

The Impact of Business Ownership Motives and Goals on Success in Immigrant Owned Family Businesses

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Yoon G. Lee*, **Myung-Soo Lee****

The economic contributions made by immigrants in American history have been well documented; however, few empirical studies have provided information on how Mexican and Korean business owners in the U.S. could have different business ownership motives and goals that influence their business success. Using data from the National Minority Business Owners Surveys, this study explored the effect of ownership motives and family goals on business success and family life satisfaction among those two immigrant groups. The findings indicate that Mexican immigrant family business owners reported higher levels of family life satisfaction than the Korean counterparts, while most of the other ownership motives are quite similar. Implications of research findings are discussed along with future research agenda.

Keywords: business ownership goals, culture, family business success, immigrant family firms, life satisfaction.

Wpływ motywacji i celów dotyczących posiadania firmy na sukces firm rodzinnych prowadzonych przez imigrantów

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Mimo że wkład gospodarczy, jaki imigranci wnieśli w historię Ameryki, został dobrze udokumentowany, to jednak niewiele badań empirycznych dostarcza informacji na temat tego, na ile meksykańscy i koreańscy właściciele firm w Stanach Zjednoczonych mogą mieć różne motywacje i cele związane z posiadaniem firmy, które wpływają na sukces prowadzonej przez nich działalności gospodarczej. Korzystając z danych pochodzących z badań wśród przedstawicieli mniejszości narodowych będących właścicielami firm (National Minority Business Owners Survey), przeanalizowano wpływ motywacji właścicieli firm i celów rodzinnych na sukces prowadzonej działalności gospodarczej i zadowolenie z życia rodzinnego tych grup imigrantów. Wyniki badania wskazują, że właściciele firm rodzinnych będący imigrantami z Meksyku wykazywali wyższy poziom zadowolenia z życia rodzinnego w porównaniu z koreańskimi właścicielami firm rodzinnych, podczas gdy motywacja dotycząca posiadania firmy była podobna w obu grupach imigrantów. W artykule omówiono implikacje płynące z wyników badania oraz przedstawiono plan przyszłych badań.

Słowa kluczowe: cele posiadania firmy, kultura, sukces firm rodzinnych, firmy rodzinne imigrantów, zadowolenie z życia.

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* **Yoon G. Lee** – PhD, Professor, Department of Human Development and Family Studies, Utah State University. <https://orcid.org/0000-0003-1654-0004>.

** **Myung-Soo Lee** – PhD, Professor, Department of Marketing and International Business, Zicklin School of Business, Baruch College of The City University of New York. <https://orcid.org/0000-0001-5691-6884>.

Correspondence address: email: yoan.lee@usu.edu; Myung-Soo.Lee@baruch.cuny.edu.



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1. Introduction

Rates of immigration into the United States from various regions around the world have changed during the past 50 years (Migration Policy Institute, 2018; U.S. Census Bureau, 2017; Gibson & Lennon, 1999). Between 1960 and 2013, the proportion of European immigrants (out of the total number of immigrants) declined from 74.5 percent to 11.6 percent. On the other hand, the proportion of immigrants from Asia increased steadily during the same period from 5.0 percent in 1960 to 29.5 percent in 2013. Immigrants from Korea comprised less than 1 percent of the share of immigrants in the United States in 1960, but they constituted 2.6 percent of total immigrants in 2013. The proportion of immigrants from Mexico increased from 5.9 percent of the total share of immigrants in 1960 to 25.3 percent in 2017 (Migration Policy Institute, 2018). There was also an increase in the proportion of immigrants from Central and South America from 19.1 percent in 1960 to 54.0 percent in 2013.

Immigrant small-business owners play a major role in the American economy. These businesses generate about \$775 billion in revenue, which represents an increase of more than 60 percent since 2001 (Fairlie, 2012). Native-born business owners have seen only a 14-percent increase in income during the same period (Fairlie, 2012). Further, immigrant-owned businesses comprise an increasingly large (and disproportionate) share of the total number of small businesses in the United States. In 2011, immigrants started 28 percent of all new businesses, even though immigrants only account for 12.9 percent of the total population (Fairlie, 2012). Similarly, it has been shown that one out of four technology and engineering startup companies between 2006 and 2012 had at least one immigrant cofounder (Vandor & Franke, 2016).

Mexico is the country of origin from which the largest percentage (12%) of immigrant business owners in the U.S. come. India is the second most common country of origin (7%), and Korea is the third most common (6%). Mexican immigrants more commonly own restaurants, landscaping services, building services, and transportation companies (Fiscal Policy Institute, 2012; Kallick, 2012). A sizable portion of Korean immigrants in the U.S. own small businesses. In some cities, the proportion of small businesses owned by Korean immigrants is particularly high. For example, in New York City, Korean immigrants own approximately 7 percent of immigrant-owned small businesses, second only to the number of businesses owned by Chinese immigrants (Fiscal Policy Institute, 2011). Typical businesses operated by Korean immigrants include restaurants, dry cleaning and laundry services, grocery stores, and clothing stores (Yoo, 2014; Park, 1997; Fiscal Policy Institute, 2012).

Few empirical studies have provided information on how Mexican and Korean immigrant family business owners are successful in the U.S. Mexican

and Korean immigrant family business owners could have different levels of business motives and goals. According to pertinent theories of immigrant entrepreneurship, this difference could be influenced by business types and patterns (Min & Bozorgmehr, 2000), family and social networks (Yoo, 2014), and cultures (Vinogradov & Kolvereid, 2007) that influence the way they run their businesses and perceive business success. The current study attempted to explore associations of business ownership motives and family goals with their business success and family life satisfaction among immigrant Mexican and Korean business owners to broaden our understanding toward what type of motivations drive those success outcomes. Specifically, the focus of this study is to examine the effects of business ownership motives and family goals on their businesses and family life success. To measure how Mexican and Korean immigrant family business owners are successful in the U.S., the current study looked at two outcomes – perceived business success and family life satisfaction.

Three research questions of the current study are: 1) To what extent do Mexican and Korean immigrants differ in their business ownership motives and family goals? 2) To what extent do Mexican and Korean immigrant family business owners differently perceive business success and family life satisfaction? 3) To what extent do business ownership motives and family-goal setting predict perceiving business and family success for Mexican and Korean immigrant family business owners? By answering those research questions through a representative sample of Mexican and Korean immigrant business owners, we seek to contribute to the growing literature on immigrant entrepreneurship in general and sub-group ethnic entrepreneurs of Mexican and Korean origin, in particular. The research findings of differential effects on two outcome variables (e.g., perceived business success and family life satisfaction) could provide practitioners and government policy makers with important knowledge in making their practical recommendations to immigrant faculty business owners and coming up with government sponsored programs to support immigrant family entrepreneurs.

2. Conceptual Framework

2.1. Motives for Family Business Ownership

Historically, the motivation to start his/her own business as an immigrant to a new country has been explained by two theoretical reasons, commonly referred to as pull versus push factors (Light, 1979; Fairlie, 2012). Generally, those who would not have any opportunity to be employed in a new country as immigrants are “pushed” to be self-employed, when those who are “pulled” into self-employment are attracted by the hefty financial rewards and independence that they can enjoy (Borooah & Hart, 1999). While those two factors can explain the majority of immigrant entrepreneurship cases of

different ethnic groups, there are additional theories to be developed over time to explain more complicated reasons why immigrants tend to enter business ownership (see Volery, 2007 for an extensive review of theories).

Considering that various economic and cultural backgrounds of immigrant groups may differentially affect the motives of business ownership, it may be useful to answer the question of “Do Mexican-American and Korean-American business owners differ in their motives to start a business?” Accordingly, it is conjectured that demographic differences between Mexican-American and Korean-American business owners in length of living in the United States, education attainment, and the speed of cultural immersion into the mainstream society may explain the different patterns of business ownership motives.

2.2. Family Goals among Two Immigrant Family Business Owners

The Mexican-American and Korean-American cultures largely value collectivism or the “we” orientation (shared values, commonness, and cooperation) as compared to individual approach or the “I” orientation (Sosik & Jung, 2002; Soto-Fulp & DelCampo, 1994). The family is central to both Mexican and Korean-Americans. Mexican-Americans emphasize the extended family first over their own nuclear family and are more likely to rely on interpersonal relationships within the community (Danes, Lee, Stafford, & Zachary, 2008; Shinnar, Cardon, Eisenman, Zuiker, & Lee, 2009). The function of family is also critical in Korean families and societies (Kim & Ryu, 2005). Research shows that new immigrant Korean business owners were more likely to rely on substantial financial contributions from successful Korean business owners (Haynes, Onochi, & Lee, 2008).

Adams, Manners, Astrachan, and Mazzola (2004) stated that one of the ways to determine whether a firm had achieved an adequate financial return was when it met or exceeded the owner’s goals. Chrisman and Carroll (1984) demonstrated that strategic management of non-economic goals actually enhanced the economic performance of family businesses. Villanueva and Sapienza (2009) looked at how investors could assess their intention to invest in a family firm by determining the family business’s goals. The family business’s goals can be family oriented or business oriented. Family business researchers have implied that in order to determine family business performance, one must understand the family business’s goals and goal orientation (Distelberg & Blow, 2010).

Based on those research findings, we propose the difference in family goals that Mexican-American and Korean-American family business owners pursue while they are running respective businesses. While both ethnic groups may emphasize the importance of family welfare due to their emphasis on collectivistic values, there might be differences in specific aspects of family goals such as securing retirement recourses as an example due to cultural and demographic differences.

2.3. Differences in Business Success and Family Satisfaction Across Two Ethnic Groups

According to Locke and Latham (2002), goals affect the performance of family businesses through four functions: directive, energizing, persistence, and knowledge collection function. Goals motivate relevant performance activities and also provide context for perceiving success (Asmus, Karl, Mohnen, & Reinhart, 2015). Research has shown that the relevant goals set by business owners are not limited to performance-oriented goals (Chrisman, Chua, & Litz, 2003). Carland, Hoy, Boulton, and Carland (1984) defined a small business owner as an individual who established a business to further personal goals. The motives of business owners for their families can be family oriented or business oriented. Thus, understanding perceptions of family business success is contingent on knowing the business ownership motives and family goals – what drives the success of these immigrant businesses. Business owners perceive the success of their firms according to their own personal values and motives (Distelberg & Blow, 2010). There is little research linking business ownership motives and family goals in immigrant business-owning families, to perceptions of business success and family life satisfaction.

Business success has been defined in many ways. Maes, Sels, and Roodhooft (2005) noted that several performance, success, or survival models appeared in the literature and represented both financial and non-financial measures of performance. Family business researchers have used a wide variety of factors to try to explain success. Owner characteristics in terms of human, social, and financial capital have been used to explain business performance, success, and survival; firm characteristics influenced these as well (Anderson & Miller, 2003; Baron & Markman, 2003; Bosma, Van Praag, Thurik, & De Wit, 2004; Headd, 2003; Lee, Jasper, & Fitzgerald, 2010; Stafford, Bhargava, Danes, Haynes, & Brewton, 2010).

Miller and Cardinal (1994) found a strong positive relationship between motives and business success by focusing on how the activities to achieve a business planning goal could lead to success. However, the previously mentioned studies were not focused on business motives and goals for a business's success. Thus, this study presents a hypothesis that having higher business ownership motives and stronger family business goals positively associates with their perceived business success and family life satisfaction for both Mexican and Korean immigrant business owners.

2.4. Sustainable Family Business Model

As a main theoretical framework to conduct our empirical research on the current research topic, we adopted the Sustainable Family Business (SFB) theory, which was introduced in 1999 (Stafford, Duncan, Danes, & Winter, 1999). The theory guides research in family business and an application of the theory to immigrant business-owning families. According

to the SFB theory, the sustainability of a family business is a function of both business success and family functionality, including during times of disruption (Stafford et al., 1999). This SFB theory tracks accumulation of human, social, and financial capital and the access to and use of those capital stocks over time. These resources, utilized along with family business goals and owners, could facilitate family business systems. Immigrant family business owners use such human, social, and financial capital during times of stability or disruption.

The SFB theory suggests that the family and the business are involved in constant interaction, and each contributes in vital ways to the sustainability of the other. The SFB theory also recognizes that different processes occur in such systems during times of stability and change (Danes, Reuter, Kwon, & Doherty, 2002; Stewart & Danes, 2001). A unique feature of the SFB theory is the ability to ascertain how family-and-business systems respond to disruptions in regular patterns by reallocating resources across systems (Olson, Zuiker, Danes, Stafford, Heck, & Duncan, 2003). Challenges to successful immigrant small businesses could be language barriers, cultural adjustments, and so on. Facing these challenges, immigrant family business owners could utilize social networking, set clear family business goals, and enhance their success and satisfaction as immigrants in the U.S. Using the previous findings and the SFB theory, this study examines whether having higher business ownership motives and family life goals is positively or negatively associated with their perceived business success and family life satisfaction for both Mexican and Korean immigrant family business owners.

3. Methods

3.1. Data and Sample

This study employed data from the 2003–2005 National Minority Business Owners Surveys (NMBOS). The survey instrument utilized for this study was adapted from a survey instrument developed by the Business Research Group: NE-167 Cooperative Regional Research Committee (Winter, Fitzgerald, Heck, Haynes, & Danes, 1998), a consortium of 17 colleges and universities in the U.S. and Canada. Telephone interviews were conducted in the business owner's native language; therefore, the survey instrument had to be translated into Spanish and Korean. The surveys were conducted by the Lawrence N. Field Center for Entrepreneurship at Baruch College between 2001 and 2005 as an attempt to study the phenomenon of immigrant and minority entrepreneurship by utilizing representative national samples, and contained four ethnic groups: African-American, White, Mexican-American, and Korean-American business owners.

In the NMBOS, Mexican and Korean small business owners participated in the 2005 survey, whereas African-American and White business owners

participated in the 2003 survey. In 2005, a marketing research firm, TMR, Inc. of Cedar Knolls, New Jersey, conducted the telephone interviews with Mexican-Americans and Korean-American family business owners. The unique design of utilizing two target samples, households and businesses owned by two ethnic groups, generated both home-based businesses and regular storefront/office businesses as the final resulting samples. The current study focuses on immigrant business-owning families, and the total study sample included immigrant family-owned businesses (N = 272). The sub-samples consisted of 195 Korean immigrants and 77 Mexican immigrants.

It is important to understand that the conceptualization of both Mexican-American and Korean-American immigrants as 'family business owners' stems from the fact that the dual sampling approach of households and businesses naturally generated significant number of family-owned businesses. This study used the operational definition of the family business as a business that is owned and managed by one or more family members (Hollander & Elman, 1988).

There were more female than male family business owners. A typical immigrant business in the sample was established in 1993. The average age of immigrant business owners in the study sample was about 50 year old, and the average level of education of family business owners was 14.1 years, and they had, on average, 11.4 years of work experience. In their family business characteristics, the majority of these business-owning families operated their family firms outside of home. The average business had approximately 5 unrelated employees.

3.2. Statistical Analyses

Frequencies and means were performed to obtain descriptive information on all variables for immigrant family business owners. To compare the difference in business and owner characteristics between Mexican and Korean immigrant family-owned businesses, t-tests and Chi-square tests were conducted. In addition, the differences in business motives and family goals between Mexican and Korean immigrant family business owners were measured by t-tests and Chi-square tests. To examine the relationship between business ownership motives and perceived business success, and the association between family goals and perceived family life satisfaction, the Ordinary Least Squares (OLS) regression analyses were performed separately for Mexican immigrant and Korean immigrant family business owners.

3.3. Variables

Dependent variables. In this study, family business owners' perceived business success and family life satisfaction were included as dependent variables in the OLS regression models. Business success was measured by the business owners' rating of how successful they perceive their businesses

to be: owners' responses to overall business success to date ranged from 1 (not at all) to 5 (very successful). Family life satisfaction was measured by the sum of family business owners' ratings of family satisfaction and life satisfaction. In the survey, family business owners were asked: "How satisfied are you with your family life and how satisfied are you with the overall quality of your life?" Responses to each of the family satisfaction and life satisfaction questions ranged from 1 (very dissatisfied) to 5 (very satisfied). The sum of these two responses ranged from 2 to 10.

Independent variables. The focus of this study is to examine how business ownership motives and family goals set by the immigrant family business owners are associated with their perceptions of business success and family life satisfaction. In the 2005 NMBOS, family business owners were asked: "What motivates you to have your own business?" Family business owners responded to each of the 8 business ownership motive categories: 1) gaining maximum control over my life; 2) earning lots of money; 3) living how/where I like; 4) building financial security for my family; 5) utilizing my skills and abilities; 6) contributing to our society; 7) satisfaction of creating/building a business; and 8) serving my own ethnic community. Then, each response from 1 (least important) to 5 (most important) for the 8 above items was summed, and a summative score (i.e., business ownership motive) was included as a continuous variable in the OLS regression models.

The second focus of this study is to examine the relationship between the family goal and the level of perceived family life satisfaction, which is the sum of family business owners' family satisfaction and life satisfaction. To measure the family goal, this study utilized the long-range family goals set by business owners. In the survey, family business owners were asked: "Which of the following is the most important long-range goal for your family?" Family business owners could pick one of the following goals: maintaining good family relationships; balancing work and family; securing retirement resources; and having adequate family income/others. For analyses, four dummy categorical variables [maintaining good family relationships, balancing work and family, securing retirement resources, and having adequate family income/others (reference group)] were created and included in the OLS regression models.

This study included owner characteristics and business characteristics in the OLS regression model as control variables. Owner characteristics comprising gender [female, male (reference group)], age, formal education, work experience, and the perceived health status [good health, poor health (reference group)] were included in the multivariate analyses. Age, education, and work experience were included as a continuous variable in the empirical models. Work experience was calculated by age minus the length of business ownership.

Family tension was a continuous variable representing the sum of seven items that were measured on a scale of 1 (no tension at all) to 5 (a great

deal of tension). These items assessed sources of tension including confusion among family members over who does what in the business, confusion over who has authority to make decisions, and unequal ownership of the business by family members. In the analyses, business characteristics consisted of business size (number of non-family employees), business age, and business operation type [home-based, non-home-based (reference group)].

Since both Mexican and Korean cultures largely value collectivism, social networking and community involvement could be important variables to predict family business owners' perceived business success and family life satisfaction. As a proxy of social capital, business owner's satisfaction with community support was included in the empirical analyses. In the survey, business owners were asked: "How satisfied are you with the amount of support you get from your community?" Community support reflects the quality of community infrastructure such as the quality of the local schools, transportation, health care, telecommunications, recreation facilities, or public safety services. Responses ranged from 1 (very dissatisfied) to 5 (very satisfied). In addition to owner's satisfaction with community support, owners' involvement in social network participation, which is a sum of 7 categories, was included as a continuous variable in the OLS regression models. The measurements of these dependent and independent variables included in the multivariate analyses are presented in Table 1.

Variables	Measurement
<i>Motives and Goals:</i>	
<i>Business Motives</i>	Continuous (sum of eight business ownership motive categories; scale of 8 to 40)
<i>Family Goal</i>	
Good relationship	1 if good family relationship; 0 if otherwise
Balanced work and family	1 if balanced work and family; 0 if otherwise
Retirement resource	1 if securing retirement resources; 0 if otherwise
(Others)	1 if adequate income/family future/other; 0 if otherwise
Community support	Continuous, satisfied with community support, Scale 1-5 (1 = very dissatisfied, 5 = very satisfied)
Social networking	Continuous, sum of social network participation (religious, community, business, professional, other social organization)
<i>Owner Characteristics:</i>	
Race/Ethnicity:	
Korean owners	1 if Korean immigrants, 0 if otherwise
(Mexican owners)	1 if Mexican immigrants, 0 if otherwise

Variables	Measurement
Gender: Female owners (Male owners)	1 if immigrant female owners, 0 if otherwise 1 if immigrant male owners, 0 if otherwise
Age	Continuous (# of years)
Formal education	Continuous (# of years)
Work experience	Continuous (# of years)
Health status: Good (Poor)	1 if perceived health is good, 0 if otherwise 1 if perceived health is poor, 0 if otherwise
Tension	Continuous, sum of 7 family tension items
Business Characteristics:	
Business size	Continuous, # of non-family employees
Business age	Continuous, established year
Operation setting: Home-based (Not home-based)	1 if business operated at home, 0 if otherwise 1 if business not operated at home, 0 if otherwise
Dependent Variables:	
Perceived business success	Continuous, how successful the business to date Scale 1–5, (1 = not at all, 5 = very successful)
Family life satisfaction	Continuous, sum of perceived family life satisfaction, satisfaction (range 2–10)

Note: () represents the reference group in multivariable analyses.

Tab. 1. Measurement of variables.

4. Descriptive Results

4.1. A Profile of Immigrant Mexican and Korean Family Business Owners

Table 2 shows a profile of immigrant family-owned business characteristics. There were significant mean differences in the levels of perceived business success and family life satisfaction between Mexican and Korean immigrant family business owners. The level of perceived business success (range 1–5) was significantly higher for Mexican family business owners (3.9) than for Korean family business owners (3.5). Similarly, the level of family life satisfaction (range 2–10) was significantly higher for Mexican family business owners (8.8) than for Korean family business owners (7.7).

There was a higher proportion of female business owners in the Korean group (53.3%) than in the Mexican group (45.5%). The typical Mexican family business owners (47.2 years old) were younger than the Korean owners (51 years old). There were significant differences in business owners' human capital characteristics between the two groups. For example,

the level of formal education was significantly higher for Korean family business owners (14.6 years) than that for Mexican family business owners (12.8 years). However, the number of years of work experience in businesses was significantly higher for Mexican family business owners (14.0 years) than for Korean family business owners (10.4 years). 77.7 percent of Mexican family business owners reported they had good health, while 74.9 percent of immigrant Korean family business owners reported they had good health.

	All Immigrant Owners (n = 272)	Mexican Business Owners (n = 77)	Korean Business Owners (n = 195)	Test Statistics
Owner Characteristics				
Gender:				
Female owners	51.1%	45.5%	53.3%	$\chi^2 = 0.24$
(Male owners)	48.9%	54.5%	46.7%	
Age	49.9	47.2	51.0	$t = -2.57^{**}$
Education	14.1	12.8	14.6	$t = -5.05^{***}$
Work experience	11.4	14.0	10.4	$t = 2.53^{**}$
Health Status:				
Good health	75.7%	77.9%	74.9%	$\chi^2 = 0.28$
(Poor health)	24.3%	22.1%	25.1%	
Family tension	11.0	11.4	10.9	$t = 0.67$
Community support	3.1	3.7	2.9	$t = 4.45^{***}$
Social networking	4.7	4.4	4.8	$t = -2.44^{**}$
Business Characteristics				
Business size	4.8	6.5	4.0	$t = 1.53$
Business age	1993	1992	1994	$t = -1.14$
Operation setting:				
Home-based	12.9%	24.7%	8.2%	$\chi^2 = 13.35^{***}$
(Not home-based)	87.1%	75.3%	91.8%	
Business success	3.6	3.9	3.5	$t = 3.36^{***}$
Family life satisfaction	8.0	8.8	7.7	$t = 5.21^{***}$

+ $p < .10$ * $p < .05$ ** $p < .01$ *** $p < .01$

Note: () represents the reference group in multivariable analyses. How successful has your business been to date? On a scale of 1 to 5, 1 = very unsuccessful, 5 = very successful.

Tab. 2. Characteristics of Mexican and Korean immigrant family businesses.

Between the two groups, there was no significant difference in family capital such as tensions among family members. However, in regard to social capital for these immigrant businesses, there were significant mean differences in the levels of satisfaction with community support (range 1–5) and the levels of social network participation (range 0–5) between the two immigrant business owners. The level of satisfaction with community support was significantly higher for the Mexican group (3.7) than for the Korean group (2.9). In contrast, the mean level of social network participation for Korean business owners (4.8) was significantly higher than that for Mexican business owners (4.4).

There were significant differences in business characteristics between Mexican and Korean immigrant family businesses. That is, Mexican family business owners (6.5) reported higher numbers of employees than Korean business owners (4.0). However, there was no significant difference in regard to business size and age. Typical Korean businesses (established in 1994) were younger than Mexican businesses (established in 1992). A higher proportion of the Korean businesses (91.8%) operated outside of the home than of the Mexican businesses (75.3%).

4.2. Business Ownership Motives and Family Goals Among Immigrant Business Owners

Table 3 compares business ownership motives and family goals set by Mexican and Korean immigrant family business owners. T-test results show that there were significant differences in both business ownership motives and family goals between the two groups. The business ownership motive score (BMOTIVE = the sum of the eight items) for Mexican family business owners was significantly higher than that for Korean family business owners. Much higher proportions of Mexican family business owners responded to each of the eight categories of business motive (close to 90%). In contrast, low proportions of Korean family business owners responded to these eight categories – only from about 35% to about 90%.

The results of the Chi-square tests show that out of the eight items, a relatively higher proportion of both Mexican (93.5%) and Korean (89.7%) family business owners reported building financial security for family as their important business motive. While a relatively higher proportion of Mexican family business owners (96.1%) reported living where they like as their important motive of why they own the businesses. Both Mexican and Korean family business owners also had strong business motives for utilizing their skills and abilities in their businesses. There were striking differences in serving their own ethnic community as their important business ownership motives between the two groups. While a relatively higher proportion of Mexican family business owners (87.0%) answered to the category of serving their own ethnic community, only 34.9 percent of Korean family business owners responded the same.

	All Immigrant Owners (N = 272)	Mexican Business Owners (n = 77)	Korean Business Owners (n = 195)	Test Statistics
Business Ownership Motives^a: What motivates you to have your own business?				
1) Gaining maximum control over my life	78.7%	89.6%	74.4%	$\chi^2 = 82.04^{***}$
2) Earning lots of money	69.9%	83.1%	64.6%	
3) Living how/where I like	78.3%	96.1%	71.3%	
4) Building financial security for family	90.8%	93.5%	89.7%	
5) Utilizing my skills and abilities	86.0%	93.5%	83.1%	
6) Contributing to our society	65.4%	94.8%	53.9%	
7) Satisfaction of creating/building a business	83.1%	92.2%	79.5%	
8) Serving my own ethnic community	49.6%	87.0%	34.9%	
BMOTIVE Score – Sum of 1) through 8): range 8–42	28.2	34.4	25.7	$t = 10.69^{***}$
Family Goals^b: Which of the following is the most important long-range goal for your family?				
Maintaining good family relationship	33.9%	33.8%	33.9%	$\chi^2 = 7.73^*$
Balancing work and family	16.9%	23.4%	14.4%	
Securing retirement resources	21.3%	11.7%	25.1%	
Having adequate family income/ Family financial security/Others	27.9%	31.2%	26.7%	

+ $p < .10$ * $p < .05$ ** $p < .01$ *** $p < .01$

Note: ^a These percentages refer to the numbers of respondents in the overall group, the Mexican immigrant group, and the Korean immigrant group, respectively, that rate each business goal as important (rating of 3, 4, or 5 on a 5-point scale in which 1 is *least important* and 5 is *most important*). ^b These percentages reflect the proportion of each group of respondents that rated a particular family goal as the most important of these four family goals.

Tab. 3. Business ownership motives and family goals among immigrant family businesses.

Table 3 indicates that there were significant differences in the percentages for each of the five types of family goals between the two groups. It can be said that Mexican and Korean business owners had different weights for each of the family goals (e.g., maintaining good family relationships, balancing work and family, securing retirement resources, and other goals). A relatively higher proportion of both Mexican (33.8%) and Korean (33.9%) immigrant owners reported maintaining good family relationship as the important long-range goal. A higher proportion of Mexican business owners (23.4%) reported balancing work and family as the important family goal as compared to that of Korean business owners (14.4%). However, a higher proportion of Korean business owners (25.1%) than Mexican business owners (11.7%) reported securing retirement resources as their long-range family goal.

5. Multivariate Results

5.1. Perceived Business Success

The OLS results of the model determining the effect of business motives on perceived business success are shown in Table 4. The OLS results for the total sample indicates that, all else being equal, Mexican and Korean family business owners were not significantly different in their perceived business success. As expected, business ownership motives had a statistically significant effect on perceived success for both groups. Immigrant family business owners who had strong business motives reported higher levels of perceived business success. OLS results also indicate that while work experience, family tension, business size, and business age were significant predictors of business success among Mexican immigrant family business owners, formal education, family tension, satisfaction with community support, business size, and business age were significant predictors of perceived business success among Korean immigrant family business owners. In particular, the effect of family tension was statistically significant for both groups, indicating – all else being equal – that Mexican and Korean immigrant family business owners with higher levels of family tension had lower levels of perceived business success.

Business characteristics such as business size and business age had a statistically significant effect on perceived success for both groups. For example, as business size increased, so did the level of perceived success. It seemed that small immigrant firms with greater numbers of employees experienced greater levels of perceived business success. Table 4 shows that, all else being equal, as the level of business age increased, the level of perceived business success increased for Mexican family business owners, but the perceived business success decreased for Korean family business owners.

	All Immigrant Owners (N=272) Coefficients (SE)	Mexican Owners (n=77) Coefficients (SE)	Korean Owners (n=195) Coefficients (SE)
Owner's Race/Ethnicity:			
Mexican owners (Korean owners)	0.154(0.16)	n/a	n/a
Ownership Motives:			
BMOTIVE	0.028(0.01)***	0.034(0.02) +	0.024(0.01) *
Owner Characteristics:			
Gender: Female owners (Male owners)	0.149(0.11)	0.242(0.21)	0.132(0.14)
Age	-0.002(0.01)	-0.015(0.01)	0.002(0.01)
Education	0.052(0.02)*	0.017(0.04)	0.069(0.03) *
Work experience	0.014(0.01) +	0.037(0.01) *	0.005(0.01)
Health Status: Good health (Poor health)	0.113(0.14)	0.169(0.27)	0.164(0.16)
Family tension	-0.033(0.01)**	-0.029(0.02)+	-0.038(0.01) **
Community support	0.112(0.05)*	0.095(0.08)	0.118(0.06) *
Social networking	-0.041(0.06)	0.002(0.08)	-0.155(0.11)
Business Characteristics:			
Business size	0.013(0.01)**	0.016(0.01) +	0.013(0.01) +
Business age	-0.005(0.01)	0.023(0.01) *	-0.017(0.007) *
Operation setting: Home-based (Not home-based)	-0.124(0.18)	-0.225(0.26)	-0.051(0.26)
Intercept	11.18(12.48)	-48.31(24.11)	35.68 (14.72)
F-value	5.75***	2.07*	4.16***
Adj R-Square	.19	.15	.17

+ $p < .10$ * $p < .05$ ** $p < .01$ *** $p < .01$

Note: () represents the reference group in multivariable analyses. How successful has your business been to date? On a scale of 1 to 5, 1 = very unsuccessful, 5 = very successful.

Tab. 4. OLS results: Determinants of perceived business success among immigrant family businesses.

5.2. Perceived Family Life Satisfaction

In the model determining perceived family life satisfaction, the family goal was included as a main independent variable. The OLS results for the whole sample indicated that, all else being equal, the perceived family life satisfaction was significantly higher for Mexican family business owners than for Korean family business owners. Table 5 shows that, all else being equal, the effect of family goals such as retirement resources was statistically significant in perceived family life satisfaction for Mexican family business owners. However, the family goal was not a significant predictor in determining family life satisfaction for Korean family business owners. Like the business success model, the effects of other explanatory variables were different between the two groups. The OLS results indicate that – all else being equal – age, formal education, and health status significantly affected the level of family life satisfaction for Korean family business owners, but these characteristics were not statistically significant for Mexican family business owners.

	All Immigrant Owners (N = 272) Coefficients (SE)	Mexican Owners (n = 77) Coefficients (SE)	Korean Owners (n = 195) Coefficients (SE)
<i>Owner's Race/Ethnicity:</i>			
Mexican owners (Korean owners)	1.152(0.26) ^{***}	n/a	n/a
<i>Family Goals:</i>			
Good relationship	0.088(0.25)	0.805(0.48)	0.051(0.32)
Balancing work/family	0.093(0.31)	0.324(0.49)	0.392(0.39)
Retirement resources (Other family goal)	0.121(0.29)	1.203(0.68) ⁺	0.067(0.35)
<i>Owner Characteristics:</i>			
Gender: Female owners (Male owners)	0.062(0.19)	-0.256(0.35)	0.203(0.24)
Age	0.015(0.01)	-0.001(0.02)	0.028(0.01) ⁺
Education	0.069(0.04) ⁺	-0.033(0.07)	0.109(0.05) *
Work experience	-0.013(0.01)	0.005(0.02)	-0.028(0.02)

	All Immigrant Owners (N = 272) Coefficients (SE)	Mexican Owners (n = 77) Coefficients (SE)	Korean Owners (n = 195) Coefficients (SE)
Health Status: Good health (Poor health)	0.770(0.24)***	0.595(0.45)	0.812(0.28) **
Family tension	-0.068(0.02)***	-0.085(0.03) **	-0.053(0.02) *
Community support	0.191(0.08)*	0.462(0.13) ***	0.080(0.10)
Social networking	-0.033(0.11)	-0.132(0.13)	0.087(0.19)
Business Characteristics:			
Business size	0.014(0.01)	-0.007(0.01)	0.028(0.01) *
Business age	-0.029(0.01)**	-0.001(0.02)	-0.035(0.01) **
Operation setting: Home-based (Not home-based)	-0.113(0.31)	-0.426(0.42)	0.159(0.45)
Intercept	62.65(22.22)	11.14(43.39)	73.19(26.51)
F-value	5.74***	2.99***	2.94***
Adj R-Square	.21	.27	.13

+ $p < .10$ * $p < .05$ ** $p < .01$ *** $p < .01$

Note: () represents the reference group in multivariable analyses. Quality of life is the sum of life satisfaction and family satisfaction. How satisfied are you with the overall quality of your life? All in all, how satisfied are you with your family life? On a scale of 1 to 5, 1 = very dissatisfied, 5 = very satisfied.

Tab. 5. OLS results: Determinants of family life satisfaction among immigrant family businesses.

Table 5 shows that perceived community support was positively associated with the level of family life satisfaction for Mexican family business owners, whereas satisfaction with community support was not statistically significant for Korean family business owners. However, family tension significantly decreased the level of life satisfaction for both Mexican and Korean family business owners. The findings of this study also suggest that, all else being equal, business characteristics such as business size and business age were statistically significant factors that affected the level of family life satisfaction among Korean family business owners; however, these characteristics were not statistically significant in predicting family life satisfaction among Mexican family business owners.

6. Discussion

This study examined the levels of business success and family life satisfaction among Mexican and Korean immigrant-owned businesses, while employing data from the 2005 NMBOS. In particular, the study focuses on the role of business ownership motives and the family goal in being successful among immigrant business owners. The descriptive results show that a relatively higher proportion of both Mexican and Korean family business owners reported building financial security for their families as the most important reason behind why they owned businesses. It is interesting to note that Mexican family business owners reported relatively higher proportions for all eight business ownership motives (i.e., gaining maximum control over life, earning lots of money, living where I like, building financial security for my family, utilizing my skills, contributing to society, satisfaction of creating/building a business, and serving my own ethnic community) than Korean family business owners. It can be said that Mexican family business owners had stronger business ownership motives for these eight categories as compared to Korean family business owners.

There were differences in some categories of the business ownership motives between the two groups. These findings imply that family-owned business consultants might need to understand differences in business ownership motives of Mexican and Korean family business owners as they develop programs for different segments of the entrepreneurship or small-business community. There were also some similarities and differences in setting family goals for these immigrant family business owners. The similarity of these two groups was that a relatively higher proportion reported “maintaining good family relationships” as the most important family goal. The difference between the two groups was that while Mexican family business owners chose “balancing work and family,” Korean family business owners chose “securing retirement resources” as the most important family goal. This finding implies that family-owned business consultants could use this information on the differences in setting family goals among immigrant family business owners when they advise different subsets of immigrant family business owners.

The main research question of the current study was how the business ownership motive is associated with their business success among small Mexican and Korean immigrant-owned family firms. The OLS results indicate business ownership motives – an additive score of eight items – was positively associated with the levels of perceived business success for both groups. This finding implies that when family business owners had higher levels of business ownership motives, they had higher levels of business success. That is, strong business motives for these business owners was a significant predictor of business success for both Mexican-owned and Korean-owned family businesses. The findings further imply that there is a need for supporting programs designed differently for subsets

such as Mexican and Korean immigrant-owned family businesses in the entrepreneurship economy. Professionals working with small businesses can assist immigrant business owners by providing a diverse program to help segments of the immigrant-owned businesses understand their business motives and guide them to achieve their business success.

The current study also emphasized how business owners' family goals were associated with the levels of family life satisfaction among Mexican and Korean immigrant family businesses. In the analyses, four dummy categorical variables were created to measure family goals set by immigrant family business owners. The OLS results reveal that among the four variables, when Mexican family business owners chose retirement resources as the most important long-term family goal, business owners' perceived family life satisfaction increased. The findings imply that it is necessary for small business supporting organizations to assist Mexican immigrant business owners by holding retirement planning seminars/workshops for them to effectively develop their retirement plans and obtain these goals. However, none of these family goals were statistically associated with the levels of family life satisfaction for Korean family business owners, implying that a family goal is not a significant predictor in understanding how Korean business owners view success in their family life.

Other than business ownership motives and family goals as predictors of business success and family life satisfaction, owner and business characteristics were included in empirical analyses. The OLS results reported that Mexican business owners with higher levels of satisfaction with community support reported higher levels of family life satisfaction, whereas Korean business owners with higher levels of satisfaction with community support reported higher levels of business success. The findings on this difference between the two groups imply that small business consultants might need to assist Korean immigrant business owners by providing workshops and educational trainings to help them to effectively utilize available community supports and resources. In addition, both Mexican and Korean family business owners with higher family tensions might need further assistance programs that could enhance the level of business and family life success.

Human capital characteristics such as the family business owners' health, formal education years, and work experience were included in the analyses. The OLS results indicate that business owners' levels of education and work experience were statistically significant in predicting the level of family life satisfaction only for Korean family business owners. Mexican family business owners with more work experience had higher levels of business success, and Mexican business owners with retirement resources as the most important family goal reported higher levels of family life satisfaction. The findings on differences between the two groups also imply that business owners with good health reported higher levels of family life satisfaction among Korean-owned businesses. The findings further imply that there may be a need of

health-related employee programs that could enhance the well-being of the small business owners, including immigrant business owners. Among Korean immigrant-owned businesses, younger business owners, highly educated business owners, and those with good health had higher levels of family life satisfaction as compared to their counterparts. In contrast, these human capital characteristics were not significant in predicting family life satisfaction among Mexican immigrant-owned businesses.

In this study, business characteristics such as business size, age, and business operating setting were included in the empirical models to predict the levels of business success among Mexican and Korean immigrant-owned small businesses. Regression results on business characteristics concur with previous literature on factors associated with business and family life success. Business size was significantly associated with the levels of business success for both Mexican and Korean immigrant-owned businesses. Immigrant business owners with more employees experienced higher levels of business success, and this relationship might need to be considered in helping immigrant business owners. For example, the findings on the association between business size and business success imply, as compared to business owners with more employees, that those with a smaller number of employees might struggle to operate their businesses as they had less human capital to draw from. Therefore, business educators should consider educational training and supporting programs that could help immigrant business owners successfully grow their firms.

In addition, business age was statistically significant in predicting perceived success for both groups; however, it was in opposite directions, indicating that older Mexican family business owners perceived their business as more successful, while older Korean family business owners perceived their business as less successful. This information could be helpful when business professionals guide immigrant business owners to suggest different strategies and management skills according to their business characteristics such as business size and business age.

7. Limitations and Future Research Agenda

It is evident that there are several limitations of this study to be duly recognized before the findings of this research can be generalized to other immigrant business owners in both theoretical and empirical levels. While this study attempts to compare and contrast between Mexican-American and Korean-American family business owners in the areas of the effects of business motives and family goals on business success and family life satisfaction, a priori theoretical reasoning needs to be provided in the future research on the similar topical areas. It will be most fruitful if future research can articulate a priori the broad and overarching effects of demographic characteristics and cultural differences between two dominant immigrant

groups. In a similar vein, it will be interesting to study two ethnic groups which are quite different in terms of social norms and value systems toward business ownership and entrepreneurial activities.

Methodologically there are many areas which can be significantly improved. First of all, the data set, though the first national sample data, was collected over a decade ago, and there is a strong need to collect a new set of data to confirm our findings. Given the enduring trends of business entry motives and family goals over time, we argue that the current findings should still be valid in their implications, though additional research is strongly encouraged in this important research field. The second limitation of this study is in the fact that we utilized a single data set based on the respondents' self-report responses to telephone surveys, which may include recall errors and sample biases. Thirdly, the dependent measures of business success and family life satisfaction adopted in this study are not direct outcome measures and any future research should attempt to use more direct business success measures.

In addition to several future research suggestions to rectify the limitations of this study, there are many future research agenda in the field of immigrant entrepreneurship research. One obvious extension of the current research is to survey other immigrant minority groups to see how their business motives and family goals affect their business success and family life satisfaction. It may be interesting to study the evolving nature of business goals and family goals as the duration of their living in the hosting countries gets significantly longer when individual values and attitudes toward the balance between business success and family welfare have shaped up progressively. Another interesting future research idea is to look at the gender differences to broaden our understanding of motives for family business entry and evaluation of business success and family life satisfaction across different ethnic samples.

8. Conclusions

This study concludes that business motives, family tension, satisfaction with community support, and owners' human capital and business characteristics are important predictors of being successful business owners among Mexican and Korean immigrant business owners. According to the current study, business motives were always important in predicting business success for both Mexican and Korean immigrant business owners. However, family goals were associated with perceived family life satisfaction for only Mexican business owners, while it was not associated with perceived family life satisfaction for Korean business owners. Thus, the effects of the business ownership motive and the family goal on being successful business owners among different immigrant family business owners need to be understood differentially within different subsets of the business community.

Family tension was an important predictor of both business and family life success for both Mexican and Korean immigrant business owners. It is obvious that tension is a significant predictor in being successful business owners; thus, tensions among family members should be considered as one of the most damaging factors particularly for immigrant business owners who are struggling with business and family life success where business and family systems are inter-faced with each other. However, the influence of community support was different for these two ethnic groups: while community support increased the level of business success for Korean business owners, it increased the level of family life success for Mexican business owners. This result might be due to their cultural difference in Mexican and Korean immigrant community; thus, the findings suggest further investigation of these relationships across ethnic groups is necessary through future studies.

Human capital characteristics such as less educated, younger, and poor health are important predictors of family life success among Korean business owners. Business characteristics such as business size and age were important predictors of perceived business success for both Mexican and Korean business owners, but these variables were significant predictors of family life success for only Korean business owners. On the other hand, human capital characteristics such as owner's education and health were significant predictors of successful family life for Korean immigrant business owners, while they were not significant for Mexican business owners in explaining their successful family life.

Business age was significant in predicting perceived business success for both groups, suggesting that older businesses were more successful for Mexican business owners, whereas older businesses were less successful for Korean business owners. Business size was positively associated with perceived business success for both Mexican and Korean business owners. When immigrant family business owners had more employees, they perceived higher levels of business success. However, the impacts of business size and business age on the level of family life satisfaction were significant only for Korean immigrant business owners, indicating that Korean business owners with old businesses had lower levels of family life satisfaction as compared to those with younger businesses. It is interesting to observe, though, that the levels of family life satisfaction increased among Korean family businesses when the number of employees increased.

The findings of this study have implications for researchers and practitioners (i.e., educators, family professionals, and consultants) as well as government policy makers in that factors associated with being a successful immigrant business owner are analyzed from the perspective of business entry motives and family and business success. The more successful immigrant family business owners become in both business and family dynamics, the larger their collective economic and social contribution to the American society can be expected.

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