that SBEs can boast of, but rather careful orchestration of the limited resources (options) within the reach of SBEs (Sirmon et al., 2011; Fu et al., 2019), consistent with the real options theory. At the height of both entrepreneurial bricolage and resource orchestration capability is the efficient mobilization and utilization of limited resources anchored by managerial flexibility. Consequently, the study speculates:

H3: Entrepreneurial bricolage is positively related to resource orchestration capability

The Mediating Effect of Resource Orchestration Capability

Our earlier discussion avers a possible connection between entrepreneurial bricolage and competitive advantage. This is because SBEs need to be creative in deploying limited resources, which also becomes an idiosyncratic capability that engenders competitive advantage. By implication, creatively and innovatively deploying resources “at hand” and recalibrating the same to meet new challenges (Phillimore et al., 2019) becomes the buffer by which SBEs enjoy this sustainable competitive advantage. We equally argue that engaging in resource reconfiguration to attain idiosyncratic competencies that fuels competitive advantage is predicated on managerial flexibility and acumen to decipher which resources are compatible to yield the desired competencies needed for competitive advantage. The contention is that it is the resource orchestration capability that gives rise to the organizational competencies, based on the bundling and deployment of the firm’s scarce resources to engender competitive advantage (Chadwick et al., 2015; Sirmon et al., 2011). Accordingly, the study submits that the link between entrepreneurial bricolage and competitive advantage is conditional on the resource orchestration capability of the firm. Consequently, the study hypothesizes that:

H4: Resource orchestration capability positively mediates the link between entrepreneurial bricolage and competitive advantage.

METHOD

The study employed the World Bank's criterion in describing SBEs, which are defined as businesses operating with less than 99 employees (Jayawardhana, 2020). Therefore, to qualify for participation, the SBEs needed to meet the World Bank's criterion and also be a manufacturing business, as the study targeted SBEs in manufacturing. Further qualification includes being in business for less than eight years, to capture new ventures (Peng et al., 2013). Applying these criteria, the proposed conceptual framework was tested with 413 Ghanaian SBEs. Data were examined using Structural Equation Modeling (SEM) in Amos (v.26) software. However, before the survey was conducted a pretest comprising a small sample to assess the reliability and validity of the survey instruments and to improve the scale items was conducted in concert with the estimation by (Fu et al., 2016). During this pretesting process, 30 questionnaires were distributed, and 21 valid questionnaires were returned. This made it possible for us to make refinements to the survey instruments to fit the purpose of the study.

Table 1 illustrates the 413 SBEs that responded to the survey. SBEs sampled in this study had the majority of employees ranging from 10-30, which is 251accounting for 60.77 percent. In terms of how long the SBEs have been operating, the majority of them have been in existence for the past 5-7 years which is 231 representing 55.93 percent.

Table 1. Firms' Background

Firms Background	Frequency	Percentage
Industry	**413**	**100**
Wood processing	54	13.07
Pipes and plastics	98	23.72
Food and beverages	181	43.82
Paints	32	7.74
Books and stationaries	48	11.62
Size (Employees)	**413**	**100**
10-30	251	60.77
31-50	99	23.97
51-70	38	9.20
71-98	25	6.05
Age of firms	**413**	**100**
1-3 years	81	19.61
4-5 years	101	24.45
5-7 years	231	55.93

Measures

The study borrowed scale items from previous research to measure the constructs. The adaption process mainly included rewording and tinkering with the scale items to reflect the context of the study. All items were based on a five-point Likert scale stretching from 1 (strongly disagree) to 5 (strongly agree). Competitive advantage was adapted from Wu & Chen (2012) with 4 items. Entrepreneurial bricolage was adapted from (Baker & Nelson, 2005; Senyard et al. 2014) with 6 items. Finally, resource orchestration capability was adapted from (Choi et al., 2020; Sirmon et al., 2011; Wang et al., 2020) with 7 items.

Common Method Variance (CMV)

At a firm level analysis where scholarly works depend on the top management of firms to answer questionnaire, it is imperative to assess potential common method variance (CMV) (MacKenzie and Podsakoff, 2012). To address these issues of CMV, we first assured the respondents of their confidentiality and anonymity in an attempt to lessen evaluation anxiety. To reduce ambiguity in the questionnaire, we conducted a pretest of the questionnaire. As commended by Fuller et al. (2016), the study employed Herman's single-factor test using exploratory factor analysis (EFA). Consequently, SPSS (v.26) was used to perform the EFA where three factors were extracted and each has an eigenvalue greater than 1 and the greatest factor of variance explained was 28.58 percent less than the 50 percent indicative of CMV (Pomegbe et al., 2021; Scott-Kennel and Giroud, 2015). According to the results above, this study concludes that not a single factor accounted for most of the covariance among the study variance. Per Lindell and Whitney's (2001) work, the study conducted a partial correlations to assess whether any significant difference exist in the correlation between variables after restricting for marker variables. The findings show that zero-order and partial correlation were the same after restricting for the marker variable, hence, CMV was not a problem.

Reliability and validity of constructs

To estimate the main effect, it was suggested (Hair et al., 2010; Pomegbe et al., 2021) that some preliminary analyses have to be conducted to assess the reliability and validity of the variables. The current study, therefore, conducted a confirmatory factor analysis (CFA) in Amos (v.26) to assess the reliability and validity of the constructs. From Table 2 and Figure 2, all factor loadings that were more than 0.50 as suggested by Hair et al. (2010) were kept and those below 0.50 were removed. The CFA results show that the variables that were retained had at least 0.669. Following the fit indices recommended by Hair et al. (2010), the present study concludes that the latent variables appropriately fit to be estimated. To ascertain that the current study's model fit indices are apt, it is expected that Chi-square ($\chi 2$) divided by degree of freedom (df) ($\chi 2$ /df) is less than 3, TLC and CFI are greater than 0.9, GFI and NFI greater than 0.80, RMSEA and SRMR are less

than 0.08, PCLOSE is greater than 0.05 and p-value is to be insignificant (Hair et al., 2010). Following the model fit indicators discussed, the current study can conclude that all the model fit indices of the study except the p-value which other scholars suggest may be due to the sample size, (CMIN=131.650; DF=84; $\chi 2$ /df =1.567; P-value=0.001; GFI=.957; NFI=.968 TLI=.985; CFI=.988; RMSEA=.038; PCLOSE=.945; SRMR=.0355) meet the thresholds recommended by Hair et al. (2010). Table 3 also presents the validity and reliability analysis. The construct reliability, convergent, and discriminant validity were extracted from the statswiki validity calculator (Gaskin, 2019). The results from Table 3 show that all the average variance extracted (AVE) values were above 0.50 and the construct reliabilities were also greater than 0.70. Consequently, to achieve discriminant validity, the square root of the AVEs (√AVEs) are expected to be greater than the related inter-correlation coefficient (Fornell and Larcker, 1981; Borah et al., 2022). The present study, therefore, concludes that convergence validity was achieved.

Table 2. Confirmatory factor analysis

$\chi 2$=131.650; df=84; $\chi 2$ /df =1.567; P-value=0.001; GFI=.957; NFI=.968 TLI=.985; CFI=.988; RMSEA=.038; PCLOSE=.945; SRMR=.0355	**Factor Loading**
Entrepreneurial Bricolage (EB): Cronbach Alpha (CA)=0.909	
We combine existing resources to solve new problems	0.793
We combine existing resources to capture new opportunities	0.820
We combine resources that are available very cheaply or for free to solve new problems	0.782
We combine resources that are available very cheaply or for free to capture new opportunities	0.831
We combine existing resources and resources that are available very cheaply or for free to solve new problems	0.794
We combine existing resources and resources that are available very cheaply or for free to seize new opportunities	0.758
Resource Orchestration Capability (ROC): Cronbach Alpha (CA)=0.900	
We are effective when it comes to assembling valuable resources	0.763
We are effective at integrating compatibles resources to build capabilities	0.855
We are effective at the innovative use of existing resources	0.810
We are capable of creating new resources to build our competencies	0.801
We are capable of mobilizing resources toward a common vision	0.739
We are effective at resource integration to build capabilities	-
We are effective at deploying resources to take advantage of specific market opportunities	-
Competitive Advantage (CA): Cronbach Alpha (CA)=0.887	
Our products are of superior quality compared with our competitors.	0.669

We carefully differentiate our products from that of our competitors	0.754
We offer unique benefits to our customers than our competitors.	0.896
We offer more advanced products than those in the same market.	0.964

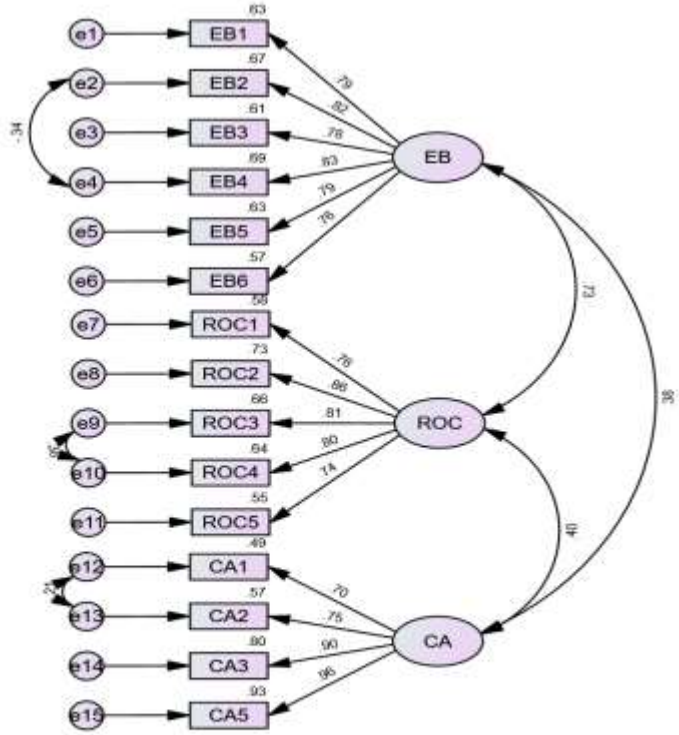

Figure 2 Confirmatory Factor Analysis

Table 3. Reliability and Validity Analysis

	CR	AVE	MSV	MaxR(H)	EB	ROC	CA
EB	0.912	0.635	0.535	0.914	**0.797**		
ROC	0.895	0.632	0.535	0.900	0.731***	**0.795**	
CA	0.901	0.697	0.161	0.951	0.378***	0.401***	**0.835**

Source: Extracted from Gaskin et al. (2019) Reliability and Validity Calculator.

***p-value significant at 1% (0.001); **p-value significant at 1% (0.01); *p-value significant at 5% (0.05).

RESULTS

The study employed the covariance-based structural equation modeling (SEM) in Amos (v.26). From Table 4 and Figure 3 revealed the path coefficient of the study. From the study, H1 states that *entrepreneurial bricolage positively influences competitive advantage.* The result revealed that entrepreneurial bricolage had a significant positive influence on competitive advantage ($\beta = 0.182$; $P < 0.05$). This means that the practice of entrepreneurial bricolage enhances firms' competitive advantage by 18.2%. H1 is therefore supported by this study. H2 also states that *entrepreneurial bricolage has a positive influence on resource orchestration capability.* The result revealed that entrepreneurial bricolage had a positively significant effect on bricolage resource orchestration capability ($\beta = 0.747$; $P < 0.001$). This implies that firms that are engaged in entrepreneurial bricolage enhance firm's resource orchestration capability by 74.7%. The study, therefore, supports H2. Again, H3 states that *resource orchestration capability positively influences competitive advantage.* From the analysis, it was revealed that resource orchestration capability had a significant positive effect on competitive advantage ($\beta = 0.265$; $P < 0.01$). This implies that firms that have the capability for resource orchestration enhance their competitive advantages by 26.5%. H3 is therefore supported.

To assess the mediating role of resource orchestration capability in the link between entrepreneurial bricolage and competitive advantage. In addressing this hypothesis, the direct impact of entrepreneurial bricolage on competitive advantage was shown to be significantly positive ($\beta = 0.182$; $P < 0.05$). The influence of resource orchestration capability on competitive advantage was found to be significantly positive ($\beta = 0.747$; $P < 0.001$).

Table 4 showed that the indirect effect of entrepreneurial bricolage on competitive advantage through resource orchestration capability was positively significant ($\beta = 0.198$; $P < 0.001$). As the lower bound of the confidence interval is 0.079 and the upper bound is 0.352 and there is no zero between the lower bound and the upper bound confidence interval, there is a significant indirect effect. The study, therefore, concludes that resource orchestration capability partially mediated the link between entrepreneurial bricolage and competitive advantage since the direct effect of entrepreneurial bricolage on competitive advantage is significant. H4 was therefore supported.

Table 4. Path Analysis

Hypotheses	Direct Paths	Estimate	S.E	C.R	Outcomes
H2	ROC <--- EB	0.747	0.060	12.379***	Supported
H1	CA <--- EB	0.182	0.081	2.239*	Supported
H3	CA <--- ROC	0.265	0.082	3.219**	Supported

***p-value significant at 0.01% (0.001); **p-value significant at 1% (0.01); *p-value significant at 5% (0.05)

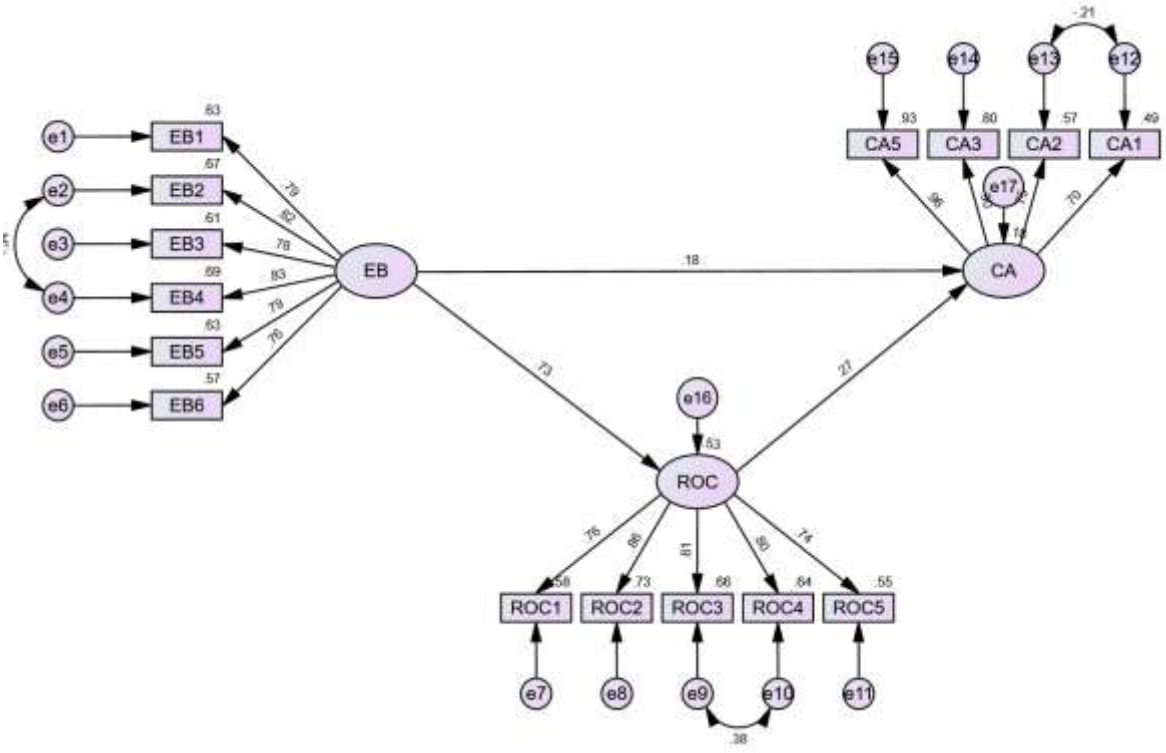

Table 3. Path Analysis

Table 5. Mediation Effect

Relationship	Direct Effect	Indirect Effect	Confidence Interval		P-value	Conclusion
			Lower Bound	Upper Bound		
EB→ROC→CA	0.182	0.198	0.079	0.352	0.001	Partial Mediation

Note(s): 5,000 bootstrap bias-corrected confidence interval at 95% ***p-value significant at 1% (0.001); **p-value significant at 1% (0.01); *p-value significant at 5% (0.05).

DISCUSSION

The findings of this study explore how bricolage influences competitive advantage in SBEs through the mechanism of resource orchestration capability. Specifically, the first finding of this study indicates that entrepreneurial bricolage is positively related to competitive advantage, highlighting the significance of the prior neglected effect of bricolage in attaining competitive advantage. By connecting insights from prior scholarship that bricoleurs gain new knowledge of resources at hand (Andersen, 2008; Boxenbaum and Rouleau, 2011), this study concludes that the idiosyncratic knowledge derived from bricolage is a valuable source of competitive advantage. Therefore, the finding is consistent with (Carlsson-Wall and Kraus, 2015) studies that confirm that entrepreneurial bricolage help businesses attain a competitive advantage.

The second finding of this study indicates that resource orchestration capability is positively related to competitive advantage. This finding underscores the relevance of resource orchestration capability in accessing competitive advantage. Accordingly, attaining competitive advantage is not solely dependent on the level of slack resources but effective resource integration to build capabilities that rivals cannot match. Per the resource orchestration capability, a firm can achieve the full worth of its resources only when theyare structured, bundled, and managed efficiently (Sirmon et al., 2011; Asiaei et al., 2020), and not necessarily the quantum of resources available to them. In our case, SBEs do not have the luxury of resources to consume. Consequently, the only escape route available to SBEs is to deploy resource orchestration capability. This finding resonates with Kristoffersen et al.,'s (2021) conclusion that firms endowed with resource orchestration competencies attained competitive advantage.

The third finding of this study predicted a positive connection between entrepreneurial bricolage and resource orchestration capability. This finding corroborates the view that entrepreneurial behaviors including the refusal to be constrained by resource limitations are the main drivers behind the mobilization and efficient combination of resources (Sirmon et al., 2011). The essence of the resource orchestration capability is "resource mobilization" according to which organized resources are combined into a robust system to aid better configuration, coordination, and direction

for particular use (Helfat et al., 2007). This perspective coincides with entrepreneurial bricolage's viewpoint that resources do not come ready-made for use by the entrepreneur but have to be recombined and reconfigured to make them fit for the bricoleurs' purpose. This study accordingly highlights the combinative efforts of managerial ambidexterity that keeps competencies inimitable through improved efficiency. In other words, the efficiency emanating from competencies developed is not based on some slack resources that SBEs can depend on but rather on how bricoleurs have been able to acquire, integrate and deploy existing resources.

Lastly, the fourth findings show that resource orchestration capability partially mediates the relationship between entrepreneurial bricolage and competitive advantage. This finding synergizes the results of H2 and H3 by revealing the mechanism of how bricolage affects competitive advantage through the mediating process of resource orchestration capability. Thus, the results of this study show that resource orchestration capability behavior is an essential pathway toward competitive advantage in resource-constrained SBEs.

Theoretical Contribution

This study contributes to the literature in several ways: First, we heighten the understanding of the entrepreneurial bricolage concept and the importance of a more unified and compositional approach to its study by accounting for its relevance in accessing competitive advantage. Prior literature overly contends that attaining competitive advantage is the preservation of businesses with valuable, rare, inimitable, and non-substitutable resources. By this investigation, we contest the proposition that firms must necessarily marshal slack resources to outperform competitors and that with limited and mundane resources, SBEs working with entrepreneurial bricolage capability can also attain competitive advantage via careful tinkering of options at their disposal. By insinuation, we extend the real options theory by arguing that they are other cheaper routes to attaining competitive advantage in small business enterprises, and not necessarily relying on slack resources as often occurs in large enterprises. Thus, we contend that the integrated approach in analyzing entrepreneurial bricolage is more productive and realistic than previous approaches of examining the component-wise relationships between each of the constructs separately.

Second, this study also broadens understanding of the entrepreneurial bricolage's concept in a developing economy context vis-a-vis competitive advantage. Since Baker and Nelson (2005) the introduction of the concept into strategic research, empirical investigation has been limited, and the consequences of entrepreneurial bricolage have been restricted to linking entrepreneurial bricolage to innovation (Senyard et al., 2014). For instance, Senyard et al. (2014) conclude that entrepreneurial bricolage works to achieve innovation in new resource-constrained firms. Consequently, an in-depth understanding of entrepreneurial bricolage is still equivocal. By this investigation, we extend the understanding of the bricolage concept in the context of competitive advantage, which has been grossly under-investigated, if not non-existent.

Third, the study further broadens our understanding of the parsimonious arrangement of resources to create superior value for the firm through resource orchestration capability. Our investigation contributes to the capability-based view of competitive strategy by theorizing and measuring bricolage as idiosyncratic competency with the potential contributing to the competitive advantage of SBEs. Previous inquiry examines the role of bricolage largely in the service sector. Some noticeable scholarship in entrepreneurship literature claims that the entrepreneurial the philosophy tends to be resource-sapping (Covin & Slevin, 1991), indicating an entrepreneurial inclination will be very much dependent on the level of slack resources. Nonetheless, in somewhat of an aberration, the bricolage view debates that entrepreneurial organizations tend to cleverly reconfigure limited resources to create greater value. These findings resonates with this standpoint.

Fourth, our study also adds to the bricolage literature by situating the context and condition under which entrepreneurial bricolage is executed which remains poorly understood. Previous studies show that entrepreneurial bricolage may have both positive and negative sides (Baker et al., 2003; Baker & Nelson, 2005), thus, its outcomes could be contextually dependent. However, little research has scrutinized conditional influences. This study finds that resource orchestration capability partially mediated the impact of the link between entrepreneurial bricolage and the competitive advantage of new SBEs. Consequently, resource orchestration capability serves as an important mechanism for understanding entrepreneurial bricolage. This investigation, therefore, broadens our perspectives of the effects of entrepreneurial bricolage.

Fifth, we extend the knowledge of entrepreneurial bricolage to the manufacturing sector. We understand from the literature that new ventures often suffer from resource-constrains and the situation is even dire for SBEs in manufacturing, compelling them to look for creative ways to attain competitive advantage. We contend that investigations interpreting how new SBEs can break through resource constraints is required at this stage. By introducing entrepreneurial bricolage and resource orchestration capability into SBEs in the manufacturing sector, we narrow the gap between entrepreneurship and SBEs research and offer fresh understanding into manufacturing entrepreneurship.

Sixth, the study contributes to the theory of competitive strategy by probing the role of resource orchestration capability in SBEs in a manufacturing context. The verdicts suggest that resource orchestration capability positively and significantly affected competitive advantage. By implication, this singular feat underscores the relevance of resource orchestration capability as an antecedent of sustained competitive advantage, a notion prior literature has grossly overlooked. Again, by insinuation, we extend the frontiers of the RBV by accounting for the importance of managerial flexibility in accounting for capability building which the RBV failed to account for, through the resource orchestration capability process.

Finally, this study theorizes and operationalizes competitive advantage in the context of competitors' incompetence to copy the advantages gained through bricolage, namely, superior quality compared with competitors; robust differentiation of products from that of competitors; unique benefits to customers, and more top-notch products than those in the same market. These perspectives are consistent with Barney's (1991) viewpoint that whether or not a competitive advantage is sustainable hinges on the competitors' inability to overcome these advantages.

Managerial Implication

The conclusions have significant inferences for practitioners in manufacturing organizations in resource-constrained settings and in particular developing economy contexts. First, it demonstrates that entrepreneurial bricolage is a potent strategy in a developing economy as it can improve SBEs competitiveness. Particularly, new SBEs should make judicious use of resources at hand and proactively take action, through the combination and recycling of materials that are available freely or cheaply available (Prabhu & Jain, 2015). Second, this conclusion also suggests that the tenacity of entrepreneurial bricolage is contextually dependent. Resource orchestration capability mediated partially the association between entrepreneurial bricolage and competitive advantage in new SBEs. Consequently, new SBEs facing serious resource challenges should not only focus attention on entrepreneurial bricolage but also see resource orchestration capability as a conduit upon which entrepreneurial bricolage could be successfully deployed. Lastly, in terms of policy, there is a need for a platform to be created for SBEs to network, as this can be the biggest platform for a strategic alliance to be created for the cross-fertilization of ideas that can bring about entrepreneurial success.

Limitations and Future Research

Without a doubt, the study has a few limitations that future research could address. First, the study solely focused SBEs in manufacturing in Ghana, hence this could be challenging to generalize the findings of our study. Therefore, future investigations could test this model in diverse sectors such as large firms and social enterprises, in different cultures and countries which would improve the degree of generalizability of our proposed research model. Second, the data relied on this in this study are cross-sectional; a longitudinal dataset could be more suitable to test causal connections between the constructs. Third, although a little trace of common method bias was found, we cannot completely avoid it out based on the study design. Future research may combine subjective and objective data to totally cope with possible bias. In addition, this study found that the success of entrepreneurial bricolage is conditioned on resource orchestration capability. Future studies could deploy different mediators like organizational flexibility or organizational resilience to draw a more complete picture regarding how entrepreneurial bricolage may impact competitive advantage.

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