Impact of Entrepreneurial Passion on The International Performance of New Venture - Mediating Role of Entrepreneurial Bricolage and Innovation

Weiwei Zhou [a*]
Yongji Li[b]

Article Info
Received 9 January 2025
Revised 30 June 2025
Accepted 26 July 2025
Available online 30 August 2025

[a*]*Graduate School, Stamford International University of Thailand, E-mail: 2111090009@students.stamford.edu*
[b] *Graduate School, Stamford International University of Thailand*

Abstract

This study aims to investigate how entrepreneurial passion can affect international performance, explicitly examining indirect effects mediated by entrepreneurial bricolage and innovation behaviors. This study adopts a quantitative research methodology, using a judgmental sampling approach to collect data from a target population of founders, founding team members, chairpersons, general managers, or senior managers of import and export enterprises in Shandong Province, China. Data are collected using a questionnaire survey. The data have been analyzed using SPSS and PLS-SEM. Findings reveal that entrepreneurial passion sensibly impacts enterprises' international performance, and this relationship is further strengthened by the mediating effects of entrepreneurial bricolage and innovation behaviors. These results provide theoretical foundations and practical guidance for entrepreneurs and policymakers on leveraging entrepreneurial passion to enhance international performance. Research enriches the literature by extending the application of social cognitive theory. It also provides novel perspectives and strategic recommendations for improving international performance during the internationalization of new ventures.

Keywords: Entrepreneurial Passion, International Performance, Entrepreneurial Bricolage, Innovation, New Ventures

Introduction

Entrepreneurial activity is a key micro-driver of innovation and economic growth (Stoica, Roman, & Rusu, 2020). With a deepening of economic globalization, Entrepreneurs have contributed significantly to regional and national economic prosperity by establishing new ventures, promoting technological progress, optimizing resource allocation, and creating jobs (Baumol, 2007). A rapid expansion of entrepreneurial activities is evident in domestic markets, and a growing trend of enterprises "going global" involves entering international markets and engaging in global competition. The International Entrepreneurship (IE) concept describes how enterprises acquire resources, technology, and market shares in a transnational context under globalization (Oviatt & McDougall, 2005). In recent years, IE has proven a critical means for enterprises to obtain an edge in global competition (Reuber et al., 2018). With this background, Chinese entrepreneurs are accelerating internationalization efforts. The "Belt and Road" initiative has further promoted Chinese enterprises' expansion into global

markets, enhancing their competitiveness through cross-border e-commerce, technological collaboration, and overseas acquisitions. However, Chinese enterprises still need to overcome multiple challenges, such as cultural differences, market entry barriers, and management complexity during entrepreneurship in the global market, making their international performance uncertain.

Entrepreneurial passion is a core cognitive characteristic of entrepreneurs that drives enterprise growth. Entrepreneurial passion has been hailed as a catalyst for innovation, a source of motivation for perseverance, and a cornerstone for ultimate success (Cardon, Glauser, & Murnieks, 2017). However, existing literature reveals a substantial gap in comprehending how entrepreneurial passion can influence international performance, particularly concerning mediating mechanisms, such as entrepreneurial bricolage and innovation behaviors. This study seeks to address this gap by analyzing entrepreneurial passion's impact on enterprise international performance and investigating the pathways and mechanisms by which innovation and entrepreneurial bricolage influence the global success of new ventures.

A central aim of this study is to explain how entrepreneurial passion affects the international performance of new ventures and what the mediating roles of innovation and entrepreneurial bricolage play in this relationship. For theoretical enhancement, the study aims to develop the international entrepreneurship framework by addressing existing gaps in the literature. For practical insights, it offers actionable management insights for new international ventures, particularly leveraging entrepreneurial passion to gain a competitive edge in complex international market environments.

Objective

1. To explain the factors affecting the international performance of new ventures under the entrepreneurial passion perspective of entrepreneurs.
2. To describe the current state of the international performance of new ventures and related influencing factors.
3. To explain the mechanism of entrepreneurs' entrepreneurial passion and its effect on the international performance of new ventures.
4. To investigate the mediating role of entrepreneurial bricolage and innovation between entrepreneurial passion and international performance.
5. To provide managerial recommendations to enhance the entrepreneurial performance of new ventures for international entrepreneurship.

Literature Review

Social Cognitive Theory

Social Cognitive Theory (SCT), which reveals an interaction between human cognition, behavior, and an environment, emphasizes 'social cognition' as a core cognitive process in an individual's mental processes when interacting with the surrounding environment (Bandura, 2014). According to SCT, behavior is a dynamic process constructed based on continuous reflection and adjustment of one's perception of the environment and self-perception (Cai & Shi, 2022). Additionally, the environment, social cognition, and behavior jointly shape an individual's mental activities and behavioral patterns (Li et al., 2024).

The influence of social cognition on entrepreneurship is profound and highly practical. It significantly shapes entrepreneurs' attention and decision-making, leading their responses to environmental opportunities and challenges. This practical impact underscores the relevance and applicability of social cognition, positioning it as a valuable cognition for entrepreneurs (Albert, 2016). Therefore, Social Cognitive Theory (SCT) has developed into a robust and systematic theoretical framework for understanding entrepreneurial behavior, offering valuable insights into how cognitive processes guide entrepreneurial actions and outcomes (Bacq, 2017).

This paper will delve into the role of social cognition in entrepreneurial behavior, specifically through the lens of entrepreneurial passion. Entrepreneurial passion, a vital dimension in social cognition, represents an intense and enduring emotional commitment entrepreneurs invest in their entrepreneurial pursuits. Entrepreneurial passion is a crucial factor in stimulating innovative behavior. It can also improve firm performance by improving entrepreneurs' cognition, flexibility, and creative skills (Cardon et al., 2009). As per SCT, an interplay of individual cognition, behavior, and environment is crucial. Entrepreneurial passion, as a factor of social cognition, not only motivates entrepreneurs to confront external challenges but also influences their decision-making and resource integration ability, thereby fostering the growth of the enterprise.

This study constructs a comprehensive research framework based on Social Cognitive Theory, where entrepreneurial passion is a crucial independent variable; in contrast, entrepreneurial bricolage and innovation mediate. The framework incorporates entrepreneurial bricolage and innovation as mediating variables, which are essential in understanding how entrepreneurial passion influences international performance. These mediating factors are pivotal in transmitting the effects of entrepreneurial passion on international performance, offering an in-depth analysis of the underlying mechanisms of influence. By establishing this framework, the study aims to systematically show how entrepreneurial passion impacts the international performance of new ventures, specifically through entrepreneurial bricolage and innovation behaviors.

Entrepreneurial passion

The path of impact between passion and enterprise performance remains a debate in academia. On the one hand, some scholars argue that entrepreneurial passion positively impacts performance, serving as a powerful motivator that drives innovation and enhances enterprise outcomes (Adomako & Ahsan, 2022; Maina & Lawrence, 2023). Entrepreneurial passion propels entrepreneurs' drive, enabling them to overcome obstacles and find new opportunities, ultimately contributing to improved performance. On the other hand, an opposing view indicates that excessive passion should lead to blind decision-making, resource misallocation, and poor judgment, which may negatively impact enterprise performance (Rahman et al., 2020). Given these contrasting perspectives, this study hypothesizes the following:

H1: Entrepreneurial passion of entrepreneurs has an impact on international performance.

Driven by passion, entrepreneurs prefer capitalizing on low-cost or readily available resources that can be applied flexibly in production. Passion ensures the smooth progress of business operations when searching for entrepreneurial resources through multiple channels. It has been suggested that entrepreneurial passion generates more entrepreneurial bricolage behavior (Breugst et al., 2012; Stenholm & Renko, 20l6; Drnovsek, Cardon & Patel, 2016). So, we propose a research hypothesis as follows:

H2: Entrepreneurial passion of entrepreneurs has an impact on entrepreneurial bricolage.

Passion is a vital motivator that propels entrepreneurs to relentlessly pursue innovation success. This passion ignites entrepreneurs' keen insight into business opportunities, motivates them to find uncharted territory, and creates new business models. Passion is key to sustaining innovative activities (Tehrani, Ghofraniha & Meckl-Sloan, 2015). Furthermore, entrepreneurial passion has positively influenced enterprises' exploratory innovation while exhibiting a complex inverted U-shaped relationship with exploitative innovation (Luu & Nguyen, 2021). Therefore, we posit the hypothesis as follows:

H3: Entrepreneurial passion of entrepreneurs has an impact on innovation.

These hypotheses collectively aim to explain the multifaceted role of entrepreneurial passion in shaping international performance, entrepreneurial bricolage, and innovation behaviors.

Entrepreneurial bricolage

"Making do by applying combinations of the resources at hand to new problems and opportunities." (Baker & Nelson,2005, p. 333). In addition, it also is defined as "Bricolage behaviors have been identified as a way that some entrepreneurs 'make do' by applying combinations of the resources at hand to new challenges." (Senyard et al.， 2010, p. 2).

Entrepreneurial bricolage positively impacts the construction of resource advantages for new ventures, significantly enhancing enterprise performance in the start-up phase (Senyard, Baker & Steffens, 2010; Fisher, 2012). At the same time, entrepreneurial bricolage substantially contributes to organizational growth (Kickul, Griffiths & Gundry, 2010). Entrepreneurial bricolage positively impacts the international performance of international new ventures (Ding et al.,2022). It can also improve the performance of new ventures by helping them create value when facing resource constraints and respond quickly to customer needs (Wang et al., 2024). Based on the above understanding, this study hypothesizes as follows:

H4: Entrepreneurial bricolage has an impact on international performance.

Innovation

Innovation is an indispensable driver of enterprise growth. By actively engaging in product and process innovation, young enterprises will likely pursue internationalization (Lamotte & Colovic, 2013). Furthermore, these enterprises stand to gain both financial and strategic advantages through open innovation, which can enhance their international performance (Romero et al., 2017). Consequently, a clear link emerges between innovation and the international performance of new ventures. For this reason, this study hypothesizes the following:

H5: Innovation has an impact on international performance.

International performance

Entrepreneurial bricolage has been used as a crucial mediating variable in various studies (Gundry et al., 2011; Hou, Xiong & Lin, 2022; Xu et al., 2023; Wang et al., 2024), playing a critical role in shaping the impact of entrepreneurial passion on enterprise performance. The enterprise often encounters significant challenges in the internationalization process, such as resource scarcity and market uncertainty. Entrepreneurial bricolage enables enterprises to navigate these obstacles by creatively utilizing available resources. Research has shown that entrepreneurial passion positively impacts entrepreneurial performance (Tu et al., 2023). However, more than entrepreneurial passion is required to ensure international success;

it must be coupled with the ability to strategically acquire and allocate resources. Thus, entrepreneurial bricolage may serve as a vital mediating factor, enabling the entrepreneurial passion to drive their ventures into international markets.

Similarly, innovation has also been used as a vital mediating variable (Syed et al., 2020; Suryanto, Hadi & Subiyanto, 2023)) between entrepreneurial passion and international performance. Entrepreneurial passion motivates entrepreneurs to seek innovations, and these innovation behaviors largely determine an enterprise's success in the global market. Innovation acts as a bridge in this process, transforming entrepreneurial passion into actual international performance improvement. Therefore, it is reasonable to hypothesize that innovation plays a role in entrepreneurial passion and performance.

According to the above considerations, this study proposes the following hypotheses:

H6: Entrepreneurial bricolage behavior mediates the relationship between entrepreneurial passion and international performance.

H7: Innovation behaviors mediate the relationship between entrepreneurial passion and international performance.

Figure 1 shows the study's conceptual framework, derived and constructed based on the above theories and hypotheses. This framework visualizes the study's core variables and their interrelationships. It systematically integrates the theoretical rationale and research objectives, thus providing structured support for answering the research questions.

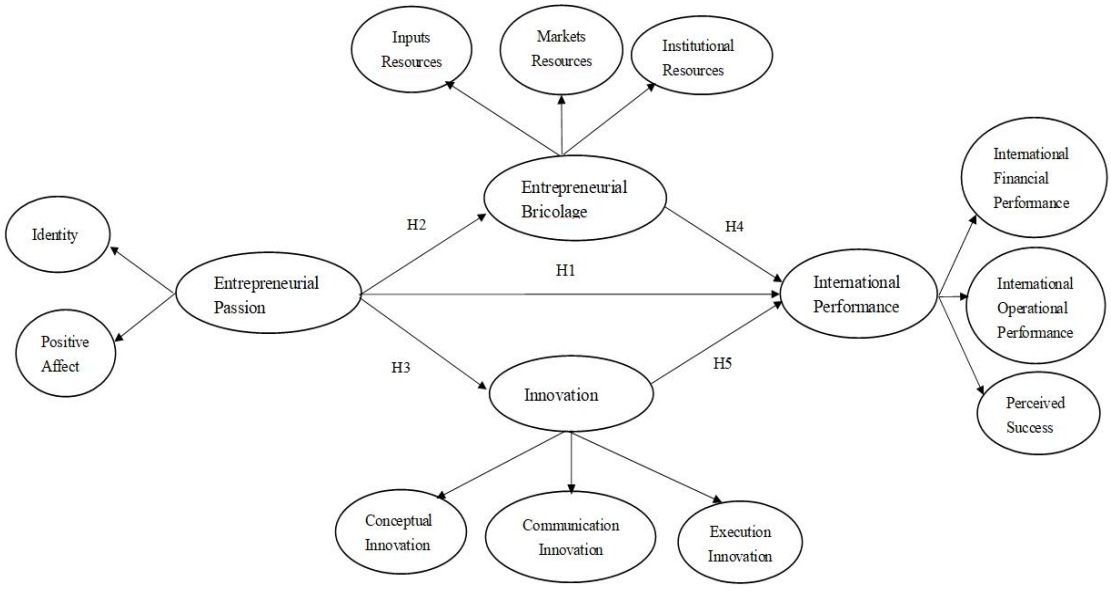


Figure 1: Conceptual framework of the study

Research Methodology

This study adopts a quantitative research methodology, using a judgmental sampling approach to collect data from a target population of founders, founding team members, chairpersons, general managers, or senior managers of import and export enterprises in Shandong Province, China.

Due to business confidentiality and other constraints, enterprises' precise quantity of imports and exports in Shandong, China, are not publicly available. Specific details about the number of founders or entrepreneurial team members in each enterprise are also uncertain. The study uses Cochran's (1953) sample size formula to address this, assuming a ratio of 0.5, a 95% confidence level, and a maximum permissible error of ±5%. Based on these parameters, the minimum sample size for the study is approximately 385 participants.

The questionnaire is designed to ensure content validity based on established empirical research. Specifically, the four scales developed by Welbourne & Paterson (2017) and Kercher (1992) et al. are adapted to measure the impact of entrepreneurial passion on international performance. The survey consists of two parts: the first part collects demographic information, such as identity, gender. The second part focuses on the key variables under investigation, measured using items adapted from widely cited scales in the literature. A 7-point Likert scale assesses respondents' attitudes toward the various examined structures, with 1 = strongly disagree and 7 = strongly agree. This design ensures that the study adheres to rigorous standards of reliability and validity when measuring the research variables.

The Ethics Committee has reviewed this study with code: STIU-HREC111/2024.

Research Finding

This paper presents the findings of a questionnaire survey targeting founders, founding team members, chairpersons, general managers, and senior managers of companies involved in the imports and exports business in Shandong Province, China. 600 questionnaires were distributed to individuals fitting the study's target population, resulting in a high response rate of 86.5%, with 519 completed questionnaires returned. After screening for validity, 507 responses were deemed valid for analysis. Demographic information such as gender, education, and industry was collected from the respondents.

This chapter presents the results of the questionnaire survey. Respondents' demographic data were analyzed using SPSS software (see Table 1). Meanwhile, this study was analyzed in two stages through PLS-SEM software (Wang & Rattanaparnudet, 2024). First, a measurement model assessment will be conducted, focusing on ensuring its reliability and validity. Second, a structural model assessment will be conducted, testing the hypothesized relationships between key variables.

Table 1: The demographic data of respondents

Category	Options	Frequency	Percentage (%)
Are you an entrepreneur of export & import company?	1. Yes 2. No	507 0	100 0
Genders	Male	267	52.7
	Female	240	47.3
Age (years old)	20-29 years old	71	14
	30-39 years	242	47.7
	40-49 years	163	32.1
	50 years old and above	31	6.1
Education	College	87	17.2
	Bachelor's Degree	197	38.9
	Master's Degree and above	191	37.7
	Others	32	6.3
Industry background	Electromechanical products	38	23.9
	Agricultural Products	38	23.9
	High-tech products	25	15.7
	Textile & Garment	13	8.2
	Others	45	28.3
Year of founded	2016	85	16.8
	2017	45	8.9
	2018	58	11.4
	2019	94	18.5
	2020	84	16.6
	2021	59	11.6
	2022	52	10.3
	2023	30	5.9
How many years has your company been doing international business?	1 year and less	72	14.2
	1-3.5 years	210	41.4
	3.5-5 years	149	29.4
	5 years and above	76	15
What is the number of employees in your company as of the end of 2023?	20 people or less	94	18.5
	21-300 people	198	39.1
	300-1000 people	158	31.2
	More than 1000 people	57	11.2

The respondents of this survey are all entrepreneurs of import and export enterprises, with 52.7% male and 47.3% female. The leading entrepreneurs are 30-49 years old, and the proportion of respondents with high education is high (38.9% for bachelor's degree and 37.7% for master's degree and above). The agricultural and high-tech products are leading, and electromechanical textile and garment industries are also represented, reflecting the diversity of industries. The peak of enterprise establishment is concentrated in 2016 and 2019, with fewer new enterprises in recent years. The international business is dominated by enterprises

that have been in business for 1-3.5 years, and the employee size is mainly small and medium-sized enterprises (21-300 employees), which covers a sample of enterprises of different sizes. The sample is representative and diverse, providing a reliable basis for the study.

Measurement Model Assessment

To ensure that the study was not affected by "common method bias," controls were implemented during the methodological design phase. First, the study utilized classic scales. Second, data was collected anonymously during data collection. Additionally, in terms of statistics, after conducting a Harman single-factor test for common method bias, the first factor explained 47.978% of the variance, which was less than the critical standard of 50%. Therefore, there was no common method bias in the data for this study (Podsakoff et al., 2003).

In the study, the reliability of the measurement model was assessed by examining Cronbach's alpha and composite reliability (CR) (Hair, Sarstedt & Ringle, 2012). Cronbach's alpha of no less than 0.7 is acceptable (Nunnally & Bernstein,1994). For this study, all variables had CR values exceeding 0.7, indicating that the variables exhibited internal consistency (Chin, 1998). All variables of the Cronbach's alpha coefficients were higher than 0.86 (see Table 2), confirming the model's reliability.

All variables showed CR values above 0.91, demonstrating the high internal consistency of the scales. Each variable's average variance extracted (AVE) was assessed for convergent validity. As Fornell and Larcker (1981) proposed, an AVE value greater than 0.5 indicates excellent convergent validity. The results showed that the AVEs of the related variables ranged from 0.786 to 0.853 (see Table 2), which is well above the 0.5 threshold, thereby confirming the strong convergent validity of the model in this study. These results collectively suggest that the model is robust, with high reliability and good validity across all key variables, making it suitable for further analysis in the structural model.

Table 2: Reliability and AVE of the external model

Variable		Cronbach's alpha	Composite reliability	AVE
Entrepreneurial passion	IDY	0.906	0.941	0.841
	PAT	0.914	0.946	0.853
Entrepreneurial bricolage	INP	0.877	0.924	0.803
	MAS	0.884	0.928	0.812
	INS	0.864	0.917	0.786
Innovation	CON	0.889	0.931	0.819
	COM	0.898	0.937	0.831
	EIN	0.906	0.941	0.842
International performance	IFP	0.877	0.924	0.802
	IOP	0.89	0.932	0.820
	PSS	0.889	0.931	0.819

Discriminant validity refers to how each variable can be distinguished from others in the model, ensuring that the variables are genuinely separate and not overlapping (Yao & Wu, 2024). This study utilized the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT) to assess discriminant validity.

According to the Fornell-Larcker criterion, discriminant validity is established under two primary conditions. First, the square root of AVE for each variable must exceed its bivariate correlations with other variables, indicating a stronger association of the variable with its own indicators than with different variables (Cha, 1994). Second, the values on the diagonal line are directly proportional to the validity of the discriminant (Hair et al.,2017). In line with this, Table 3 shows that the AVE square roots for each variable (highlighted in bold) are indeed greater than their bivariate associations with other structures, confirming discriminant validity.

Table 3: Fornell-Larcker Criterion

	IDY	**PAT**	**INP**	**MAS**	**INS**	**CON**	**COM**	**EIN**	**IFP**	**IOP**	**PSS**
IDY	**0.917**										
PAT	0.540	**0.886**									
INP	0.516	0.513	**0.896**								
MAS	0.532	0.534	0.594	**0.923**							
INS	0.532	0.550	0.522	0.535	**0.905**						
CON	0.520	0.487	0.585	0.551	0.537	**0.906**					
COM	0.500	0.477	0.497	0.521	0.503	0.507	**0.896**				
EIN	0.535	0.522	0.548	0.561	0.541	0.555	0.514	**0.912**			
IFP	0.553	0.477	0.487	0.503	0.542	0.488	0.459	0.483	**0.905**		
IOP	0.480	0.474	0.413	0.474	0.499	0.458	0.431	0.473	0.433	**0.901**	
PSS	0.528	0.526	0.527	0.578	0.552	0.537	0.475	0.556	0.541	0.521	**0.917**

Notes: IDY, Identity; PAT, Positive Affect exchange; INP, Inputs Resources; MAS, Markets Resources; CON, conceptual innovation; COM, communication innovation; EIN, execution innovation; .INS, Institutional Resources; IFP, International financial performance; IOP, International Operational performance; PSS, Perceived Success.

Additionally, discriminant validity is confirmed by the HTMT, which should not exceed the recommended threshold of the 0.90 (Gold, Malhotra, & Segars, 2001). In this study, the HTMT values between all variables are below 0.9 threshold (see Table 4), further supporting the discriminant validity of the model.

Table 4: Heterotrait-Monotrait Ratio (HTMT)

	IDY	**PAT**	**INP**	**MAS**	**INS**	**CON**	**COM**	**EIN**	**IFP**	**IOP**	**PSS**
IDY											
PAT	0.610										
INP	0.579	0.590									
MAS	0.585	0.601	0.664								
INS	0.592	0.627	0.591	0.593							
CON	0.579	0.555	0.663	0.611	0.603						
COM	0.561	0.548	0.566	0.582	0.569	0.572					
EIN	0.593	0.592	0.617	0.620	0.605	0.620	0.578				
IFP	0.617	0.544	0.552	0.558	0.609	0.548	0.520	0.539			
IOP	0.536	0.543	0.469	0.527	0.562	0.516	0.489	0.531	0.488		
PSS	0.583	0.595	0.592	0.636	0.615	0.598	0.532	0.616	0.603	0.582	

Notes: IDY, Identity; PAT, Positive Affect exchange; INP, Inputs Resources; MAS, Markets Resources; CON, conceptual innovation; COM, communication innovation; EIN, execution innovation; .INS, Institutional Resources; IFP, International financial performance; IOP, International Operational performance; PSS, Perceived Success.

Structural Model Assessment

A bootstrapping procedure of 5000 re-samples and a blindfolding procedure of PLS-SEM software were used to assess this study's structural model. The standard beta (β), t-value, p-value, and coefficient of determination (R^2) were obtained (Hair et al.,2017).

Figure 2 and Tables 5, 6 show the hypothesis testing results, indicating that all the hypotheses are supported.

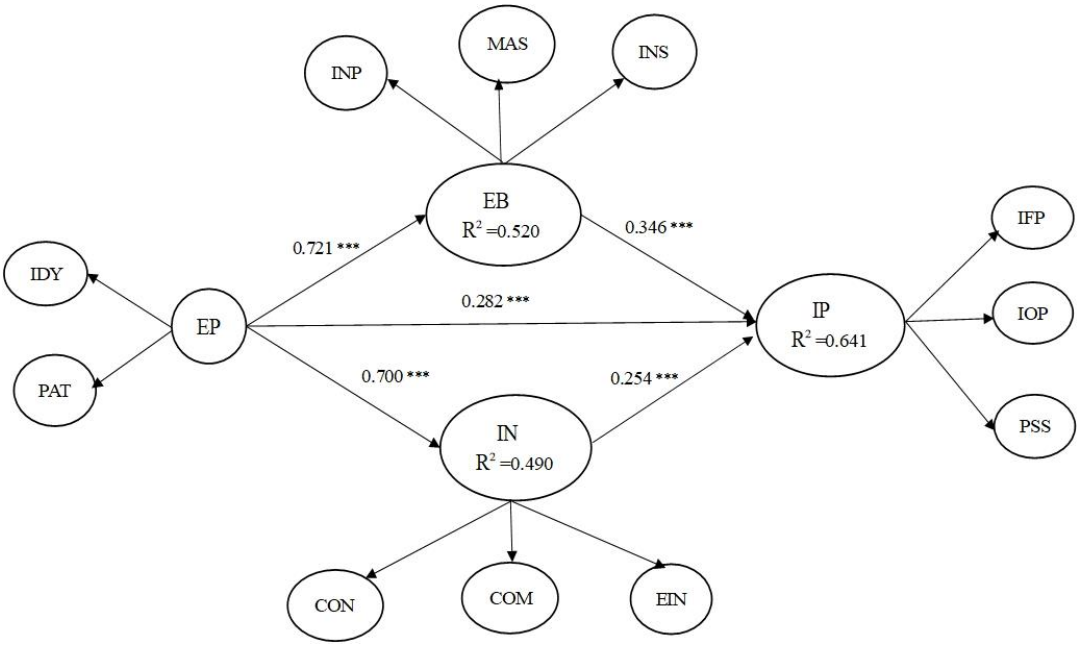


Figure 2: PLS algorithm results

Note： ***P<0.001； **P<0.05； *P<0.10

EP, Entrepreneurial passion; IP, International Performance; EB, Entrepreneurial bricolage; IN, Innovation； IDY, Identity; PAT, Positive Affect exchange; INP, Inputs Resources; MAS, Markets Resources; CON, conceptual innovation; COM, communication innovation; EIN, execution innovation; INS, Institutional Resources; IFP, International financial performance; IOP, International Operational performance; PSS, Perceived Success.

Regarding the (R^2) results in Figure 2, entrepreneurial passion explains 52% of the variance in entrepreneurial bricolage, and entrepreneurial passion support explains 49% of the variance in innovation. Further, entrepreneurial passion, entrepreneurial bricolage, and innovation explain 64.1% of the variance in international performance. According to the recommended values of (R^2) (Chin,1998), the observed (R^2) values are considered to be acceptable.

Table 5: Path coefficients

Hypothesis	Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
H1	EP -> IP	0.709	0.709	0.024	29.388	***	Supported
H2	EP-> EB	0.721	0.722	0.022	32.737	***	Supported
H3	EB -> IP	0.346	0.347	0.047	7.389	***	Supported
H4	EP -> IN	0.700	0.700	0.025	27.462	***	Supported
H5	IN -> IP	0.254	0.254	0.046	5.479	***	Supported

Note: *** indicates p<0.001, ** indicates p<0.01, * indicates p<0.05.
EP, Entrepreneurial passion; IP, International Performance; EB, Entrepreneurial bricolage; IN, Innovation.

As Table 5 shows that in line with H1, H3 and H5, the results show that the entrepreneurial passion ($\beta = 0.024, t = 29.388$), entrepreneurial bricolage ($\beta = 0.047, t = 7.389$), and innovation ($\beta = 0.046, t = 5.479$) positively affect international performance. Therefore, H1, H3 and H5 are supported.

In line with H2 and H4, the results revealed that entrepreneurial passion positively relates to entrepreneurial bricolage ($\beta = 0.022$, $t = 32.737$) and innovation ($\beta = 0.025$, $t = 27.462$). Hence, H2 and H4 can be supported.

Table 6: Specific indirect effects

Hypothesis	Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
H6	EP -> EB -> IP	0.250	0.250	0.035	7.147	***	Supported
H7	EP -> IN -> IP	0.178	0.178	0.034	5.273	***	Supported

Note: *** indicates p<0.001, ** indicates p<0.01, * indicates p<0.05.
EP, Entrepreneurial passion; EB, Entrepreneurial bricolage; IP, International Performance; IN, Innovation.

Consistent with H6 and H7, entrepreneurial passion was positively related to international performance through entrepreneurial bricolage (β = 0.035, t = 7.147) and innovation (β = 0.034, t = 5.273). Hence, H6 and H7 are confirmed (see Table 6).

Overall, both mediating paths (see Figure 3) have demonstrated their significance by passing the test with a p-value of 0. It underscores the importance of the research, as the model strongly supports the mediating effect. The indirect influence of EP through EB (0.250) is more substantial than that through IN (0.178), suggesting that EB is a more critical mediating variable when influencing IP.

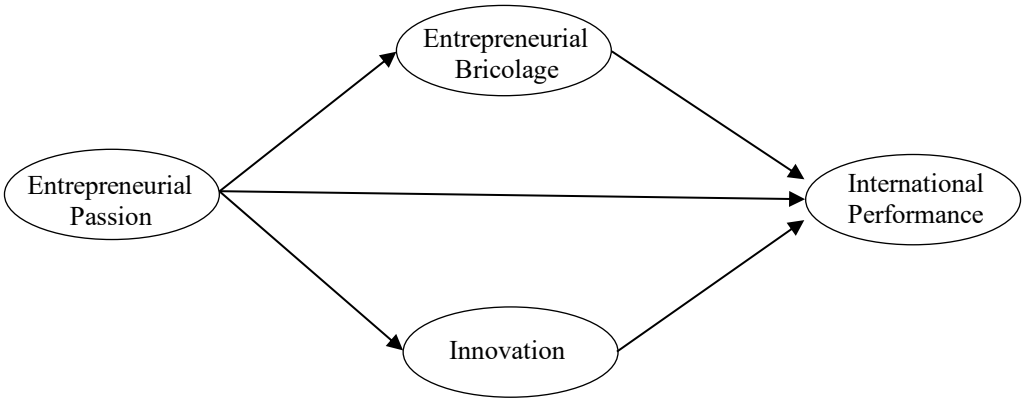


Figure 3: Mediated Effects Paths

Discussion

This study examined how entrepreneurial passion influences the international performance of new ventures, focusing on the mediating roles of entrepreneurial bricolage and innovation. The results confirmed all seven hypotheses, providing essential insights into the interactions between these variables.

First, the study found that entrepreneurial passion directly impacts international performance (H1), aligning with previous research by Adomako & Ahsan (2022), highlighting entrepreneurial passion as a key performance driver. This underscores entrepreneurial passion as a critical factor in achieving business objectives in international markets. Additionally, entrepreneurial passion was found to significantly influence both entrepreneurial bricolage (H2) and innovation (H3), echoing findings from Breugst et al. (2012) and Kiani et al. (2022), who emphasized that passion fuels resourceful innovation and bricolage behaviors in entrepreneurs.

The study also confirmed that entrepreneurial bricolage and innovation positively relate to international performance (H4, H5). Entrepreneurial bricolage, particularly in resource-constrained environments, contributes to performance by enabling entrepreneurs to leverage available resources for innovation and business model development (Senyard, Baker & Steffens, 2010). It aligns with the findings from Wang et al. (2024), who suggested that bricolage helps businesses quickly adapt to market changes and customer demands. Similarly, innovation—both technological and organizational—was positively correlated with performance, supporting the findings of Singh et al. (2022) and Černe et al. (2024) that innovation drives long-term success in SMEs (Vahter & Vadi, 2024).

Furthermore, the study validated the mediating roles of entrepreneurial bricolage (H6) in the relationship between entrepreneurial passion and international performance. From theoretical logic, entrepreneurial passion, as a strong social cognition, can motivate entrepreneurs to actively seek solutions with limited resources. Entrepreneurial bricolage constructs a specific path for entrepreneurial passion to be transformed into performance. This mechanism suggests that entrepreneurial bricolage is a practical action manifestation driven by entrepreneurial passion and a key bridge for passion for realizing international performance.

In addition, the findings suggest that innovation (H7) plays an equally crucial mediating role between entrepreneurial passion and international performance. Entrepreneurial passion can inspire entrepreneurs to continuously explore novel products, services, or business models. This innovative ability enhances the enterprise's market differentiation advantage and significantly improves the enterprise's sustainability in the international market. Entrepreneurial passion is extended and amplified through innovation, further promoting international performance.

This study supplements the gaps in related theories by introducing the dual mediating path of entrepreneurial bricolage and innovation.

According to the social cognitive theory, this research investigates the mechanism of entrepreneurial passion of entrepreneurs on the international performance of enterprises through quantitative research methods. This research still has some limitations in terms of sample selection and variable setting, and future research can further expand and improve on these aspects to enhance the generalizability of the study. Given the limitations of this study, future study can be expanded and enhanced in the following aspects:

First, the scope and diversity of the research sample should be expanded. Future research can collect data in different countries, regions, and industries, especially for enterprises with different cultural backgrounds and levels of economic development, to verify the relationship between entrepreneurial passion, entrepreneurial bricolage, innovation, and international performance, improving the universality and cross-cultural applicability of the research findings.

Second, future research can consider some variables missing from the framework in this study. More influencing factors are introduced for in-depth exploration. Based on this study, future research can incorporate external variables such as digital transformation, digital marketing, organizational agility, market dynamics, network relations, government support, etc., and investigate how these factors interact with entrepreneurial passion, entrepreneurial bricolage, and innovation to reveal more comprehensively the influence mechanism of new ventures' international performance.

Again, attention is paid to the influence of different cultural and institutional contexts. Since cultural and institutional contexts may significantly influence entrepreneurial passion, bricolage behavior, and innovation activities, future research should consider institutional differences, cultural values, and entrepreneurial ecosystems in different countries or regions to explain how these factors moderate the relationship between entrepreneurial passion and international performance.

In summary, future research can further deepen the understanding of the relationship between entrepreneurial passion and international performance by expanding the scope of the sample and introducing more variables, promoting the theoretical and practical development of the field of global entrepreneurship.

Conclusion

This study explains the direct and indirect effects of entrepreneurial passion on the international performance of new ventures, highlighting the mediating roles of entrepreneurial bricolage and innovation. Empirical research supports all seven proposed hypotheses. The findings demonstrate that entrepreneurial passion significantly enhances international performance through its direct influence on enterprise growth and its indirect contribution by stimulating entrepreneurial bricolage and innovation behaviors. Entrepreneurial passion is a key intrinsic driver that fosters resource integration and innovation capabilities, helping new ventures secure a competitive advantage in resource-limited environments. These results underscore the pivotal role of entrepreneurial passion in international entrepreneurship and offer valuable practical insights for business managers.

The main contributions of this study are as follows: First, at the theoretical level, this research advances the understanding of the relationship between entrepreneurial passion and the international performance of new ventures, particularly by elucidating the mechanisms through which entrepreneurial bricolage and innovation act as mediating variables. This study extends the application of Social Cognitive Theory. It clarifies the role of entrepreneurial passion, bricolage, and innovation in this context. Second, at the practical level, the findings provide actionable insights for business managers and policymakers, suggesting that fostering and supporting entrepreneurial passion can significantly enhance the international performance of new ventures. Additionally, this study emphasizes the importance of encouraging innovation and bricolage behaviors, particularly in the international expansion of enterprises.

References

Adomako, S., & Ahsan, M. (2022). Entrepreneurial passion and SMEs' performance: Moderating effects of financial resource availability and resource flexibility. *Journal of Business Research*, 144, 122-135.

Albert, L. S., Dean, T. J., & Baron, R. A. (2016). From social value to social cognition: How social ventures obtain the resources they need for social transformation. *Journal of Social Entrepreneurship*, *7*(3), 289-311.

Bacq, S., Ofstein, L. F., Kickul, J. R., & Gundry, L. K. (2017). Perceived entrepreneurial munificence and entrepreneurial intentions: A social cognitive perspective. *International Small Business Journal, 35*(5), 639-659.

Baker, T., & Nelson, R. E. (2005). Creating something from nothing: Resource construction through entrepreneurial bricolage. *Administrative science quarterly*, *50*(3), 329-366.

Bandura, A. (2014). Social cognitive theory of moral thought and action. *In Handbook of moral behavior and development* ,45-103. Psychology press.

Baumol, W. J. (2007). Good capitalism, bad capitalism, and the economics of growth and prosperity. *Yale University Press*.

Breugst, N., Domurath, A., Patzelt, H., & Klaukien, A. (2012). Perceptions of entrepreneurial passion and employees' commitment to entrepreneurial ventures. *Entrepreneurship theory and practice*, *36*(1), 171-192.

Cai, Y., & Shi, W. (2022). The influence of the community climate on users' knowledge-sharing intention: the social cognitive theory perspective. *Behaviour & information technology*, *41*(2), 307-323.

Cardon, M. S., Glauser, M., & Murnieks, C. Y. (2017). Passion for what? Expanding the domains of entrepreneurial passion. *Journal of Business Venturing Insights*, *8*, 24-32.

Cardon, M. S., Wincent, J., Singh, J., & Drnovsek, M. (2009). The nature and experience of entrepreneurial passion. *Academy of management Review, 34*(3), 511-532.

Černe, M., Čater, B., Čater, T., Koman, M., & Redek, T. (2024). Management innovation as an enabler of firm performance in the context of Industry 4.0: a longitudinal multi-source, multi-sector analysis. *Innovation*, *26*(4), 559-584.

Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern Methods for Business Research, 295(2), 295–336.*

Cha, J. (1994). Partial least squares. Adv. *Methods Mark. Res*, 407, 52-78.

Cochran W. G. (1953). Matching in analytical studies. *American journal of public health and the nation's health,* 43(6^{Pt1}),684–691.

Ding, Z., Ye, G., Huang, S., & Hu, M. (2022). How learning orientation drives the international performance of INVs: the roles of entrepreneurial bricolage and degree of internationalization. *Multinational Business Review*, *30*(2), 192-216.

Drnovsek, M., Cardon, M. S., & Patel, P. C. (2016). Direct and indirect effects of passion on growing technology ventures. *Strategic Entrepreneurship Journal*, *10*(2), 194-213.

Fisher, G. (2012). Effectuation, causation, and bricolage: A behavioral comparison of emerging theories in entrepreneurship research. *Entrepreneurship theory and practice*, 36(5), 1019-1051.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39–50.

Gold, A.H.; Malhotra, A.; Segars, A.H. (2001). Knowledge management: An organizational capabilities perspective. *J. Manage. Inform*. *Syst*. 18, 185–214.

Gundry, L. K., Kickul, J. R., Griffiths, M. D., & Bacq, S. C. (2011). Creating Social Change Out of Nothing: The Role of Entrepreneurial Bricolage in Social Entrepreneurs' Catalytic Innovations. *Social and Sustainable Entrepreneurship*, 13, 1–24.

Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. Industrial management & data systems, *117*(3), 442-458.

Hair, J.F.; Sarstedt, M.; Ringle, C.M. (2012). Partial Least Squares Structural Equation Modeling. *In Handbook of Market Research; Homburg, C., Klarmann, M., Vomberg, A., Eds.; Springer: Cambridge, UK*, 587–632.

Hou, D. E., Xiong, A., & Lin, C. (2022). Executive cognitive ability and business model innovation in start-ups: The role of entrepreneurial bricolage and environmental dynamism. *Frontiers in Psychology*, 13, 978543.

Kercher, K. (1992). Assessing subjective well-being in the old-old: The PANAS as a measure of orthogonal dimensions of positive and negative affect. *Research on Aging*, *14*(2), 131-168.

Kiani, A., Yang, D., Ghani, U., & Hughes, M. (2022). Entrepreneurial passion and technological innovation: the mediating effect of entrepreneurial orientation. *Technology Analysis & Strategic Management*, *34*(10), 1139-1152.

Kickul, J., Griffiths, M. D., & Gundry, L. (2010). Innovating for social impact: is bricolage the catalyst for change? In Handbook of research on social entrepreneurship. *Edward Elgar Publishing.*

Lamotte, O., & Colovic, A. (2013). Innovation and internationalization of young entrepreneurial firms. *Management international*, *18*(1), 87-103.

Li, K., Wijaya, T. T., Chen, X., & Harahap, M. S. (2024). Exploring the factors affecting elementary mathematics teachers' innovative behavior: An integration of social cognitive theory. *Scientific Reports*, *14*(1), 2108.

Luu, N., & Nguyen, H. (2021). Entrepreneurial passion and a firm's innovation strategies. *Journal of Small Business Management*, *59*(4), 794-818.

Maina, K. J., & Lawrence, W. K. (2023). Relationship between process innovation, entrepreneurial passion and performance of pharmaceutical manufacturing firms in Kenya. *International Journal of Research in Business and Social Science* (2147-4478), 12(6), 11-22.

Nunnally,J.， Bernstein,I.(1994). *Psychometric Theory 3rd edition* (Mac Graw- Hill,New York).

Oviatt, B. M., & McDougall, P. P. (2005). Defining International Entrepreneurship and Modeling the Speed of Internationalization. *Entrepreneurship Theory and Practice*, *29*(5), 537–554.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, *88*(5), 879-903.

Rahman, S. A., Taghizadeh, S. K., Alam, M. M. D., & Khan, G. M. (2020). The functionality of entrepreneurial passion and entrepreneurial bricolage on micro-entrepreneur's wellbeing. *Journal of Small Business Strategy (archive only)*, *30*(3), 47-64.

Reuber, A. R., Knight, G. A., Liesch, P. W., & Zhou, L. (2018). International entrepreneurship: The pursuit of entrepreneurial opportunities across national borders. *Journal of International Business Studies*, 49, 395-406.

Romero-Martinez, A. M., Garcia-Muina, F. E., & Ghauri, P. N. (2017). International inbound open innovation and international performance. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, *34*(4), 401-415.

Singh, R., Chandrashekar, D., Hillemane, B. S. M., Sukumar, A., & Jafari-Sadeghi, V. (2022). Network cooperation and economic performance of SMEs: Direct and mediating impacts of innovation and internationalization, *Journal of Business Research*, 148, 116-130.

Senyard, J., Baker, T., & Steffens, P. (2010). Entrepreneurial bricolage and firm performance: Moderating effects of firm change and innovativeness. *In Annual Meeting of the Academy of Management*, No. 50237,1-25.

Stenholm P, Renko M. (2016). Passionate bricoleurs and new venture survival. *Journal of Business Venturing*，*31*（5）：595-611.

Stoica, O., Roman, A., & Rusu, V. D. (2020). The nexus between entrepreneurship and economic growth: A comparative analysis on groups of countries. *Sustainability*, *12*(3), 1186.

Suryanto, S., Hadi, S., & Subiyanto, D. (2023). Analysis of The Effect of Work Environment and Knowledge Sharing on Employee Performance in Innovative Behavior Mediation. *JBTI: Jurnal Bisnis: Teori Dan Implementasi*, *14*(1), 306-322.

Syed, I., Butler, J. C., Smith, R. M., & Cao, X. (2020). From entrepreneurial passion to entrepreneurial intentions: The role of entrepreneurial passion, innovativeness, and curiosity in driving entrepreneurial intentions. *Personality and Individual Differences*, 157, 109758.

Tehrani, N., Ghofraniha, J., & Meckl-Sloan, C. (2015). Innovation: Love, Passion, or Both? *International Journal of Biomedicine*, *5*(4), 235-237.

Tu, Y., Hao, X., Rosak-Szyrocka, J., Vasa, L., & Zhao, X. (2023). Obsessive passion, opportunity recognition, and entrepreneurial performance: The dual moderating effect of the fear of failure. *Frontiers in Psychology*, 13, 1037250.

Vahter, P., & Vadi, M. (2024). The relationship of technological and organizational innovation with firm performance: Opening the black box of dynamic complementarities. *Technological Forecasting and Social Change*, 206, 123516.

Wang, C., Zhang, X. E., Zhang, S., Le, Y., & Li, Q. (2024). How to Convert Entrepreneurial Alertness into the Performance of New Ventures via Entrepreneurial Bricolage: The Moderating Effect of Environmental Dynamism. SAGE Open, 14(3).

Wang, P., & Rattanaparnudet, T. (2024). Development of a Model for Empowering Teacher Job Performance in Private Primary Schools of Henan Province, China. *UBRU International Journal, 4*(1), 37–53.

Welbourne, T. M., & Paterson, T. A. (2017). Advancing a Richer View of Identity at Work: The Role-Based Identity Scale. *Personnel Psychology*, *70*(2), 315–356.

Xu, S., He, J., Morrison, A. M., Su, X., & Zhu, R. (2023). The role of bricolage in countering resource constraints and uncertainty in start-up business model innovation. *European Journal of Innovation Management*, *27*(8), 2862-2885.

Yao, Y., & Wu, S. C. (2024). Examining The Influential Factors of Turnover Intentions Among Early Childcare Teachers in Jinan City, China: A Structural Modeling Approach. *UBRU International Journal, 4*(1), 11–21.