

Manifestation of Entrepreneurship in Multiple Cultural and Organizational Contexts (Editorial Paper)

1. Introduction

We are offering another issue of the journal to our readers. It is focused on entrepreneurship and small business management. The articles included here have been submitted by authors doing their research in Germany, Malta, Poland, the UK, the USA, in multiple contexts and cultures. The topics included cover family business, immigrant entrepreneurship, sustainable tourism in a small territory context, and competitiveness among enterprises and at universities.

The first paper, authored by Yoon G. Lee and Myung-Soo Lee, entitled “*The Impact of Business Ownership Motives and Goals on Success in Immigrant Owned Family Businesses*”, pictures how family business goals and ownership motivations influence family business satisfaction and business success. This work is strongly focused on the comparison between Mexican-American and Korean-American family owned business. This contribution is particularly valuable as there is limited research on immigrant family firms owners in the USA. The findings show differences in family life satisfaction, which is higher among Mexican-American immigrant family business owners than among Korean-American ones. The article also shows that a higher level of business ownership and related motives significantly determine how migrants perceive their business success.

2. Manifestation of Entrepreneurship in Multiple Contexts

The next paper, by Marta Najda-Janoszka and Jacek Gancarczyk, “*Addressing the Challenges of Industrial Transition Processes – The Case of Photovoltaics Industry*”, investigates a wide spectrum of actions undertaken by one enterprise in the turbulent, competitive industry context. In particular, the authors explore managerial practices employed during an ongoing transition in the photovoltaic industry life-cycle. A vast body of literature has so far provided evidence on industry transition processes based on retrospective analyses of industries that have already reached the stage of maturity. Thus, the provided insights may be of limited usefulness when used to assess only partially visible competitive landscape where ramifications for introduced innovations, developments in technology, market conditions or

institutional arrangements are yet to be determined. The value of the approach presented by Najda-Janoszka and Gancarczyk is that it departs from retrospection and investigates an ongoing industrial transition. The study provides a thorough evaluation of the transformation harbingers as well as firms' strategic responses to sensed signals. The authors employ exploratory, longitudinal, singular approach to the case of one firm in the industry context, between 2000 and 2017. They pursue four waves of semi-structured interviews, direct observations, internal documents and external secondary sources. The findings indicate that industry transition may not necessarily follow a typical pattern as suggested in the extant literature. Moreover, the obtained results show all options of strategic manoeuvring: entry, repositioning, imitation and exit. Najda-Janoszka and Gancarczyk portray how strategic manoeuvring was employed through dynamic switching between strategic options, dependent on the course of industry transformation.

The third work titled "*Blueprint Silicon Valley? – Explaining Idiosyncrasy of Startup Ecosystems*" authored by Thomas Baron and Jörg Freiling serves as a conceptual paper. Based on the critical and constructive analysis of the literature on startup ecosystems, Baron and Freiling put forward a number of valuable theoretical proposals to discuss their unique nature. Against the context of resource-based perspective, they emphasize the idiosyncrasy of regional development rooted in four causes. One comes from the existence and meaning of local resources, relationships between them, with these being impossible to understand by outsiders. Another source of this uniqueness lies in the actors and their mutual relations. Resources and actors carry 'historical load' with its own dynamics and complexity. Baron and Freiling also recognize the role of institutional and cultural context with its historical and ongoing construction. As the last cause, which is dependent on time, resources and actors, they highlight the dynamic nature of and continuous change imprinted in ecosystems. Overall, the authors argue that ecosystems are non-imitable and hard to copy anywhere. They acknowledge the complexity of ecosystem development and a lack of universal recipes for actions required by policy makers. They propose to implement a platform where ecosystem stakeholders could interact so that the needs and priorities of the region could be identified. As potential future research, they offer a contradictory proposal under the neo-institutional approach to study isomorphic mechanisms in social systems and open an additional avenue for new findings.

Another paper in this issue is the second contribution in the area of family enterprises. Anna Maria Nikodemska-Wołowik and Joanna Bednarz in their paper "*Family Enterprises in the Context of Consumer Ethnocentrism and Relationship Building*" discuss relationship marketing and consumer trust in the context of family business. The authors aim to understand the behaviour of family business customers, and they do so through the

employment of consumer ethnocentrism and commitment-trust theory in relationship marketing. They conclude that consumers display ethnocentric attitudes towards family businesses. As family business has been extensively studied from the supply side perspective, the authors contribute to the field by highlighting the consumer perspective. Following 10 participant observations and 20 in-depth interviews, and analysing their data via the grounded theory approach, Nikodemska-Wołowik and Bednarz find out that customers are convinced that family businesses do not explicitly communicate their own identity and at the same time customers manifest an ethnocentric approach towards them. The authors emphasize the need for a follow-up quantitative research design based on a structured research approach relying on detailed measures for the purpose of a large-scale survey in a random sample of Polish customers.

Jarosław Korpysa is the author of another paper entitled “*Entrepreneurial Orientation of Academic Spin-Offs: Statistical Correlations*”. Jarosław Korpysa presents the results of his research in the academic entrepreneurship context in Poland. The author recognizes the importance of the entrepreneurial function among university spin-offs, which is grounded in maintaining sustainable competitive advantage, recognizing and seizing opportunities for the commercialization of R&D results, operating in uncertain environments, continuous risk taking, building strong relationships with internal and external stakeholders of universities (Rasmussen & Wright, 2015). This is done through a statistical analysis of correlations between Entrepreneurial Orientation (EO) dimensions (innovativeness, proactiveness, risk taking propensity, competitive aggressiveness, autonomy) and their determinants. It is an interesting contribution as the studies on EO in the academic context are particularly scarce, particularly in the Polish literature. The author’s work is based on the CAWI survey run in 2017 among more than 140 academic spin-offs from Poland. Korpysa finds that innovativeness of spin-offs is very much determined by the following factors: economic situation, degree of competition, tax system, access to economic infrastructure. Also, he shows that proactiveness and competitive aggressiveness are most determined by spin-off age and research field whereas risk propensity is dependent on a spin-off’s own resources. The last dimension of EO, autonomy of spin-offs, is strongly affected by innovation creation, their research on competitors and customers as well as participation in their own research projects.

The paper by Olgu Karan, “*Changing Cultural Practices, Self-Identifications and Gender Roles of Kurdish and Turkish Catering and Retail Business Owners in London*”, provides interesting empirical data concerning immigrant entrepreneurship. It looks into the details of how the shift from waged employment to self-employment determines self-identity creation, related gender roles and associated cultural practices among the studied business owners. This is done against the background of changes in the economic policy in London. In the realm of constructivist approach, the author

undertakes a field study and selects data from 40 in-depth interviews with Kurdish and Turkish business owners in the catering and retail industries. Karan shows the re-enactment of the cultural tradition of *imece/zibare* as transposed from the home country to the host country. *Imece/zibare* is recognized as important in overcoming challenges associated with start-up and continued business operations among immigrant entrepreneurs. The findings also show how collective actions of Kurdish and Turkish entrepreneurs are reproduced and how socio-political and economic changes in the British economy lead to the emergence of shared identity among them.

Another paper included in this issue, “*Ghanaian Immigrant Entrepreneurs in Germany: Motivations and Contributions for Development*”, authored by Regina Ch. Andoh, Claudia N. Berrones-Flemmig and Utz Dornberger, is also related to immigrant entrepreneurship. It provides a reader with an understanding of how Ghanaian immigrant entrepreneurs contribute to the socio-economic development of the country of their residence and what their motivating factors for entrepreneurship are. The authors deliver data based on mixed methods, including the survey and semi-structured interviews among 54 purposively selected Ghanaian entrepreneurs. Their results show that they socially contribute to the development of Germany but also Ghana through: counselling and mentorship, volunteering locally, donating charitable funds, providing apprenticeship and training for future entrepreneurs. Their economic contribution is visible in tax payments, transfer of remittances from outside Ghana and import of goods from Germany. The results additionally show that Ghanaian entrepreneurs are more opportunity oriented and also utilize their potential such as skills, pursue their need for achievement and independence. Interestingly, at the same time, the data gathered reveals that a large number of respondents have operated their business for many years and remain either small or micro enterprises. Therefore, the authors call for further studies on immigrant enterprise growth. They would also find it interesting to explore the differences within the Ghanaian community to include tribal differences and their impact on entrepreneurship.

The next paper in this issue, authored by Katarzyna Podhorodecka and Sharon C. Cobb, “*Development of Sustainable Tourism in Malta in the Aftermath of the Global Economic Recession*”, is a study of the Maltese tourism sector and reactions of this sector to the global economic crisis between 2008 and 2011. This is done by looking at the number of tourists, employment in the tourism sector and expenditures in tourism. Additionally, the authors analyse how the crisis was managed at the level of Maltese public and private policies. The paper compares how Malta dealt with this crisis in comparison to other small island territories. Following these considerations, Podhorodecka and Cobb put forward three hypotheses for verification. They use existing secondary data regarding the tourism sector and reports

on surveys among expert groups to verify their hypotheses concerning how Malta dealt with the crisis. The findings indicate that the Maltese tourism sector reacted to the crisis in a better manner than other small island territories. Also, there was a strong relationship between changes in the movement of tourists and GDP. The verification of the third hypothesis shows that Maltese tourism management actors and organizations secured sustainable tourism development in this area. The authors call for further studies on some small island jurisdictions and highlight the need to study the role of place and distance.

The title of another empirical paper on immigrant entrepreneurship is “*An Exploratory Inquiry Into the Role That Culture and Ethnicity Play in the Success of First-Generation Hispanic Entrepreneurs in the U.S.*”. Here, Maria Leta-Leroux aims to find links between cultural factors and success of first-generation Hispanic entrepreneurs based in the US. Her study is set in the social marginality theory (Mehretu, Pigozzi, & Sommers, 2000). Leta-Leroux employs a qualitative exploratory approach based on 17 semi-structured, phone interviews. She does so to reach further geographical locations and to extend the number of interviewees. Her analysis shows that language, religion, beliefs, family and community support and some cultural practices determine first-generation immigrants’ business success. It highlights the influence of the cultural context on immigrant entrepreneurship. This study also recognizes the role of industry knowledge, accumulated as human capital by immigrants, for business and professional growth in their attempts to pursue American dream upon arrival to the US.

In the following empirical paper, “*Well-Being of Immigrant Entrepreneurs and Their Entrepreneurial Life*”, a team of researchers, Przemysław Zbierowski, Agnieszka Brzozowska and Milena Gojny-Zbierowska, identify a research gap where they argue that studies on well-being mostly focus on the economic dimension of well-being or integration of migrants in a host country. The goal of the paper is to find differences in well-being, work-life balance and satisfaction between immigrant and non-immigrant entrepreneurs. The authors undertake their analysis through the employment of data from the Global Entrepreneurship Monitor – GEM (Amoros & Bosma, 2014). It includes responses from the study of entrepreneurs being first-generation immigrants, second-generation immigrants, half-immigrants and non-immigrants. Here, the measures of and data on entrepreneurs’ life quality covering well-being, satisfaction as well as work-life balance are used in the statistical analysis. They employ selected t-tests for independent samples and a one-way ANOVA correlation analysis for the purpose of this study. The findings indicate differences in well-being between the immigrant and non-immigrant groups. Similar findings concern the work-life balance. The authors also identify an interesting relationship between the happiness of entrepreneurs and the type of entrepreneurship (necessity-based vs. opportunity-based).

3. Conclusions

The theoretical and empirical analyses provided in this issue on entrepreneurship display strong interest in the social context and the social dimension of entrepreneurial activities. Entrepreneurship is not only an economic but also a societal phenomenon affecting and affected by societal factors. The authors recognize the role of family life satisfaction, entrepreneurs' well-being and satisfaction, integrated and common actions among actors in entrepreneurial ecosystems such as small island territories or particular regions. Considering the above, this issue also sheds light on the significance of qualitative research approaches in entrepreneurship studies. These help to inform about the complexity of the entrepreneurship phenomenon, be it among entrepreneurial ecosystems, emerging industries, where activities and practices of actors and organizations are reconstructed and reenacted.

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