

RESILIENCE AND VENTURE PERFORMANCE: THE MODERATING ROLE OF  
CULTURE WITHIN ENTREPRENEURSHIP

by

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## ABSTRACT

OSCAR BARZUNA HIDALGO: Resilience and Venture Performance: The Moderating Role of Culture within Entrepreneurship. (Under the direction of DR. LAURA STANLEY)

Resilience research within the field of entrepreneurship has increasingly received attention from academia. However, most studies have considered this construct under extreme circumstances such as war, the aftermath of natural disasters, and economic crisis. This dissertation examines resilience from an entrepreneur's perspective by examining the role that culture plays on venture performance. Drawing from acculturation theory, this dissertation considers cultural distance, cultural conflict, and perceived discrimination of the entrepreneurs as moderating variables in the interaction between resilience and venture performance. A sample of entrepreneurs (N=158) provides insights into these interactions. Even though this study did not find support to suggest such relationships nor moderating effects, it recommends possible improvements and future research agenda in cross-disciplinary studies within the field of entrepreneurship.

KEYWORDS: Resilience, Venture Performance, Acculturation, Discrimination, Immigrants, Entrepreneurship

## DEDICATION

This dissertation is dedicated to my family, the most important people in my life. I would not have been where I am without their unconditional support and love.

To my wife, Tori, thank you for pushing me every day, teaching me how to write better, and supporting me in so many different ways throughout this journey. Without you, this dream would have been impossible to achieve. Being with you makes me a better person. I love you mi vida. Para mi hija Cami. Mi amor desde el momento en que naciste nos has hecho mejores. Hemos aprendido tanto al lado tuyo. Sin vos llegar a este momento hubiera sido muchísimo mas difícil. Te agradezco haber sido mi compañera de correr y de liberar estrés. Te amo mi amor.

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Lastly, I see life as a progression, described as a gradual betterment. Gradual, because we change, develop, and sometimes learn in imperceptible degrees towards a better version of ourselves. Since I decided to come to the U.S. back in 2010, I have changed, developed, and, very significantly, learned not only about myself but also about a new cultural background that makes me a better person, husband, dad, son, brother, and a better professional. For me that's what progression means, little strives to take you somewhere better, small efforts over and over that make you better. Actions like this that move you, develop you, change you, in often imperceptible ways, progress over a lifetime.

PURA VIDA!

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## **CHAPTER I**

### **INTRODUCTION**

Resiliency, defined as the psychological and emotional ability to remain stable after experiencing trauma or when dealing with challenging and unexpected situations (Bonanno, 2004; Leipold & Greve, 2009), subsists as a concept studied more in health sciences and psychology. However, its pertinence to entrepreneurship and entrepreneurs remains. Within the past two decades in the United States, entrepreneurs, individuals who create a business venture through experiences and activities associated with the discovery, evaluation, and exploitation of opportunities to create goods and services (Shane & Venkataraman, 2000), generated almost 44 percent of total gross domestic product, becoming a vital part of the economy (Kobe, 2018). Of interest is the process in which entrepreneurs have maintained their business, in particular their resiliency.

One's resiliency, as research suggests, enables individuals to respond in one of three different ways when facing adversity: (a) survival or the individual continues to function, (b) recovery, or the ability to return, and (c) thriving, or the ability to go beyond one's original functioning—(O'Leary, 1998), which in turn, influences the individual capacity to bounce back from challenging situations (Smith et al., 2008). These effects of resiliency, as observed in the field of entrepreneurship, demonstrate an influence within the entrepreneurial process, the entrepreneurial intent, the persistent decision to stay in business, and the ultimate decision to close a business (Bullough, Renko, & Myatt, 2014; Cope, 2011; Holland & Shepherd, 2013; Hsu, Wiklund, & Cotton, 2017; McMullen & Shepherd, 2006). Thus far, studies have analyzed the effect that resilience can have on venture survival in different scenarios, including war (either

during or after a war) (Bullough & Renko, 2013; Shepherd, Saade, & Wincent, 2020), environmental disasters (Williams & Shepherd, 2016b) and/or economic crisis (Sabatino, 2016).

Within times of challenge, the research shows that small business owners report higher levels of stress (Lee, Patel, & Phan, 2020), higher barriers of entry (Lofstrom, Bates, & Parker, 2014), and more significant psychological distress (de Mel, McKenzie, & Woodruff, 2008). Some argue that resiliency is influenced by personal and societal traits, cognitive skills, and ethnic community involvement (Bullough & Renko, 2013; Bullough et al., 2014; Holland & Shepherd, 2013; Williams & Shepherd, 2016b). These concepts are further distinguished by referring to resiliency as state –situational– and as a trait –dispositional. Resilience as a state refers to the set of skills that individuals develop in order to cope and bounce back against difficult temporary situations. In contrast, resilience as a trait refers to the personality characteristics that individuals show while dealing with challenging situations that could lead to high levels of stress, loss, or trauma (Oshio, Taku, Hirano, & Saeed, 2018). Conversely, situational resilience derives from cognitive skills and abilities to solve specific situations (Sinclair & Wallston, 2004). Dispositional resilience, however, originates from physical and psychological attributes to cope with stressful situations (Sinclair & Wallston, 2004). Whatever the nature of the resiliency, situational or dispositional, research is limited on the effect that is present on the performance of a business.

Venture performance in entrepreneurship has been associated with multiple terms from multiple scholars. For example, terms such as the return of investment, sales growth, revenue growth, return on assets, return on equity, among others, have been used to refer to venture performance (Read, Song, & Smit, 2009). However, for this dissertation venture performance is defined by an entrepreneur's capability to increase sales, market share, profitability, and job

creation compared to prior years (Eddleston & Kellermanns, 2007; Gregory & Richard, 1984). Furthermore, within the entrepreneur's capability to have venture performance, of particular interest to this dissertation, is the effect that acculturation has on entrepreneurship.

Defined as the individual's cultural and psychological adjustment when in contact with two or more cultural groups (Berry, 2008), acculturation is a multidimensional concept that has been difficult to define within academia. Various research suggests how demographics of individuals, personal antecedents, and individual perceptions influence entrepreneurship alone. For example, researchers have successfully studied: the role of gender in entrepreneurship from different ethnicities (Agius Vallejo & Canizales, 2016; Gupta, Goktan, & Gunay, 2014; Shinnar, Giacomini, & Janssen, 2012), the role of family social capital on Hispanic entrepreneurs (Chang, Memili, Chrisman, Kellermanns, & Chua, 2009), the impact of entrepreneurs in ethnic communities (Achidi Ndofor & Priem, 2011; Wang, 2013), the role of immigrant entrepreneurship in ethnic communities in the early stages (Aldrich & Waldinger, 1990; Wilson & Portes, 1980) and even how different races affect the opportunity recognition to find new ventures by taking advantages of the entrepreneur's prior experience (Bates, Bradford, & Seamans, 2018). However, to fully understand the influential role of culture within entrepreneurship, it is first necessary to expand the concept of acculturation.

According to Berry et al. 1989, acculturation comprises of four different strategies such as assimilation, separation, marginalization, and integration (Berry, Kim, Power, Young, & Bujaki, 1989). These concepts are briefly defined below but are discussed in further detail within the literature review. Briefly, an assimilation strategy occurs when individuals decide to adopt the dominant society's values, beliefs, and behaviors while not maintaining their heritage cultural practices. In contrast, when individuals maintain only their cultural heritage, and at the same

time, avoid the interaction with the host-dominant society, the separation strategy is being implemented. When individuals decide not to be involved with values and norms of the host-dominant society neither maintain their cultural heritage, individuals apply marginalization as part of their strategy. Contrariwise, integration, also known as biculturalism, occurs when individuals' cultural heritage maintenance is essential while adapting behaviors, norms, and values of the mainstream is correspondingly significant (Berry, 2005; Berry et al., 1989; Berry, Phinney, Sam, & Vedder, 2006; Nguyen & Benet-Martínez, 2013). Regardless of the acculturation strategy chosen, research suggests that individuals perceived unfair treatment or prejudice, either from the mainstream or the ethnocultural groups (Berry, 2008), a concept discussed in further detail below. For this dissertation, the strategy of integration within the acculturation theory is of pertinence.

Integration is also known as biculturalism, can be measured by cultural distance and cultural conflict. Cultural distance indicates how individuals perceive their dual cultures as integrated versus disconnected, while cultural conflict indicates the degree to which individuals perceive their dual cultures as harmonious or conflicted. These measures, cultural distance and cultural conflict, originate through migration (Benet-Martínez & Haritatos, 2005), and during this process, a set of stressors are created due to a lack of identification with the new culture, discrimination, language barriers, social practices, and cultural values (Benet-Martínez & Haritatos, 2005; Berry, 2005). These are stressors that non-immigrants and non-first-generation immigrants never experience, and research even demonstrates that these first-generation individuals face obstacles during pre-migration, while migrating, and during the post-migration process (Calvo & Sarkisian, 2015; Cervantes, Fisher, Padilla, & Napper, 2016). Furthermore, within this migration process, research suggests that individuals perceived unfair treatment or

prejudice either from the mainstream or the ethnocultural groups (Berry, 2005, 2008), as was mentioned above and which is of particular interest to this researcher. Necessary in response to cultural distance, cultural conflict, and the stressor of perceived discrimination, is the individual's cognitive appraisal of the situation.

The cognitive appraisal theory is defined as the individual assessment of harm or benefit derived from an encounter with the environment in order to determine what is relevant for one's well-being (Folkman, Lazarus, Dunkel-Schetter, DeLongis, & Gruen, 1986). It is felt that the cognitive appraisal theory is integrated into social resiliency and is pivotal for individuals from immigrant groups. *Social resilience* is defined as the ability of a community to endure and recover from adversity (Rao & Greve, 2018). Within the ethnic community, groups find the strength to fight against adversity (Williams & Shepherd, 2016b). As a result, such distress can influence the ability of the entrepreneur to cope and appraise situations differently based on personal values, beliefs, and culture (Bee & Neubaum, 2014). Therefore, this dissertation attempts to extend the work done on ethnic and immigrant entrepreneurs by looking into their acquisition of values, norms, behaviors, beliefs, and such elements that are inherent when migrants face the cultural elements of the mainstream.

During the research process, multiple gaps in literature have come to light. First, there is limited attention that has been viewed in between the influence of an entrepreneur's resiliency and the effect that it has on venture performance within environmental uncertainty. From this, a question arises: is there a positive relationship between resilience and venture performance when dealing with continuing environmental uncertainty. Second, is there a role within cultural distance, cultural conflict, and perceived culture discrimination in this relationship? As viewed above, immigrants face multiple challenges that frequently non-immigrants do not face. It is felt

that these factors develop resiliency for these immigrants through biculturalism and perceived discrimination. Thus, do perceptions of cultural distance and conflict as part of bicultural identity integration and perceived cultural discrimination as part of the acculturation stress moderate this relationship? Although very little direct evidence on this issue is currently available due to the nature and timing of the events, there appear to be several reasons for suggesting that entrepreneurs remain in business and perform during a long-lasting event. I argue that integrating multiple cultures strengthens the impact of one's resilience on venture performance. However, those reporting higher cultural distance, higher cultural conflict, and high perceived discrimination with the host culture will report a weaker relationship between resilience and venture performance. Therefore, one of the goals of this dissertation is to extend the sociological and psychological work on individuals facing the acculturation process and how it impacts the ultimate venture performance when dealing with adverse situations.

Within this dissertation, four significant contributions to the resilience and acculturation literature follow. First, prior studies on resilience have looked into entrepreneurial intentions, venture formation, entrepreneurial passion, and persistence as key elements to remain in business despite adversity (Dheer & Lenartowicz, 2018; Shinnar et al., 2012; Cardon & Kirk, 2015). This dissertation builds on the framework from those resilience studies; however, it proposes venture performance as an outcome of survival under an uncertain time. Second, this dissertation draws from the acculturation theory concepts like cultural conflict and cultural distance to understand how individual aspects of the entrepreneur can moderate resilience and its venture performance. Understanding how ethnic and immigrant entrepreneurs and their future generations integrate their ethnic identity within the mainstream culture while venturing is a vital societal issue within entrepreneurship. Similarly, this dissertation analyzes the cultural identity conflict that

entrepreneurs might suffer during the acculturation process and its influence on resilience in a growing multicultural area, where the American culture is more predominant, like the Atlantic Southeast of the United States. By doing so, this dissertation progresses in understanding multicultural entrepreneurs by examining the effect on personal experiences while acculturating and its impact on resiliency and venture performance in a dominant host context. Finally, this dissertation extends existing acculturation studies by looking at the influence that entrepreneurs' perceived discrimination as part of the acculturation stress can have over the resilience, and consequently, the venture performance. For instance, discrimination has increasingly gotten more attention from academia in regards to entrepreneurship; some have hypothesized about the role of gender, race, social class, and ethnicity within entrepreneurship as a response to discrimination (Gupta et al., 2014; Orozco, 2021; Wingfield & Taylor, 2016). Thus, this dissertation provides insights into how perceived cultural discrimination within entrepreneurship may influence the entrepreneur's resilience and, consequently, venture performance.

To fulfill these objectives, this dissertation will be structured as follows: the next chapter will review the resilience and acculturation literature. Chapter two will illustrate the gap in the literature that this current dissertation addresses while presenting the proposed theoretical model and hypothesis for the constructs. In chapter three, the methodology used to test the theoretical model will be discussed. Chapter four will present the results of the hypothesis testing. Finally, chapter five discusses the significance of the findings and limitations of this dissertation.



## **CHAPTER II**

### **LITERATURE REVIEW**

This literature review consists of three sections. The first section reviews the literature on resilience and its impact on venture performance. Then, drawing on acculturation theory and cognitive appraisal theory framework, I review the bicultural identity integration of individuals and its implications within entrepreneurship. Next, I address existing literature on acculturation stress, including the perceived discrimination based on individuals' culture and how it impacts venture performance achieved via resilience. Lastly, I review the model and hypotheses specifying the impact that resilience and cultural aspects of entrepreneurs impact the ultimate venture performance.

#### **Resilience and entrepreneurship**

When individuals develop a capacity to remain psychologically and emotionally stable after experiencing loss or trauma, they achieve a resilient competence (Bonanno, 2004). As previously introduced, resilient individuals who deal with challenging and unexpected situations can respond in different modes; survival, recovery, and thriving (Carver, 1998; O'Leary, 1998). This functioning helps individuals develop a capacity to bounce back from hardship and challenging situations (Smith et al., 2008).

Even though resilience as a definition has been associated with illness, adaptation, and thriving (Smith et al., 2008), the stress originating from a traumatic event requires recovery (Smith et al., 2008) and coping mechanisms to deal with the stress (Lazarus, 1993). This allows individuals to have a behavioral shift through individual cognitions (Lazarus & Folkman, 1987)

or social actions that help them bounce back from hardship (Rao & Greve, 2018). As a result, resilience has better been described by Tedeschi and Calhoun (2004, p. 4) as “an ability to go on with life after hardship and adversity, or to continue living a purposeful life after experiencing hardship and adversity.” Given this definition, resiliency within entrepreneurship has received more attention over the past decade.

Resiliency within entrepreneurship has been studied in multiple aspects and thought to be part of psychological capital - a blend of self-efficacy, optimism, hope, and resilience – (Baron, Franklin, & Hmieleski, 2016; Luthans, Avolio, Walumbwa, & Li, 2005). Furthermore, growing evidence suggests that psychological capital endure the entrepreneurs’ mental hardness while providing practical ways to cope with pressure and anxiety derived from job-related stresses (Baron et al., 2016). In summary, this study demonstrated that entrepreneurs experience a low stress level versus non-entrepreneurs (Baron et al., 2016). In turn, one could argue that an entrepreneur has more resiliency than a non-entrepreneur.

In context, effects of resilience can be seen in the influence of entrepreneurial process, entrepreneurial intentions, the decision to stay in business, and the ultimate decision to close businesses (Bullough et al., 2014; Chadwick & Raver, 2020; Cope, 2011; Holland & Shepherd, 2013; Hsu et al., 2017; McMullen & Shepherd, 2006; Shepherd et al., 2020) within the context of hardship situations in events like war (Bullough & Renko, 2013; Shepherd et al., 2020), environmental and natural disasters (Shepherd & Williams, 2014; Williams & Shepherd, 2016a, 2016b) and macroeconomic crisis (Davidsson & Gordon, 2016). First, however, it is necessary to understand how researchers have shown resiliency is shaped by hardships.

Within hardships, resilient individuals are distinguished to take action to confront adversity (Shepherd et al., 2020). More specifically, in the case of the entrepreneurs, the

entrepreneurial action requires overcoming obstacles, barriers, long hours, and making personal sacrifices. Furthermore, this action requires the individual's alertness to activate cognitive capacities like intelligence and creativity (Baron, 2006), all in uncertain times, vital for entrepreneurs' actions (McMullen & Shepherd, 2006).

*Uncertainty* from a personal perspective can be defined as the individual's perceived inability to forecast the environment accurately, either due to lack of information, inefficiency to response, and/or incapacity to differentiate in between relevant and irrelevant data pertinent to strategic decision-making (Bantel, 1998; Milliken, 1987; Waldman, Ramírez, House, & Puranam, 2001). It is within this perception of external forces that entrepreneurs engage in the cognitive appraisal (Lazarus & DeLongis, 1983 p. 249), and therefore, the appraisal of an external event impacts the coping mechanisms when dealing against stress or loss (Virick, Basu, & Rogers, 2015). Recall from the previous discussion, the appraisal theory (Lazarus & Folkman, 1987) is how individuals appraise a stressful situation and evaluate if it is relevant for their well-being. Particularly, Virick et al., 2015, examined how individuals' appraisal of an uncertain event, like losing a job, can positively influence the entrepreneurial intentions while adapting and coping with uncertainty (Virick et al., 2015).

Entrepreneurial intentions, defined by Krueger (1993, p.6), is the "specific target behavior of starting a business" (Krueger, 1993) and is of particular interest to this researcher due to the development of self-efficacy, which has been briefly mentioned above. In addition, a study by Bullough and colleagues studied how entrepreneurs develop entrepreneurial intentions in adverse circumstances (Bullough & Renko, 2013) and where perceived danger is eminent (Bullough et al., 2014). This study determined that there was a correlational relationship between resiliency and self-efficacy within entrepreneurship.

Entrepreneurial self-efficacy, defined as the capability to believe that one can create and sustain entrepreneurial ventures (McGee, Peterson, Mueller, & Sequeira, 2009), has been found to positively impact on entrepreneurial intentions during challenging times (Bullough & Renko, 2013). Moreover, they found that resilience played a positive effect when entrepreneurs perceived challenges in the environment (Bullough et al., 2014), even though, for some people, when the environment is perceived as dangerous can be damaging in terms of entrepreneurial intentions (Gist & Mitchell, 1992). More evident, Bullough and colleagues suggest that resilience has a direct positive effect on entrepreneurial intentions under challenging circumstances (Bullough et al., 2014), complementing prior research on entrepreneurs' optimism and persistence when faced with adverse situations (Hayward, Forster, Sarasvathy, & Fredrickson, 2010; Markman, Baron, & Balkin, 2005).

Resilience has also been correlated in entrepreneurship with terms such as persistence, as previously mentioned. Entrepreneurial persistence is best defined by Holland and Shepherd (2011, p. 333) as it "occurs when the entrepreneur chooses to continue with an entrepreneurial opportunity regardless of counter influences or enticing alternatives", is fundamental within the entrepreneurial activities (Markman et al., 2005; Shane, Locke, & Collins, 2003). Moreover, persistence has been positively affected by self-efficacy, a belief in ones' ability to get the job done (Bandura, 1977). Within the self-efficacy, entrepreneurs can "persist through setbacks, set and accept higher goals" (Shane et al., p. 267). In another effort to expand the study between entrepreneurial self-efficacy and entrepreneurial persistence, Cardon and Kirk (2013) expanded on the role of entrepreneurial passion.

Entrepreneurial passion involves a "motivational effect that stimulates entrepreneurs to overcome obstacles and remain engaged" (Cardon, Wincent, Singh, & Drnovsek, 2009) (p. 512).

Furthermore, entrepreneurial passion was viewed as the primary driver of entrepreneurs' behavior (Cardon & Kirk, 2015). Similarly, Baron (2008, p. 329) had proposed the influence that affects, defined as "feelings, regardless of whether they are generated by specific events or by stable, underlying propensities toward such reactions," can have on entrepreneurial process either positively or negatively way. In such a study, he proposed that "positive affect enhances the capacity to tolerate a high level of stress" (Baron, 2008, p. 335), which, in turn, increases the entrepreneurs' persistence while developing critical aspects of the entrepreneurial process (Baron, 2008). Thus, altogether within entrepreneurial intentions, it is evident that self-efficacy, persistence, and passion are interrelated to resiliency. In turn, it is next necessary to view the influence of resiliency within venture creation.

In addition to research on entrepreneurial intentions, research has also devoted extensive literature analyzing how resilience influences venture creation after a natural disaster occurs (Shepherd & Williams, 2014; Williams & Shepherd, 2016a, 2016b). Of course, natural events are unpredictable; however, how prepared entrepreneurs are in risk management can positively influence the outcomes when coping with natural disasters (van der Vegt, Essens, Wahlström, & George, 2015). The coping mechanisms when dealing with adversity after a natural disaster help make an initial assessment of the situation (van der Vegt et al., 2015); however, research suggests that resilience plays a fundamental role in absorbing and recovering from hardship (van der Vegt et al., 2015). Moreover, Williams and Shepherd 2016a provide a framework to understand resilience under disaster occurrences and the fundamental role of venture creation in the aftermath of a disaster event (Williams & Shepherd, 2016a). Furthermore, their research makes a substantial contribution within the resilience literature in entrepreneurship by identifying the resilient capabilities when creating new ventures, particularly the nature of social

resources, which “refer to relationships that provide access to or use of resources to alleviate suffering” (Williams & Shepherd, 2016a) p. 2081, within venture creation after a disaster. Finally, they found that individuals’ well-being is enhanced when venture creation involves a prosocial business mindset in the aftermath of a disaster (Williams & Shepherd, 2016b).

Amongst entrepreneurial intentions and venture creation, literature in entrepreneurship furthered studied the influence that resilient entrepreneurs demonstrate even when failing at doing business and, more importantly, what it takes to reentry into entrepreneurship in the aftershock (Hsu et al., 2017; Jenkins, Wiklund, & Brundin, 2014; Ucbasaran, Shepherd, Lockett, & Lyon, 2013). As defined by Cacciotti et al. (2016, p. 305), the fear of failure is a cognitive “process of appraising threats in evaluate situations with the potential of failure”. Research suggests that to overcome obstacles like the fear of failure, entrepreneurs require a set of positive cognitions such as self-efficacy, optimism, passion, affect, hope, and resilience (Baron et al., 2016; Cacciotti, Hayton, Mitchell, & Giazitzoglu, 2016; Jenkins et al., 2014; Renko, Bullough, & Saeed, 2016) and is influenced by the cognitive appraisal. Researchers have studied the mechanisms that entrepreneurs applied when dealing with the failure of their ventures, feelings such as grief (Jenkins et al., 2014), compassion (Engel, Noordijk, Spoelder, & van Gelderen, 2019), procrastination (Shepherd et al., 2009) and the ultimate emotions of financial constrain (Virick et al., 2015) may become salient. In turn, a recent study has highlighted the importance of positive cognitions such as self-efficacy to handle failure. Hsu and colleagues (2015) emphasized the importance of prior entrepreneurial experience and self-efficacy when appraising situations and entrepreneurial opportunities as crucial elements to reentry into entrepreneurship.

Given the breadth of the effects described above, it seems clear that resilience is influenced by personal factors (Bullough & Renko, 2013), as well as the pursuit of

entrepreneurship (Holland & Shepherd, 2013). Similarly, Cope (2011) posits that knowledge and resilience are achieved through entrepreneurial experience. He proposes that:

Entrepreneurs who have experienced failure are arguably more prepared for the trials and tribulations of entrepreneurship than those who have only enjoyed success or prospective entrepreneurs yet to experience the often harsh realities and intense “pressure points” of the entrepreneurial process (Cope, 2011, p. 620).

I focus my attention here, however, on the primary role of the personal elements that construct the entrepreneurial activity and its consequent performance. An extensive body of research has identified personal factors that influence entrepreneurial activity, elements varying from personal experiences, attributes, traits, and background (Baron, 2004; McGee et al., 2009; Shane et al., 2003). Additionally, critical personal attributes like self-efficacy have been found to have a strong relationship with resilience (Benight & Bandura, 2004). Indeed, the construct of self-efficacy has been suggested to influence entrepreneurial intentions (Zhao, Seibert, & Hills, 2005). Altogether, entrepreneurial research suggests the construct of entrepreneurial self-efficacy to influence the overall entrepreneurial resilience (Bullough et al., 2014) and entrepreneurial outcomes such as venture performance (Baum & Locke, 2004).

Venture performance is a term that researchers have defined in multiple terms. To reconcile the different approaches taken by researchers, Read et al. (2009, p. 578) conducted a meta-analysis using venture performance as widely selected outcome. Most studies utilized performance terms such as “performance, ROI, return on investment, sales growth, revenue growth, ROA, survival, return on assets, return on equity, ROE, employee growth” (Read et al., 2009). As described in Chapter I, for the purpose of the present dissertation, I define *venture performance* as an entrepreneurs’ capability to increase sales, profits, market share, profitability,

and job creation compared to prior years (Eddleston & Kellermanns, 2007; Gregory & Richard, 1984). While not thoroughly studied in academia when associated with resilience, venture performance is affected by hardships/stress.

The effect of stress on venture performance has mainly been shown to have a negative correlation. For example, a study by Gilboa et. al. (2008), showed that stress negatively influenced performance (Gilboa, Shirom, Fried, & Cooper, 2008). Moreover, to study the influence that uncertainty and optimism have on venture performance, Hmieleski and Baron (2009) suggested that there is a negative relationship between optimism and venture performance, more so, more substantial when the entrepreneur has more experience and operates under uncertain environments (Hmieleski & Baron, 2009). However, it is important to note that other studies examining the entrepreneurs' persistence during uncertainty suggested that individuals can enhance the persistence against adversity (Markman et al., 2005).

Altogether, as noted above, entrepreneurs must face multiple obstacles, involving financial obligations and social isolation (Baron & Markman, 2003). However, research suggests that entrepreneurs who persevere against challenging circumstances are more fitted into entrepreneurship, accomplishing entrepreneurial success and performance (Markman & Baron, 2003). Thus, this dissertation attempts to understand how resilience influences venture performance and the different ways in how entrepreneurs cope against difficult situations. Of particular interest within the influence of resiliency and its effect on venture performance is how a phenomenon known as acculturation impacts this relationship.

### **Acculturation**

*Acculturation* is initially defined by Redfield et al. (1936. p.149) as "...those phenomena which result when groups of individuals having different cultures come into continuous first-



hand contact, with subsequent changes in the original cultural patterns of either or both groups” (Redfield, Linton, & Herskovits, 1936). This phenomenon can occur to individuals as well as larger societies (Berry, 2008). Congruently with previous studies, I uphold acculturation to be bilinear (where individuals can retain heritage culture while maintaining relations with the mainstream culture), multidimensional (including multiple areas such as cultural identities, beliefs, values), and that can occur in multiple social contexts (areas such as work, school, home, communities) (Berry et al., 1989; Miller, 2010; Schwartz, Unger, Zamboanga, & Szapocznik, 2010; Yoon, Langrehr, & Ong, 2011).

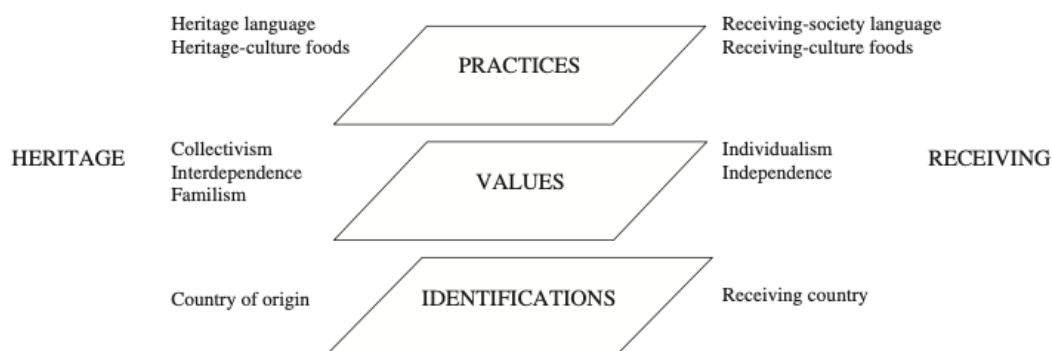
In the early studies, acculturation was categorized as a unilinear process (Gordon, 1964), where individuals gradually acquired the mainstream culture while discarding the heritage values, practices, and beliefs (Schwartz et al., 2010). Later studies conducted by Berry and colleagues proposed a model of acculturation that was more bilinear, where ethnic minorities and immigrants deal with two major cultural issues when exposed to a dominant culture such as (1) the individual preference to maintain identity and cultural heritage or so-called enculturation (Weinreich, 2009), and (2) the individual preference to identify and participate in the dominant culture or so-called acculturation (Berry et al., 1989; Weinreich, 2009). To test the bilinear acculturation model, Miller (2007 and 2010) worked with Asian Americans from first and second-generation finding that the bilinear model of acculturation was superior to unilinear based on internalization and engagement in a second culture without losing their culture of origin (Miller, 2007, 2010). More importantly, the findings suggest that the bilinear model of acculturation was suitable to utilize within different generations (Miller, 2010) in contrast with prior studies on the unilinear model, e.g., (Chang, Tracey, & Moore, 2005; Tsai, Ying, & Lee, 2000), which also tested Asian American population.

As outlined above, academics established the bilinear model, and looked into the different factors that influence how individuals acculturate. These factors include language use or preference (Portes & Hao, 2002), social affiliation (Ward & Rana-Deuba, 1999), cultural identity (Phinney & Devitch-Navarro, 1997), perceived discrimination (Portes & Rumbaut, 2001), generational status (Rumbaut, 2004), family socialization (Smokowski, Rose, & Bacallao, 2008), and cultural knowledge, beliefs, and values (Zhou, 1997). To integrate the dimensions of acculturation, Schwartz et al. (2010 p. 245) then proposed a multidimensional model of acculturation (see Figure 1), which included cultural practices, cultural values, and identifications.

Culture practices like language, media, social affiliations, cultural customs, and traditions (Schwartz et al., 2010) are an essential factor of acculturation (Portes & Hao, 2002). Nonetheless, Unger et al. 2007 found that language usage only explained less than 20% of the acculturational behavior among Latino/Hispanics (Unger, Ritt-Olson, Wagner, Soto, & Baezconde-Garbanati, 2007). In which case, it is highly recommended to test for more cultural practices to provide a bigger picture of acculturation (Schwartz et al., 2010).

Correspondingly, the cultural values, which can include collectivism and individualism (Schwartz et al., 2010), may influence the role of the individual in a receiving community and vice versa. In contrast, the extent to which an individual has explored what it means for their ethnic group and the values and feelings the attachment to that group can be defined as ethnic identity (Phinney, 1990). Furthermore, identification, another component of the model, is an integral part of acculturation (Schwartz et al., 2010). Identification has been associated with positive self-esteem (Umana-Taylor, Gonzales-Backen, & Guimond, 2009). In summary, as suggested by Schwartz et al. 2006, acculturation can be associated with changes in the cultural

identity for those voluntary mobile individuals (Schwartz, Montgomery, & Briones, 2006). Moreover, “if acculturation comprises distinct components— both in terms of heritage and receiving cultural dimensions and in terms of practices, values, and identifications— acculturation is likely not a singular process that occurs at a single pace.” (Schwartz et al. 2010 p. 245)



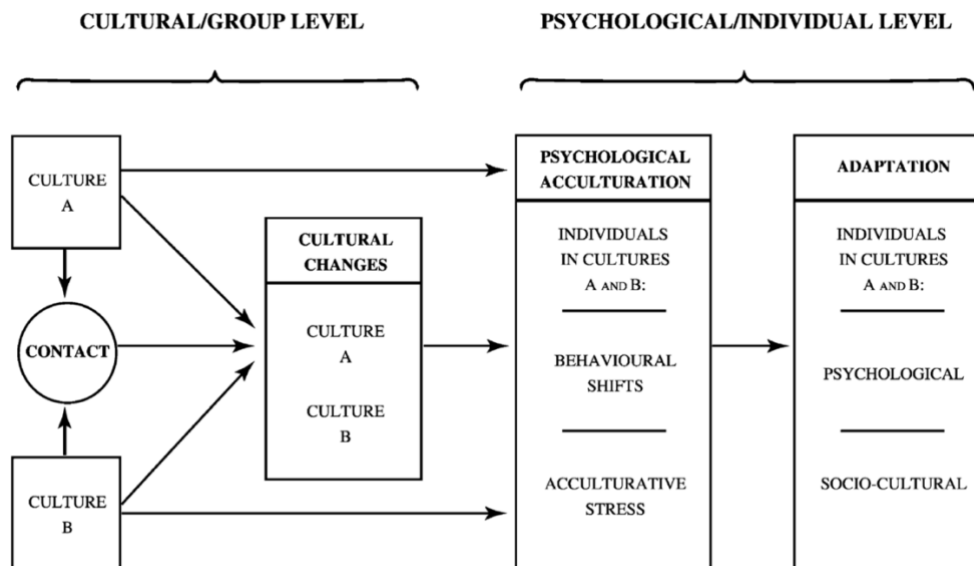
**Figure 1: Multidimensional Model of Acculturation. Source: (Schwartz et al., 2010)**

Lastly, acculturation is viewed as a social context. Yoon et al. 2011 posit that the context in which individuals acculturate influences the individual factors which accelerate their acculturation. Berry’s acculturation framework supports that social context influences both the origin society and the society of settlement. Berry posits heavily on the acculturation strategy as part of those individual factors (Berry, 1997; Berry et al., 2006), which I will review next.

Berry’s theory has set the framework for acculturation strategy within the last 40 years. To analyze its theory, four influential frameworks should be explained, including 1) acculturating groups, 2) psychological acculturation, 3) acculturation strategies and 4) acculturation context. (Berry, 1997; Berry, 2005, 2008; Berry et al., 1989; Berry et al., 2006). First, acculturating research has been studying four major groups within the last three decades, including native people, immigrants, refugees, and sojourners (Benet-Martínez & Haritatos,

2005; Berry, 2008; Berry et al., 2006; Miller, Kim, & Benet-Martínez, 2011; Phinney & Devitch-Navarro, 1997; Portes & Rumbaut, 2001; Ward & Kennedy, 1994). They were finding that each group acculturates at a different pace, method, and strategy. As an example, as reported by Ward and Kennedy (1994, p. 339), “sojourners who strongly identified with co-nationals experienced less depression while on overseas assignments; however, those who strongly identified with host nationals experienced less social difficulty in their new cultural milieux.”

Second, Ward and Kennedy (1994), highlighted that when individuals are exposed to a new culture, psychological acculturation plays an important role. Graves (1967) first introduced the term psychological acculturation, which Berry (2005 p. 701) refined as it “refers to changes in an individual who is a participant in a culture contact situation, being influenced both directly by the external culture, and by the changing culture of which the individual is a member” (Berry, 2005; Graves, 1967). Berry identified several aspects of cultural context inherent to the contact of two cultures, as illustrated in Figure 2. This framework sets the precedent for studying acculturation in a holistic approach that incorporates the individual and group levels (Berry, 2005). As of the individual level concerns, the psychological acculturation examined aspects such as 1) behavioral shifts based on cultural conflicts, 2) when cultural conflict is predominant the acculturation stress is present, and lastly, 3) where “cultural context exceed the individuals’ capacity to cope” (Berry, 1997 p.13), effects like depression, anxiety, and psychological distress are present (Berry, 1997; Berry, 2005; Schwartz et al., 2010).



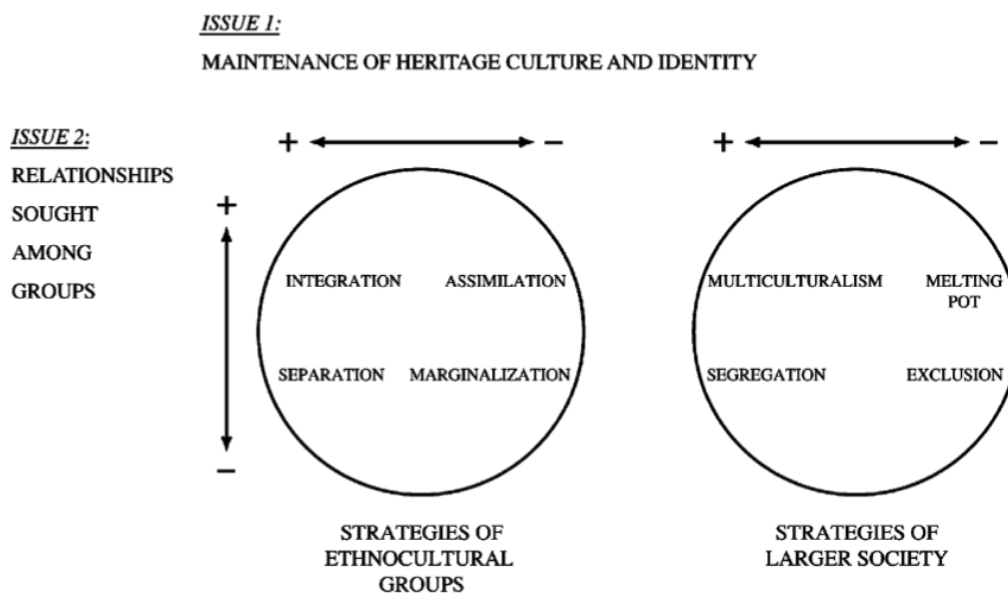
**Figure 2: Berry's Acculturation Framework (Berry, 2005 p.703)**

Next, one of the significant contributions that Berry's model made to the acculturation research was the identification of four different acculturation strategies (Berry et al., 1989). The bilinear model of acculturation proposed by Berry (1989), in which individuals sought with their cultural heritage and the acquisition of the mainstream, results in four possible strategies such as 1) integration or biculturalism (present when individuals pursue to maintain their ethnic-cultural attributes and their involvement in host society are sought), 2) assimilation (present when individuals do not maintain their ethnic-culture and have a preference of interacting with host society), 3) separation (present when individuals hold onto their ethnic-cultural attributes while avoiding involvement in host society), and 4) marginalization (present when individuals do not maintain their ethnic cultural attributes while avoiding involvement in host society) (Berry, 2005; Berry et al., 1989; Berry et al., 2006; Nguyen & Benet-Martínez, 2013).

Because individuals acculturate in different ways, Berry (2005) posits that the attitudes and behaviors of individuals determined the strategy chosen within the ethnocultural groups (Berry, 2005). The first iteration of this model of strategies originated in 1980; Berry modeled

two dimensions, the inclination for a more robust culture and the strategy chosen by individuals. However, more recently, Berry 2005 extended to a third dimension. Considering the host society as a holistic acculturation context makes essential contributions to how the mainstream culture accepts the non-dominant ethnocultural groups into society. To illustrate the phenomena, Figure 3 highlights how the larger societies strategized the incorporation of smaller groups. Berry 2005 best described the third dimension when he states:

Assimilation, when sought by the dominant acculturating group, is termed the “melting pot”. When separation is forced by the dominant group it is called “segregation”. Marginalization, when imposed by the dominant group, is called “exclusion”. Finally, integration, when diversity is an accepted feature of the society as a whole, including all the various ethnocultural groups, is called “multiculturalism”. (Berry 2005, p. 706).



**Figure 3. Acculturation Attitudes (Berry 2005, p. 705)**

As reviewed, the cultural impact of migration and their modes of acculturation into American society is a vital part of sociology (Portes & Rumbaut, 2001; Zhou, 1997). Moreover, these individuals' impact on entrepreneurship has been long studied (Achidi Ndofo & Priem, 2011; Aldrich & Waldinger, 1990; Portes, Haller, & Guarnizo, 2002; Wilson & Portes, 1980). This study extends existing research on acculturation modes of individuals by specifying how acculturation impacts the relationship between individual resilience, which in turn affects venture performance. Specifically, I examine the entrepreneurial resilience of individuals that self-identify with different groups or ethics, including but not limited to immigrant entrepreneurs (business owner is not born in the U.S.), ethnic entrepreneurs (business owners sharing common national background or migration experiences), and minority entrepreneur (business owners that identify as Hispanic, Black, Asian or Native American) (Aldrich & Waldinger, 1990).

The following section addresses specific acculturation literature in topics such as biculturalism and acculturation stress. Additional and specifically important for this dissertation is to set the background and details about the concepts that I suggest will influence the individual characteristics that can encourage resilience and its subsequent venture performance.

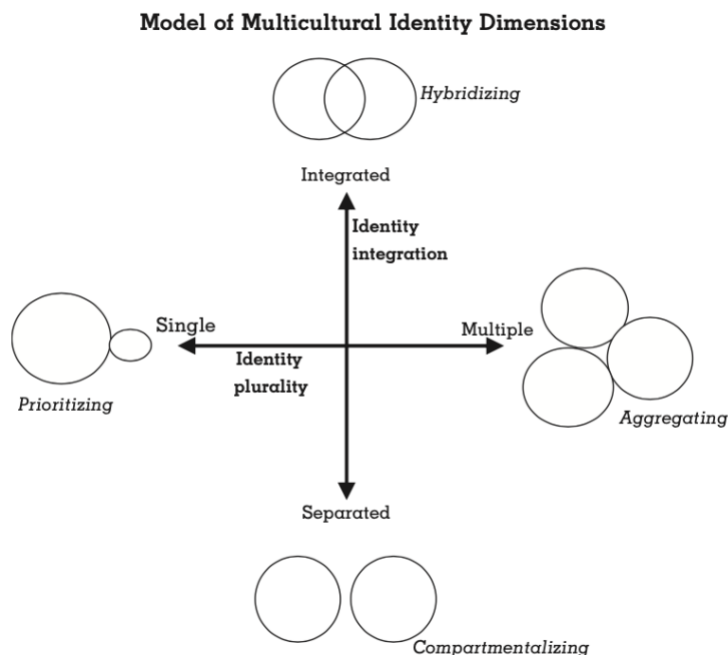
## **Biculturalism**

Bicultural individuals can maintain their cultural heritage while fully integrated into the host or dominant society, in turn, those individuals that have two cultures (Nguyen & Benet-Martínez, 2013). As stated before, biculturalism is one out of four acculturation strategies proposed by Berry and colleagues, where individuals integrate behaviors, values, and identities concerning two cultures (Berry et al., 1989). The acculturation process appears through a continuing adaptation (Jaffe, Kushnirovich, & Tsimerman, 2018). Berry (2005, p. 699), best describe this process by stating:

These cultural and psychological changes come about through a long-term process, sometimes taking years, sometimes generations, and sometimes centuries. Acculturation is a process of cultural and psychological changes that involve various forms of mutual accommodation, leading to some longer-term psychological and sociocultural adaptations.

When individuals adapt to multiple cultures, they embrace a cultural identity (Fitzsimmons, 2013), which helps them internalize the cultural norms, beliefs, habits, and values (Zhou, 1997). In addition, identity integration occurs when individuals can integrate cultural identities, in contrast, to keep them separate (Benet-Martínez & Haritatos, 2005). The number of cultural identities can range from one to many, referred to as identity plurality (Fitzsimmons, 2013). As shown in Figure 4, the conceptual model developed by Fitzsimmons (2013, p. 527) captures the possibilities when dealing with multiple cultural identities. Therefore, the terms bicultural (two) or multicultural (two or more) have been argued to have the exact cognitive mechanism of integration by reducing uncertainty and increasing self-esteem (Fitzsimmons, 2013).





**Figure 4. Model of Multicultural Identity (Fitzsimmons, 2013 p. 527)**

As proposed earlier, Fitzsimmons (2013) suggests that individuals develop different identities patterns based on personal experiences and situations (Fitzsimmons, 2013). For instance, social identity theory posits the individuals' perception of cohesion with or belongingness to human masses (Ashforth & Mael, 1989). For example, a woman from Costa Rica can define herself as Latina, Costa Rican, and as a black African-American. She can identify herself into many groups; however, "social identification is not an all-or-none phenomenon" (Ashforth & Mael, 1989 p. 21). Self-identification refers to who I am in terms of social categories (Ashforth & Mael, 1989), while the individual can respond to the salient characteristics identifying with the group (Fitzsimmons, 2013). Within this group identification, individuals can feel part of a group, even though the disagreement of values, behaviors, and attitudes is present (Ashforth & Mael, 1989). As described by Haritatos and Benet-Martínez (2002, p. 599), "biculturalism can involve feelings of pride, uniqueness, and a rich sense of

community and history, while also bringing identity confusion, dual expectations, and value clashes”.

An extensive body of research suggests that bicultural individuals identify with mainstream and ethnic culture (Benet-Martínez, Leu, Lee, & Morris, 2002; Berry et al., 2006; Phinney & Devitch-Navarro, 1997). However, some bicultural individuals, as described by Benet-Martínez et al. (2002, p. 493), “perceive their cultural identities as compatible and complementary” viewed as cultural distance while “others tend to describe them as oppositional and contradictory”, viewed as a cultural conflict. From these varying differences, Benet-Martínez and colleagues proposed the Bicultural Identity Integration (BII). According to the BII, those that are compatible have less cultural distance and those that are oppositional have more conflict (Benet-Martínez et al., 2002; Hong, Morris, Chiu, & Benet-Martínez, 2000). However, these cultural differences can cognitively switch, entailing less conflict and less distance, a concept discussed in further detail below (Benet-Martínez et al., 2002; Hong et al., 2000).

The BII framework focus on the individual perceptions of dually of cultures when harmony and overlap versus distance and conflict are present (Benet-Martínez & Haritatos, 2005; Dheer & Lenartowicz, 2018). When bicultural individuals show high identity integration, they develop compatible identities in between cultures (Phinney & Devitch-Navarro, 1997) and cultural merge and integration (Dheer & Lenartowicz, 2018). This, in turn, allows the individual to encounter less conflict to integrate both cultures (Benet-Martínez & Haritatos, 2005). Entrepreneurs that can maintain their ethnocultural identity while fully integrating into the mainstream have been found to increase their social capital (Portes & Sensenbrenner, 1993).

A higher level of social capital, best defined by Nahapiet and Ghosal (1998, p. 243) as “the sum of the actual and potential resources embedded within, available through, and derive

from the network of relationships possessed by an individual or social unit”, has been proposed to influence the identity plurality positively (Fitzsimmons, 2013). Moreover, a high level of social capital has been found to assist entrepreneurs in gaining access to financial capital, potential customers, and labor pools (Baron & Markman, 2003; Casey, 2012; Evans, 1989). Indeed, that social capital assist entrepreneurs in increasing access to essential people crucial to achieve success. However, social capital becomes important when entrepreneurs exploit it through social competencies, defined as the “ability to interact effectively with others based on discrete social skills” (Baron & Markman, 2003 p. 4). For these reasons, identity theory research findings have suggested, overall, that individuals with multiple identities create and maintain interactions with the social structure as part of their scope (Brook, Garcia, & Fleming, 2008), which, in turn, helps circumvent the adversity through their social interactions (Shepherd et al., 2020).

On the other hand, bicultural persons with low identity integration show more substantial internal conflict (Phinney & Devitch-Navarro, 1997; Tadmor, Tetlock, & Peng, 2009). Moreover, those bicultural individuals can show distance and conflict between cultural values, beliefs, schemas, and attitudes (Benet-Martínez & Haritatos, 2005; Hong, Fang, Yang, & Phua, 2013). In addition, the conflict and distance between identities can lead to higher stress and identity crisis (Baumeister, Shapiro, & Tice, 1985). This situation is described in a qualitative study conducted by Benet-Martínez and Haritatos (2005, p. 1016) when a 19-year-old second-generation Indian American affirmed:

Being bicultural makes me feel special and confused. Special because it adds to my identity: I enjoy my Indian culture, I feel that it is rich in tradition, morality, and beauty; Confused because I have been in many situations where I feel being both cultures isn't an

option. My cultures have very different views on things like dating and marriage. I feel like you have to choose one or the other.

This study demonstrated that higher generations could present with more cultural conflict (Benet-Martínez & Haritatos, 2005).

While previous research findings indicate that the acculturation process of children of first-generation immigrants is affected by the age and life stage of migration (Rumbaut, 2004), their acculturation process looks very different from their parents and grandparents (Portes & Rumbaut, 2001). Research has found significant differences when comparing the age at which children from first-generation migrate, more strongly with their language acquisition (bilingual or monolingual) (Oropesa & Landale, 1997) and their following educational and occupational attainment (Rumbaut, 2004). As a result, different generational cohorts tend to have different cultural assimilation of the host country (Zhou, 1997).

First-generation immigrants have been commonly defined as born and have socialized in another country before migrating as adults (Rumbaut 2004). One way first-generation immigrants' acculturation is affected is through socio-cognitive aspects like personality and habits (Benet-Martínez & Haritatos, 2005). In turn, first-generation immigrants' human capital (set of skills like education attainment, prior job experience, and language knowledge) becomes specialty important when these individuals acculturate (Portes & Rumbaut, 2001).

Contrariwise, the second-generation immigrant refers to children born and socialized in the United States from foreign-born parents (Rumbaut, 2004). These individuals are well known to assimilate the host culture as part of their acculturation strategy (Zhou, 1997), mainly due to their intergroup relations between majority and minority groups (Alba & Nee, 1997). Whereas

third-generation and beyond can be conceptualized as the grandchildren of immigrants and contemporary generations (Rumbaut, 2004).

The third-and-beyond generation in the United States is characterized by different socio-cultural aspects like 1) higher socioeconomic attainment, arising mainly due to higher educational achievement which derives superior income than prior generations (Jiménez, Park, & Pedroza, 2018), 2) be in the racial and ethnic intermarried household, this tendency, in turn, suggest upward mobility for the assimilation theorist (Qian & Lichter, 2007), 3) less likely to live with extended family; as a result, less connection with the ethnic-racial and language exposure to other languages other than English (Zhou & Xiong, 2005), and 4) more likely to have children with ethnic identity plurality (Jiménez et al., 2018). As Fitzsimmons (2013, p. 530) proposed, identity plurality is influenced by the number of generations a family has lived in a country, and this is motivated by an increase of “self-esteem by identifying with high-prestige groups”.

Since the age and life stage is considered one of the main drivers of acculturation for foreign-born individuals, as it affects language acquisition, Rumbaut (2004, p.1167) proposed a different classification for these individuals depending on their age of migration, “...early childhood (ages 0-5), middle childhood (6-12), or adolescence (in their teens)”. The case has its basis on their life stage. For instance, first, early childhood immigrants - labeled as 1.75 generation (Rumbaut, 2004)- possess an adaptive and assimilation closer to those native-born based on social and educational context (Oropesa & Landale, 1997), while the recollection of the country of birth is null (Rumbaut, 2004). Furthermore, their social capital acquired through the educational process in the host country is higher than their parents’ (Portes & Sensenbrenner, 1993).

Second, middle childhood immigrants – the 1.5 generation (Rumbaut, 2004)- are individuals partially educated in the country of origin with the mother tongue (Portes & Hao, 2002). However, they complete their education in the host country (Rumbaut, 2004); therefore, their cultural assimilation is higher than parents. Moreover, the so-called 1.5-generation can be individuals with one U.S.-born parent and immigrant parent (Rumbaut, 2004), due to the exposure to the duality of culture and language at home; and 3) the adolescent immigrants – 1.25 generation (Rumbaut, 2004)- are educated primary but not entirely in their country of origin (Calvo & Sarkisian, 2015), where the mother tongue language is predominant (Oropesa & Landale, 1997), and their family may not be present (Rumbaut, 2004) as a reason why their acculturation is similar to a certain degree with the first generation immigrants.

Research has shown that biculturalism is focused on the cultural distance versus cultural conflict within the individual's cultural identity. It is within the acculturation strategy chosen by individuals that different generations display different coping mechanisms when dealing with of acculturation. Regardless of the strategy chosen, acculturation stress is present and discussed below.

### **Acculturation Stress**

Acculturation strategies have also been found to influence the individual's cognitive and stress positions (Benet-Martínez & Haritatos, 2005; Berry et al., 1989). Acculturative stress is the psychological state suffered in acculturation which can include mental health issues like confusion, anxiety, and depression, among others (Berry, Kim, Minde, & Mok, 1987). The process where individuals are in contact with two or more cultural groups (Berry, 2005) has been associated with psychological and socio-cultural connotations, behavioral changes including linguistic stress, cultural isolation, work challenges, intercultural relations, and discrimination,

suggested by the Riverside Acculturation Stress Inventory (RASI) framework (Benet-Martínez & Haritatos, 2005), which will be discussed further below. However, research suggests that individuals who integrate as part of the acculturation strategy tend to suffer less stress-related with acculturation, and therefore betterment of intercultural relations, than those who separate and marginalize (Berry, 2005).

Through the migratory process, acculturation stress is first experienced. As previously established, the migration process can create stress originating from cognitions derived from pre-migration, while migrating, and during the post-migration process (Calvo & Sarkisian, 2015; Cervantes et al., 2016). These stressors can come from a lack of identity to the new culture, discrimination, language barriers, social practices, and cultural values (Benet-Martínez & Haritatos, 2005; Berry, 2005). Research on first-generation immigrants suggests that acculturation stress is more present in first-hand contact with the host culture (Berry, 2005), which, creates a higher rate of uncertainty (Fitzsimmons, 2013). Furthermore, research suggests that the level of stress and uncertainty directly relates to the acculturation mode chosen by the immigrants (Berry, 2005). For example, using the integration strategy, less acculturative stress is experienced than marginalization strategy (Miller et al., 2011). In contrast, those individuals involved with assimilation and separation strategies experience intermediate adaptation and acculturative stress (Berry, 2005).

Accordingly, another way migration affects acculturation for first-generation immigrants is the ease of access to the country. As described by Portes and Rumbaut (2001, p. 46), "...the social environment that received them, including the policies of the host government, the attitudes of the native population, and the presence of a co-ethnic community...", are an essential part of the successful adaptation to the host society. The governmental policies can be the first

barrier that immigrants can face ranging from exclusion, acceptance, and even active encouragement (Portes & Rumbaut, 2001). Immigrants can face the granting of access to the country as part of the government policies, either as refugees or special recruitment of professionals and workers based on country necessity (Portes & Rumbaut, 2001; Portes & Sensenbrenner, 1993). In addition, aspects like physical appearance, language, religion, and class background can affect the integration speed of newcomers (Orozco, 2021; Portes & Rumbaut, 2001). Lastly, research on immigrant communities that are established in the United States, commonly known as ethnic enclaves, has been suggested to “cushion the impact of a foreign culture” (Portes and Rumbaut 2001, p. 48), while providing a source of income as a labor market (Wilson & Portes, 1980) and informal and formal financial opportunities for entrepreneurs (Aldrich & Waldinger, 1990).

Referencing Miller’s acculturation process and a crucial part of integration is the stress of language acquisition (Miller et al., 2011). Knowledge of the language, in this case, English, facilitates a faster integration process (Tadmor et al., 2009). While counting with higher education and higher work experience help the immigrant to integrate faster occupationally and economically to the new culture (Portes & Rumbaut, 2001). However, the pace and ways of learning the language can increase acculturation stress. In addition to language acquisition and of particular interest to this researcher is discrimination.

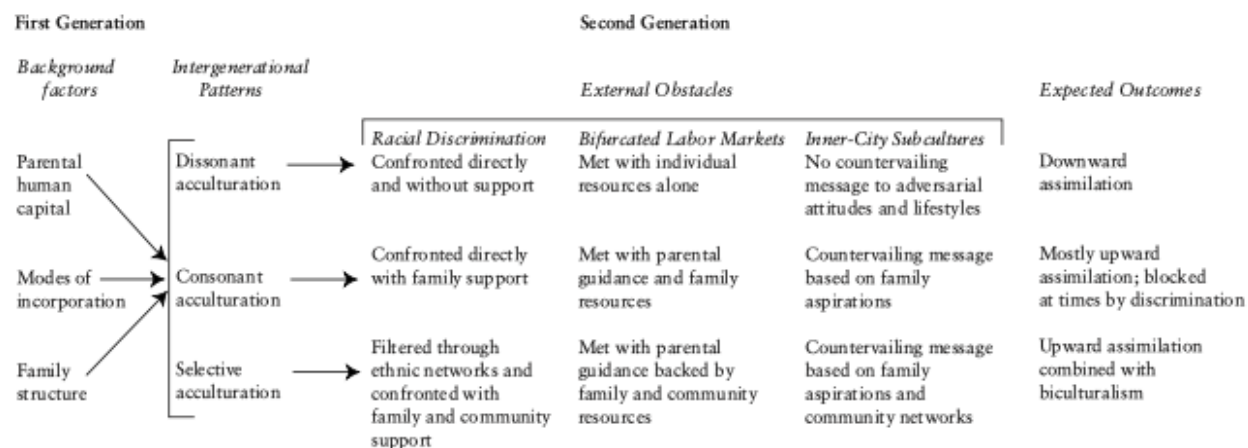
Individuals who perceive unfair treatment based on skin color, language differences, physical features, and/or any other cultural behaviors or traits are sensing a sort of ethnic discrimination (Phinney, Madden, & Santos, 1998). However, in a highlight by Phinney and colleagues (1998, p. 938), “discrimination can occur without being perceived by the person being discriminated against, and, conversely, it can be perceived in cases where it did not occur.” Thus,



discrimination needs to be distinguished conceptually from perceived discrimination based upon individual interpretation of the events (Floyd & Gramann, 1995). Therefore, as suggested by the transactional model of stress and coping by Lazarus and Folkman, the person cannot be separated from the environment. Best clarified by Lazarus and Folkman (1983, p. 142) when they state:

Threat, for example, is not solely a property of the person or of the environment; it requires the conjunction of an environment having certain attributes with a particular kind of person who will react with threat when exposed to those environmental attributes. Thus, this model posits the individuals' appraisal capacity of an event as stressful (i.e., perceived discrimination) and its following coping mechanisms to deal with the incident (Cassidy et al., 2004).

This perceived discrimination and its correlational in entrepreneurship are crucial constructs and hypothesized in proceeding sections. First, in regards to the stressors, Portes and Rumbaut (2001 p. 63) proposed a model (Figure 5) of segmented assimilation, described as the alternative integration of individuals into the American mainstream culture (education attainment, occupation, and language acquisition), which can vary across minorities (Portes, Fernández-Kelly, & Haller, 2005; Portes & Rumbaut, 2001), for different cohorts within the same household and community, discussed below.



**Figure 5: Model of Segmented Assimilation Process (Portes and Rumbaut 2001 p. 63)**

Based on the model, three outcomes between the first and second generation become relevant for generations' successful adaptation. First, the dissonant acculturation occurs when children simultaneously lose their cultural heritage while learning the American practices and language. (Portes & Rumbaut, 2001). Previous research suggests that the dissonant acculturation leads to lack of parental authority due to its disconnection on norms and language barriers while put individuals at risk of dropping out of school, which leads to higher incarceration rates, and therefore, lack of employment opportunities (Portes et al., 2005; Rumbaut, 2005).

On the other hand, consonant acculturation occurs when children and parents' learning paces are similar when acquiring the American ways and English language (Waters, Tran, Kasinitz, & Mollenkopf, 2010). Extensive evidence suggests that consonant acculturation results from high parental human and social capital (Portes & Rumbaut, 2001). Thus, these individuals achieve upward mobility into the American mainstream with the parents' support (Portes & Zhou, 1993). Although consonant acculturation acceptance may or may not be blocked by discrimination from the mainstream (Orozco, 2021), the encountering of external events is confronted as mutual (Portes & Rumbaut, 2001).

Lastly, selective acculturation occurs when “the learning process of both generations is embedded with the co-ethnic communities of sufficient size and institutional diversity to slow down the cultural shift and promote partial retention of the parent’s home language and norms” (Portes & Rumbaut 2001, p. 54). This form of acculturation permits a whole domain of bilingualism (Portes & Hao, 2002) while maintaining heritage culture (Waters et al., 2010), therefore, stronger family dynamics and cohesion (Smokowski et al., 2008). Taken as a whole, this literature indicates that selective acculturation leads to biculturalism and decreases discrimination by protecting ethnic communities. Furthermore, the decrease in acculturation stress enhances individuals’ social capital (Portes et al., 2005).

Additionally and especially important is the family structure and support, the integration of the first-generation immigrant determines the adaptation of the subsequent generations (Rumbaut, 2004). The immigrant cultural characteristics and social patterns vary across nationalities and ethnicities, affecting the maintenance of both cultures and family dynamics such as cohesion, adaptability, familism, and conflict (Smokowski et al., 2008). As described by Portes and Rumbaut (2001, p. 49), “... different modes of incorporation, in particular the outlook of authorities and strength of co-ethnic communities, can affect family composition by facilitating family reunification and reinforcing cultural norms.” Within the core of the family, cultural conflict and distance might arise while adapting the values of two or more cultures (Tadmor et al., 2009). However, within the integrative complexity, bicultural individuals utilize the stress of acculturation in a positive manner (Tadmor et al., 2009) while increasing the cultural switch between cultures (Hong et al., 2000).

Generational cohorts faced acculturation differently, and therefore, the acculturation stress in the center of the family gets affected (Smokowski et al., 2008). Aspects like acquiring

the language or the simple act of having a strong accent, cultural interactions between the mainstream and heritage, challenges face at work to advance, and perceived discrimination based on ones' ethnicity (Benet-Martínez & Haritatos, 2005; Miller et al., 2011). Altogether, the acculturation stress between generations (Miller et al., 2011), influences the family conflict (Smokowski et al., 2008).

Relating to entrepreneurship, research has found that despite the obstacles faced by these individuals, minorities, and immigrants in the United States, they have found a *modus-vivendi* in the face of inequality and discouragement (Neville, Forrester, O' Toole, & Riding, 2018; Wingfield & Taylor, 2016). Prior academics have examined the effects of impediments like access to financial credits (Casey, 2012), perceived discrimination based on racial/ethnic aspects (Orozco, 2021), and gender stereotyping (Shinnar et al., 2012) within entrepreneurship. As noted, the empirical evidence in the previously mentioned studies suggests the influence that perceived discrimination could have in entrepreneurship. I focus my attention here, however, on the potential moderating role that perceived discrimination can have on the relationship of resiliency and venture performance.

## **Overview of the Hypothesized Model**

As previously mentioned, this dissertation has three goals. The first goal is to build on existing studies to provide a model that examines the relationship between resilience and venture performance. The second goal of this dissertation is to integrate acculturation theory within the field of entrepreneurship by focusing on the individual aspect of the entrepreneur, like cultural distance and cultural conflict, and how it influenced resilience. The third goal of this dissertation is to test the impact that acculturation stress through perceived cultural discrimination can have on resilience and venture performance.

The hypotheses are presented in three sections. The first section will address the role of resilient individuals within entrepreneurship and their influence on venture performance (H1). The second section addresses the moderating role that cultural distance and cultural conflict have on the relationship between resilience and venture performance (H2 and H3). Finally, the third section addresses the moderating influence of perceived discrimination as part of the acculturation stress (H4). The proposed model and hypotheses are represented in Figure 6.

## **Resilience and Venture Performance**

Previous research suggests that individuals that develop a capacity to pursue life after adversity (Tedeschi & Calhoun, 2004) are more capable to finding and developing entrepreneurial opportunities while turning them into new ventures, despite the adversity they encounter (Bullough & Renko, 2013). It is important to note, however, that despite the outcome might not be a positive one (i.e., business failure) (Shepherd, 2003), individuals can learn from a traumatic experience to acquire a higher resilience capacity, which, in turn, creates a higher entrepreneurial preparedness (Cope, 2005).

Tedeschi and Calhoun (2004, p. 4) defined *resilience* as “an ability to go on with life after hardship and adversity”. Previous studies have observed multiple arrays in individuals showing resilience attitudes after a war (Bullough et al., 2014), after natural disasters (Rao & Greve, 2018), economic crisis (Sabatino, 2016), and during challenging personal times in which adversity is evident due to external factors (Shepherd et al., 2020). However, despite the adverse and uncertain conditions in which these entrepreneurs face during these events, these individuals find positive emotions such as passion, love, affect, among others (Baron, 2008; Baum & Locke, 2004; Cardon et al., 2009) which help fight against negative emotional and financial cost of business failure and adversity (Shepherd et al., 2009; Ucbasaran et al., 2013).

Resilience, specifically, has not received enough attention from entrepreneurship research concerning the potential influence on venture performance; see Bullough et al. (2014) for entrepreneurial intentions and Williams & Shepherd (2016) for venture creation. *Venture performance* can be defined as an entrepreneurs’ capability to increase sales, market share, profitability, and job creation compared to prior years (Eddleston & Kellermanns, 2007; Gregory & Richard, 1984). The framework proposed by Bullough and colleagues (2014) in regards to the individual characteristics of the entrepreneur sets a precedent to study beyond cognitive features when dealing with adversity, but the attributes inherent with the environment in which entrepreneurs develop the entrepreneurial action is needed to understand outcomes like venture performance.

In the past, entrepreneurial activity under challenging times has been measured by the number of new firms that have been created or survive post-event (Markman et al., 2005; Williams & Shepherd, 2016b), or on the other hand, by the number of businesses that have closed operations (Shepherd et al., 2009). While such measures are necessary, post indicators of

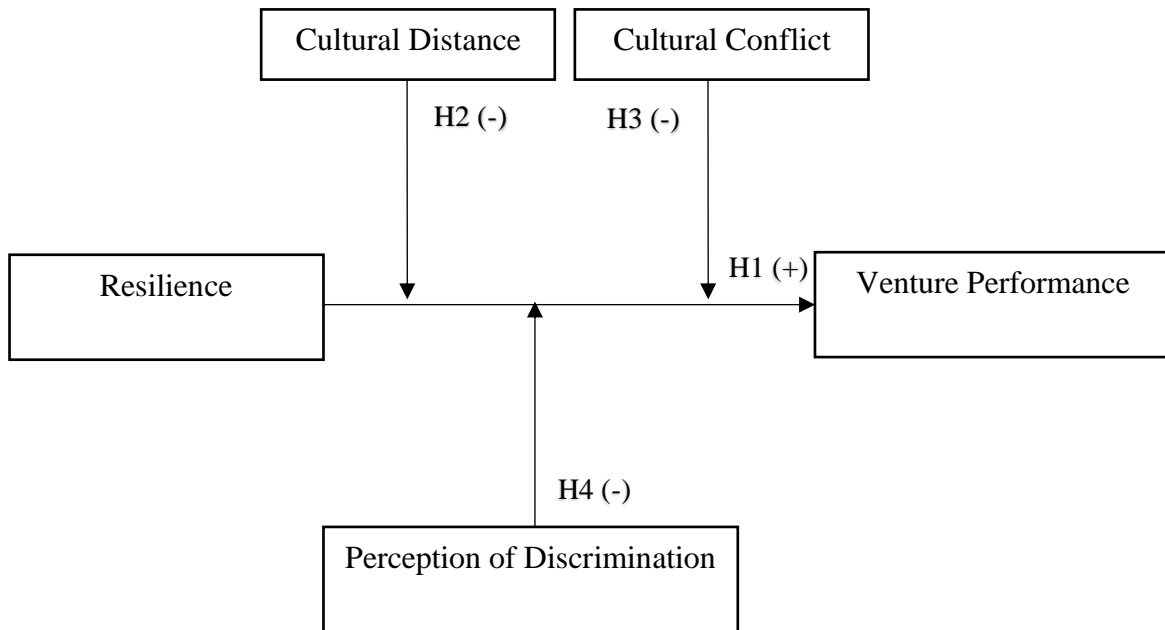
economic catastrophes, business decisions to persist during difficult times have been linked to power, achievement (self-enhancement), and financial results (Holland & Shepherd, 2013).

Indeed, research findings indicate that the abilities that entrepreneurs obtain from prior experiences help influence the attractiveness of the field, increasing the opportunity to increase their financial performance. Taking note of this fact, Cope (2011) suggested that entrepreneurs can utilize their entrepreneurial learning experiences to understand how to achieve venture performance and survive under difficult circumstances.

Together, these suggestions indicate that entrepreneurs survive difficult times by looking into financial growth through the firm's performance and learning and applying from its past experiences. Reflecting on this point, firm performance allows measuring the endurance of the entrepreneur that faces a crisis and continuously changes in the business environment (Sabatino, 2016). Overall, research findings indicate a positive relationship between resilience and firm performance in various conditions to persist in doing business despite adversity. Furthermore, entrepreneurial resilience plays an important role in achieving venture performance (Gimeno, Folta, Cooper, & Woo, 1997; Hsu et al., 2017), suggesting the existence of a positive association between entrepreneurs' resilience and firm performance.

Combining these reflections, I suggest the following hypothesis:

*Hypothesis 1: Resilience will be positively associated with venture performance.*



**Figure 6: Theoretical Model of Proposed Hypothesis**

### **The Moderating Effects of Cultural Distance**

Cultural distance can be conceptualized as the difference between an individuals' culture of origin and the host culture in multiple domains such as language, beliefs, values, practices, norms, individualism-collectivism, among others (Chirkov, Lynch, & Niwa, 2005; Miller et al., 2011). It has been suggested that individuals that identify with two or more cultures can internalize the cultural differences in between them (Hong et al., 2000) while recognizing positive outcomes such as adaptation (Nguyen & Benet-Martínez, 2013), creativity, innovation (Cheng, Sanchez-Burks, & Lee, 2008; Leung & Chiu, 2010), accountability (Tadmor & Tetlock, 2006), and the responsiveness to cultural cues in plural societies (Smith, Stewart, & Winter, 2004). Therefore, the smaller the cultural distance, the higher cultural mainstream integration, and the fewer cultural inconsistencies to reconcile (van de Vijver & Phalet, 2004). Within entrepreneurship, I argue that cultural distance will moderate the relationship between resilience



and venture performance such that the relationship is weaker when individuals perceived high levels of cultural distance, cultural conflict and discrimination.

First, it has been suggested that entrepreneurs with low (versus high) cultural distance display greater adaptability, and increasing entrepreneurial intentions (Dheer & Lenartowicz, 2018). Previous research suggests that entrepreneurs who simultaneously identify with multiple cultures build a set of competencies, such as the ability to adapt while counting with more resources and occasions to exploit entrepreneurial opportunities (Dheer & Lenartowicz, 2018). Such capabilities have been researched to play an essential part for multicultural individuals within the United States as a host culture (Hart & Acs, 2011). This tendency, in turn, posits the ethnic and immigrant entrepreneurs in a strategic position (Aldrich & Waldinger, 1990). This is partly due to the persistent exposure to multiple cultures and the adaptability to access multiple markets, therefore offering co-ethnic business opportunities (Orozco, 2021) achieved as time progresses. Recall that acculturation takes time and the years since migration becomes relevant. Further, research indicates that multicultural individuals show higher adaptability than those where cultural distance is higher (Bell & Harrison, 1996), including multiple immigrant generations (Berry et al., 2006). This is a tendency that Davidson and Gordon 2016 noted, which may increase an entrepreneur's ability to respond positively to crises and therefore strengthen the relationship of resiliency to venture performance.

Second, as previously described, social capital for integrated or low culturally distant individuals plays a fundamental part in decreasing the stress associated with combining cultural identities (Benet-Martínez & Haritatos, 2005) while increasing the perception of future entrepreneurial opportunities (Baron, 2008). The individuals' capability to handle multiple cultures has increased social inclusiveness in between cultures (Phinney & Devitch-Navarro,

1997). As a result, bicultural entrepreneurs with low cultural distance can effortlessly switch from one cultural frame to another (Mok & Morris, 2009), which, in turn, provides more business opportunities within the individual's network ties. Further, individuals with higher social capital have been suggested to increase their social network ties, and by doing so, increase the ability to endure and to recover from adverse situations through the mainstream community. Together, I predict that cultural distance will strengthen the relationship between resilience and venture performance by decreasing the cultural isolation through the individual social capital (Chen, Benet-Martínez, & Harris Bond, 2008) and increasing the exploitation of entrepreneurial opportunities (Baron, 2008) based on the individual network ties.

Lastly, research findings indicate that individuals that experience lower cultural distance tend to suffer less stress derives from acculturation in aspects like language acquisition, intercultural relations, working conditions, cultural isolation, and perceived discrimination (Benet-Martínez & Haritatos, 2005; Miller et al., 2011; Sam & Berry, 2010). Perceived discrimination is of particular interest to this dissertation and will be explained in the proceeding sections. Stressors in individuals that show lower cultural distance are low due to their ability to integrate and adapt, as discussed above (Dheer & Lenartowicz, 2018). As previously explained, the individual ability to deal with stress has been associated with a higher resilient capacity (Lazarus, 1993).

Therefore, the capabilities an entrepreneur develops when integrating two or more cultures have been shown to increase adaptability, increase social capital, and decrease stress, which may, in turn, strengthen the relationship between resilience and venture performance. Taking into consideration such findings in the literature, it seems likely that entrepreneurs with lower cultural distance may be prone to hold a greater number of social interactions than those

with higher cultural distance. This tendency, in turn, may help the entrepreneur better cope with adversity while achieving venture performance. Based on this reasoning and in the context of acculturation theory, I proposed the following hypothesis:

*Hypothesis 2: The relationship between resilience and venture performance will be moderated by cultural distance, such that the relationship is weaker for entrepreneurs that show higher cultural distance.*

### **The Moderating Effects of Cultural Conflict**

Culture conflict occurs when individuals perceive an internal identity conflict with their cultural values, beliefs, and habits while interacting with a different culture (Benet-Martínez & Haritatos, 2005). Individuals experiencing such conflict have been suggested to feel “trapped between one’s two cultural orientations” (Benet-Martínez & Haritatos, 2005 p.1022). This type of experience occasionally suggests identity confusion (Phinney & Devitch-Navarro, 1997), affecting the individual’s psychological well-being (Brook et al., 2008). Cultural conflict is also a primary intergenerational acculturation struggle for immigrants whose children have been educated within the American mainstream (Portes & Rumbaut, 2001; Zhou, 1997), where differences in-between language preferences (Portes & Hao, 2002), perceived discrimination (Cervantes et al., 2016) and intercultural relations is present (Berry, 2005).

One way in which cultural conflict can influence entrepreneurial activity is through the harmonious self-perception of individuals. Research suggests that individuals with lower cultural conflict can live in harmony with different cultures (Benet-Martínez & Haritatos, 2005). Once an individual does not feel trapped in between cultures, the cultural tension becomes lower, and the behavioral cultural shifts become more natural as the situations demand it (Benet-Martínez et al., 2002). This tendency may influence individual self-efficacy (Kim & Omizo, 2005), which leads

to better psychological capital and lower levels of stress (Baron et al., 2016). Strong evidence suggests individuals with high self-efficacy are more resilient entrepreneurs (Bullough et al., 2014), and they persist longer when adversity is present (Holland & Shepherd, 2013). This does not suggest that individuals that can maintain two or more cultures in harmony are better entrepreneurs than individuals with cultural clashes; it merely suggests that among individuals that become entrepreneurs, the acquisition and knowledge of another culture help develop competencies and capabilities that set apart the entrepreneurs, more so when dealing with difficult situations. In other words, I propose that entrepreneurs with higher cultural conflict will be less able to translate their resilience into high venture performance.

Another way in which cultural conflict can influence the relationship between resilience and venture performance is through the salience identity of the entrepreneur. Studies show that individuals with high cultural conflict prefer to keep their cultural identities compartmentalized (Roccas & Brewer, 2002), considering they cannot identify with multiples cultures simultaneously (Cheng et al., 2008). However, those with lower cultural conflict can challenge the individual's perceived stress and the cognitive ability to switch behaviors while adjusting to cultural cues (Benet-Martínez & Haritatos, 2005; Hong et al., 2000). Recent research on multicultural identity highlights the importance of cultural cognitions within entrepreneurial intentions (Dheer & Lenartowicz, 2018), emphasizing that entrepreneurs with high cognitive cultural intelligence (knowledge of norms, values, beliefs, and practices of different cultures) (Ang et al., 2007) and metacognitive intelligence (personal understanding capacity to deal with stress) (Baron et al., 2016) are more equipped to exploit entrepreneurial opportunities (Dheer & Lenartowicz, 2018). As a result, individuals that acquire, internalize and utilize the knowledge from multiple cultures are better cognitively prepared to cope with high levels of stress,

strengthening their resilience (Baron et al., 2016). Because, as previously hypothesized, those that are more resilient have better venture performance. Therefore, I suggest that the entrepreneur's identity plays a critical role in the relationship between resilience and venture performance. This partly due to the lower cultural conflict and presence of a multicultural identity allowing the integration of the values, practices, and norms of multiple cultures, which allows them to deal with higher stress.

Another way in which cultural conflict influences the relationship between entrepreneurs' resilience and venture performance involves timing. First, extensive psychological and sociological research suggests that acculturation is accomplished throughout a process of cultural exposure that can take years, even sometimes taking decades and generations (Berry, 2005; Rumbaut, 2004; Waldinger & Perlmann, 1998; Zhou, 1997). Similarly, identity theorist posits that individuals' capacity to assimilate an identity may be a developmental process similar to internalizing a culture (Phinney & Devitch-Navarro, 1997). As previously mentioned, the internalization of values, norms, beliefs, and habits creates a cultural schema (Markus, 1977), which becomes salient to the individual when incorporated into the behavior (Fitzsimmons, 2013). In other words, the longer an individual is present within a culture, the more internalized the culture has become. Second, timing also influences how individuals respond and cope with adverse situations. Resilience can be learned through experiences shaping resilient characteristics throughout the lifetime (Smith et al., 2008). Perhaps even can be noticeable when the situation requires it (Shepherd et al., 2020). Finally, the process of learning how to apply the knowledge of a new culture can be correspondingly applied to learning from difficult experiences in the past and, based on their experiences, create psychological capital (e.g., resilience) to overcome similar or even more challenging present and future situations (Tugade, Fredrickson, & Feldman

Barrett, 2004) and to cope more effectively with stress (Baron et al., 2016). In essence, the longer an individual is present within a culture, the less conflicted the multiple cultures become, reinforcing resiliency and ultimately increasing venture performance.

In conclusion, cultural conflict, cognitive capabilities, identity acquisition, and time spent can strengthen an individual's resiliency. As the cultural conflict between cultures decreases, the individual's resiliency is more prominent. As more resilient the individual is through circumventing adversity, a higher venture performance is achieved. Thus, I propose the following hypothesis:

*Hypothesis 3: The relationship between resilience and venture performance will be moderated by cultural conflict, such that the relationship is weaker for entrepreneurs with higher cultural conflict.*

### **The Moderating Effects of Perceived Cultural Discrimination**

As noted previously, the Riverside Acculturation Stress Inventory (RASI) framework suggests that individuals experience a set of stressors when are in contact with two or more cultural groups (Berry, 2005), ranging from language skills, relations interculturally, cultural isolation, work challenges and discrimination or prejudice about ones' culture within the mainstream culture (Benet-Martínez & Haritatos, 2005). The acculturation theory suggests that individuals may experience high levels of stress while acculturating (Sam & Berry, 2010), and suggests different contexts or environments of which individuals will identify these stressors (Miller et al., 2011). For instance, the perceived discrimination or prejudice based on one's cultural identity that is experienced (Berry, 2008). Entrepreneurship research suggests otherwise, as recent research suggests that entrepreneurs often experience a low level of stress compared to with non-entrepreneurs (Baron et al., 2016). Therefore, this dissertation focuses on

the discrimination that ethnic and immigrant entrepreneurs perceive while venturing into the United States from the mainstream culture and other ethnocultural groups and the influence on resilience and venture performance.

A large body of evidence indicates that perceived discrimination is strongly linked to many aspects of entrepreneurship. For instance, it has been negatively related to entrepreneurial intentions (Younkin & Kuppuswamy, 2018), access to capital or lending opportunities (Bates & Robb, 2013; Blanchflower, Levine, & Zimmerman, 2003; Zhang, 2018) like supplier credits (Freeland & Keister, 2016) driving entrepreneurs to entrepreneurship discouragement (Neville et al., 2018). But, on the other hand, it has been positively related to entrepreneurial incorporation in specific industries based on skills and prior work experiences (Saxenian, 2002) and, more specifically, the target market they serve (Wilson & Portes, 1980). Therefore, the perceived inequality and discrimination among ethnic and immigrant entrepreneurs have been seen as a pathway to entry into entrepreneurship (Lofstrom et al., 2014; Wingfield & Taylor, 2016). Moreover, and directly relevant to the present dissertation, it has been suggested that perceived discrimination based on ones' ethnicity can be positively used to strategize the business around ethnic identity (Orozco, 2021). Entrepreneurs with salient ethnic identity can leverage the benefits of expanding their business orientation (Wingfield & Taylor, 2016) by accepting the usage of ethnic identity while simultaneously acquiring a new business with the mainstream (Orozco, 2021). Taking all of these approaches together, it is used to determine further the role of perceived discrimination within resiliency and its consequent venture performance.

However, perceived discrimination may have negative effects on entrepreneurs such that it weakens the relationship between resilience and venture performance.

Perceived discrimination on the entrepreneurs' resilience relies on the positive cognitive appraisal of the situation. Recall that cognitive appraisal refers to "a process through which the person evaluates whether a particular encounter with the environment is relevant to his or her well-being, and if so, in what way" (Folkman et al., 1986, p. 992). In essence, cognitive appraisal involves emotions from a subjective evaluation of situations or events (Bee & Neubaum, 2014). However, cognitive appraisal theory posits that emotions are stimulated from the psychological appraisal of the event (Lazarus, 1991), and suggests that individuals can be exposed to the same situation and experience different psychological emotions (Bee & Neubaum, 2014). Since perceived discrimination has a personal perception of different situations while acculturating, it seems possible to moderate the impact on resilience and venture performance. Some researchers view this role as a negative appraisal of situations and can be harmful to the entrepreneurs, appraising threats (Cacciotti et al., 2016) instead of opportunities (Virick et al., 2015). However, other academics view this as a positive relationship when individuals appraise adverse situations with positive emotions (Cardon & Kirk, 2015). This, in turn, has been found to mediate the individuals' resiliency which, in turn, has been found to increase venture performance (Luthans et al., 2005).

In addition to cognitive appraisal, coping is also related to resilience. Coping refers to individuals' constant shifting behavior and cognitive efforts to manage external and internal appraised events (Lazarus & DeLongis, 1983). Research findings indicate that aspects of resiliency help determine whether the coping behavior needs to intervene, for how long needs to intercede, and how much effort the individual needs to spend (Bandura, 1977). Thus, because individuals coping mechanisms differs from each other (Folkman & Lazarus, 1980), research suggests that resilient individuals are those whose coping behaviors contribute to flexible



adaptation to challenging situations (Mancini & Bonanno, 2009). As mentioned earlier, individuals facing acculturation need to be adaptable to fit the mainstream culture as part of their identity (Berry, 2005), and the resilience theory suggests that resilient individuals are those with the “capacity to shape and adapt behavior to the demands of a given stressor event” (Mancini & Bonanno, 2009 p. 1810). Therefore, how individuals cope with perceived discrimination can influence the relationship between resilience and venture performance. While there is contrasting literature on this literature (Cacciotti et al., 2016; Sinclair & Wallston, 2004; Smith et al., 2008), it seems more apparent from previous researchers that this relationship is positive. This is mainly due partly to the development that more resilient entrepreneurs overcome stressors to have a positive outcome such as venture performance as previously hypothesized.

Overall, the reasoning described above suggests the following hypothesis:

*Hypothesis 4: The relationship between resilience and venture performance will be moderated by the entrepreneur's perception of discrimination, such that the relationship is weaker for individuals who perceive higher cultural discrimination.*

## CHAPTER III

### METHODS

This chapter describes the sample, data collection procedures, and measures to test the proposed hypotheses previously described in chapter II. Further, the chapter describes the testing results. Descriptive statistics, including correlations among variables, means, standard deviations, and reliabilities, are presented below.

#### **Sample and procedures**

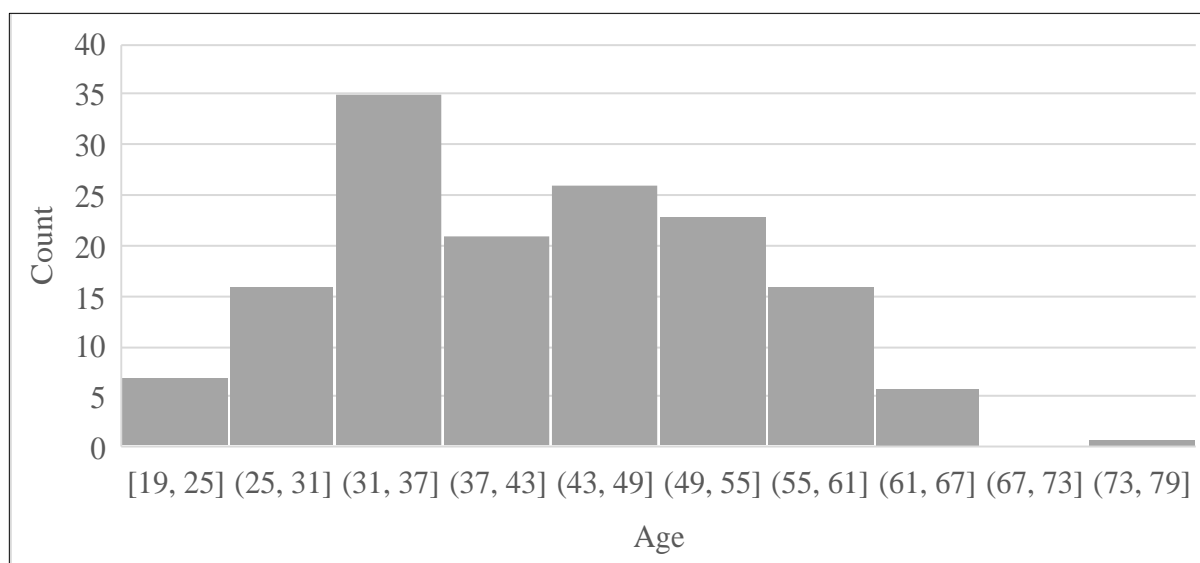
The number of expected participants was 200 entrepreneurs. Entrepreneurs can be defined as individuals who create a business venture involving experiences and activities associated with discovering, evaluating, and exploiting opportunities to create goods and services (Shane & Venkataraman, 2000). As part of the sample criteria, entrepreneurs must be 18 years or older, and their firms must have been open at least within the last six months. As for location, following the calls in the last decade, I further limit the attention entrepreneurs in the states of North Carolina, South Carolina, and Virginia as part of the newest immigration gateways (Marrow, 2020; Singer, 2013; Wang, 2010). Moreover, other states also participated in a lower frequency. Given this evidence, materials including surveys, consents, and scripts for data collections were translated into Spanish to accommodate another language than English. The Institutional Review Board and data storage authorization for this research was approved on August 16, 2021, by the UNC Charlotte IRB (Study #: 22-0065).

In compiling the sample, I identified an initial sample of participants using existing personal and professional networks. Next, I contacted the respondents either by phone, email, or stop by their business, for which a predetermined script was developed (see Appendix A for an email example), any respondent willing to participate received a consent form (see Appendix B),

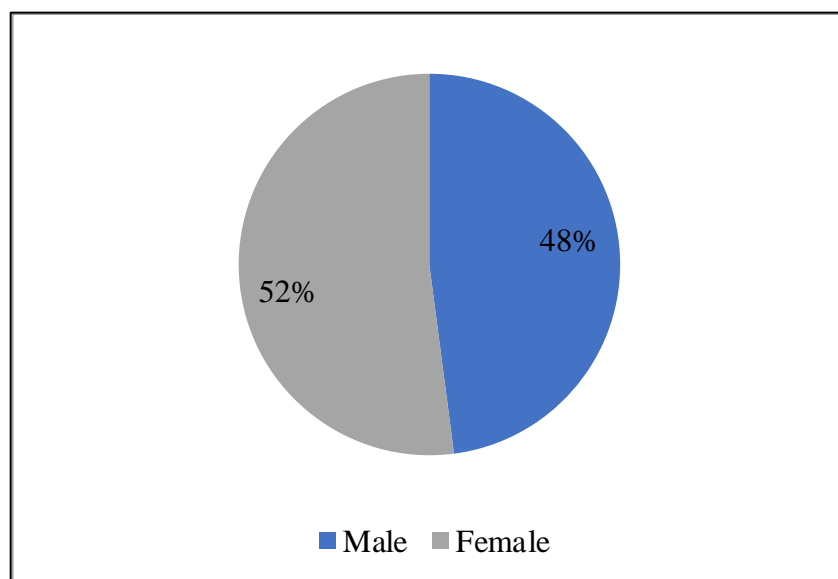
and a survey which can be electronic as well paper-and-pencil (See Appendix C for the paper-and-pencil survey). Next, to expand the sample size, each person contacted was asked if other referrals might be willing to participate in the study within the previously mentioned selection criteria. I then follow up on referrals made directly to me via email, phone, or in person. Finally, if the individual fit the profile and was interested in participating, I provided the survey using one outlined procedure.

Total participation involved 211 entrepreneurs who submitted a survey. Approximately 53 surveys were not usable because they contained incomplete data. As a result, the final sample contained 158 usable responses.

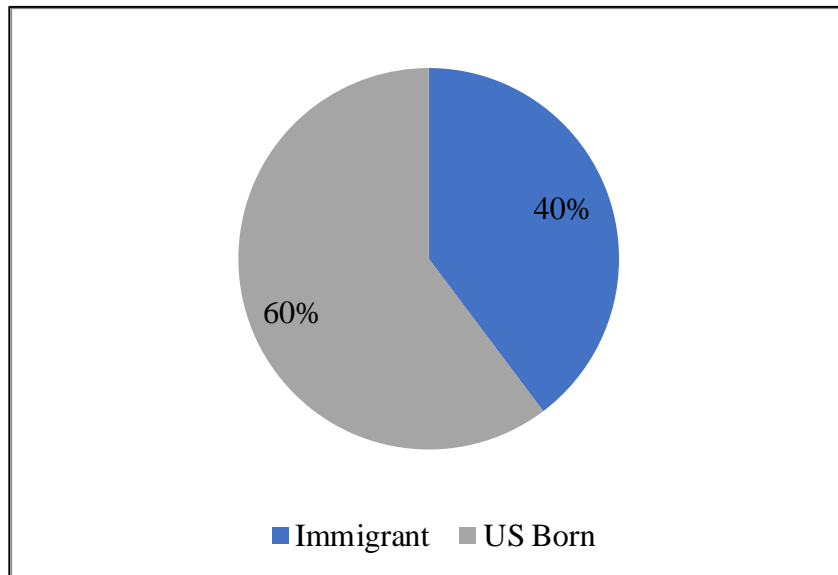
Among the participants, 52% were female, providing a somewhat equal sample in terms of gender. The average age was 42.8 years: the range was between 19 and 78 years old. Approximately 44.3% of the participants were not born in the United States, reporting an average of 22.2 years since migration, average age of 22.8 years from 33 different countries of origin, and 16 different mother tongue languages. Participants belonged to various races and ethnicities: 51.9% White, 11.4% Black or African American, 3.2% Asian, and 43% reported as Hispanic. The distribution of these demographics is spread and follow a somewhat normal bell curve indicating a wide variation in demographical characteristics within the sample as shown in Figures 7 through 10.



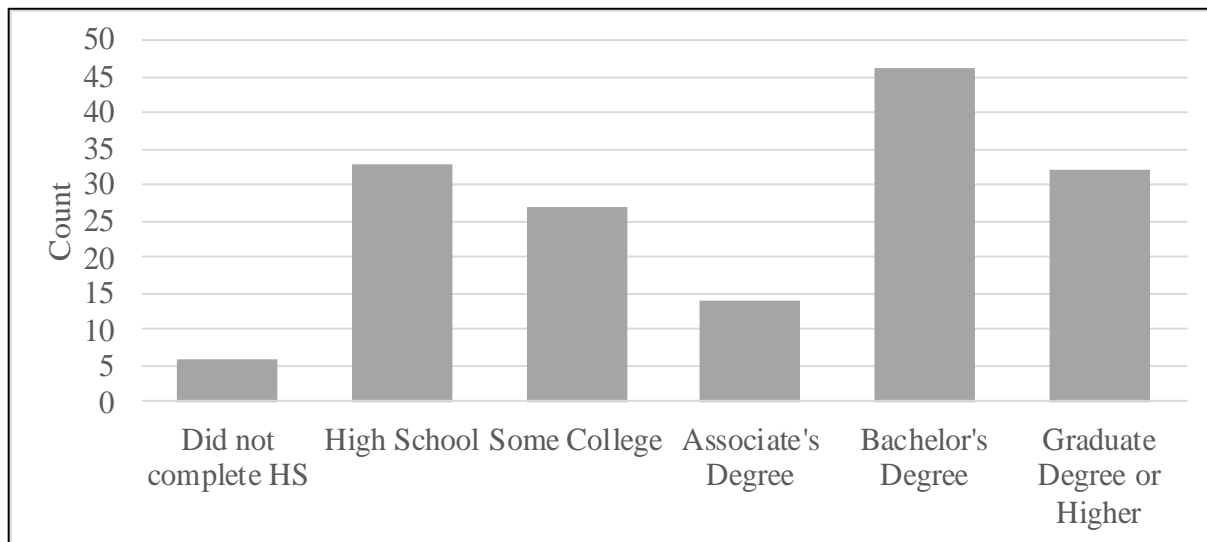
**Figure 7: Sample Age Distribution**



**Figure 8: Sample Gender Distribution**



**Figure 9: Sample Immigrant Distribution**



**Figure 10: Sample Education Level Distribution**

## **Data collection**

Data were collected daily over three months. Each respondent was given a consent form (Appendix B) before responding to the survey. The consent form provided details about the study and the researcher's contact information. Data for this survey was collected by distributing surveys via Qualtrics (XM) to potential target respondents (entrepreneurs) through professional business organizations, business groups, personal and professional contacts, and referrals. With many groups meeting virtually due to the global pandemic, surveys were shared with these individuals through their preferred social media platform or email distribution. Respondents used the Qualtrics XM survey platform to record their responses electronically, or if required, the paper-and-pencil survey was facilitated for in-person data collection. In addition, snowball sampling techniques were utilized to expand the sample pool, and new prospective respondents were contacted via email, phone, or in-person. If willing to participate, they received a survey link or a paper-and-pencil survey upon a site visit. From the final sample of 158 responses, 39.2% was collected by the principal investigator in paper-and-pencil format either by phone or a site visit.

## **Analytical Procedures**

The data for this dissertation were analyzed in IBM SPSS Statistics, version 27, to obtain descriptive statistics such as means, standard deviations, and correlations. In addition, the reliability of the data was analyzed employing Cronbach's alpha ( $\alpha$ ) to guarantee consistency (Cronbach, 1951). It has been suggested that alpha ( $\alpha$ ) needs to be above 0.70 to have acceptance reliability (Joe F. Hair, Howard, & Nitzl, 2020).

Descriptive statistics and bivariate correlations were performed before model fit tests, including data diagnostic procedures to assess the normality of the data, multicollinearity,

outliers, and missing data. A normality test was implemented to test for normal distribution of the data, testing for skewness and kurtosis of each independent and dependent variable.

Hierarchical moderated regression was conducted to examine the progression of the model.

## **Measures**

### **Independent Variable**

***Resilience.*** The Brief Resilient Scale (BRS) was measured in its original form (Smith et al., 2008). The six items are designed to capture the responders' tendencies to manage time, respond to challenging situations, self-control under stressful events, and overall effectiveness to bounce back from hard times. Responders answered the original question proposed by Smith et al. (2008), "Please indicate the extent to which you agree with each of the following statements by using the following scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree." (2008, p. 195) See Appendix C for items. Cronbach's alpha for this construct was 0.925.

### **Dependent variable**

***Venture Performance.*** Venture performance was measured using five performance-related questions modified from eighth items developed by Eddleston and Kellermanns (2007). This modified version included sales growth, growth in market share, growth in profits, creation of jobs, and growth in profitability. Items were measured using a five-point Likert scale. Respondents answered questions such as how would you rate your company's current performance compared to your competitors on the following dimensions? (Eddleston & Kellermanns, 2007). Cronbach's alpha for this construct was 0.906.

## Moderators

I included three variables: cultural distance, cultural conflict, and perceived discrimination as part of acculturation stress, to test for moderation. Of note, all participants were asked to indicate the culture in which they identify to the most. The question reads “Which culture do you identify the most?”, which Lilgendahl et al. (2018) suggested as relevant to identify the cultural identity to fit the plurality of the population (Lilgendahl et al., 2018).

***Cultural distance:*** Cultural distance refers to the integration versus segregation of the individual from their cultural identities (Benet-Martínez & Haritatos, 2005). Cultural distance forms a part of The Bicultural Identity Integration Scale (BIIS-1) (Haritatos & Benet-Martínez, 2002). This eight-item scale assessed perceived individuals' cultural identities by evaluating cultural distance and cultural conflict. In this study, I modified the wording of the items for BIIS-1 to fit the cultural plurality of the population in the study, where multicultural individuals were assessed. In its original form, a sample item on the cultural distance scale reads: "I keep Chinese and American cultures separate." (Haritatos & Benet-Martínez, 2002), while in the survey utilized for this study this question reads: “I keep my ethnic culture and my American culture separate”. Although two items are reverse-scored in their original form, those items were reversed for this dissertation. Items were measured using a five-point agreement scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha for this construct was 0.979.

***Cultural Conflict.*** Cultural conflict refers to the degree to which individuals identify conflict against harmony when dealing with two or more cultural identities (Benet-Martínez & Haritatos, 2005). Similarly, cultural conflict forms a part of The Bicultural Identity Integration Scale (BIIS-1) (Haritatos & Benet-Martínez, 2002). Thus, the wording was modified to fit cultural plurality. In its original form, a sample item for cultural conflict an item reads: "I feel



caught between the Chinese and American cultures” (Haritatos & Benet-Martínez, 2002), while in the survey utilized for this study this question reads: “I feel caught between my ethnic and American cultures”. Although one item is a reverse score in its original form, that item was reversed for this dissertation. Items were measured using a five-point agreement scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha for this construct was 0.980.

***Perceived discrimination.*** Discrimination is one of five different acculturation stress domains proposed in the Riverside Acculturation Stress Inventory (RASI) (Benet-Martínez & Haritatos, 2005). Discrimination was measured using a three-item scale to assess the perceived individuals' discrimination based on their culture or ethnicity, questions such as "I feel that people very often interpret my behavior based on their stereotypes of what people of my cultural/ethnicity background are like." (Benet-Martínez & Haritatos, 2005). Items were measured using a five-point agreement scale ranging from 1 (strongly disagree) to 5 (strongly agree). Composite scores were created in SPSS by taking the mean of the items. Cronbach's alpha for this construct was 0.918.

### **Control Variables.**

***Age.*** This variable represents the entrepreneur's age in the number of years. Age is controlled for potential influence with perceived stress (Baron et al., 2016) and cognitive resources affecting persistency (Kanfer & Ackerman, 2004). This question is in section 1 of the survey as part of the entrepreneur demographics.

***Gender.*** Respondents will have multiple gender identity options to fit a dynamic population, as suggested by Magliozzi et al. (2016). Participants' options for gender are male, female, trans-male, trans-female, and non-binary (Magliozzi, Saperstein, & Westbrook, 2016).

Prior research suggests that gender may influence firm performance (Fairlie & Robb, 2009). Gender was dichotomously coded using "1" for Male and "0" for non-Male. Non-Male is any other gender identity other than Man. This question is in section 1 of the survey as part of the entrepreneur demographics.

***Immigrant.*** To examine the immigrant generation, it is essential to define the construct. First-generation immigrants have been commonly defined as born and have socialized in another country before migrating as adults (Rumbaut, 2004). Responders answered the main question, are you U.S.-born? The responses were coded as 0 = Yes and 1 = No.

***Firm size.*** Measured by the number of current full-time employees in the firm. Prior research suggests that firm size may influence business growth as part of the performance (Wiklund & Shepherd, 2003). This question is in section 2 of the survey as part of the firm background.

***Age of the firm.*** Age is measured in the number of years since the founding date. Firm age has influenced venture performance and perceived uncertainty (Lumpkin, Wales, & Ensley, 2006). This question is located in section 2 of the survey as part of the firm background.

***The Primary Language is spoken at business.*** Participants indicated the primary Language used while conducting the business. The proficiency of multiple languages has been found to increase market share (Orozco, 2021) by giving the entrepreneur more business opportunities, which may increase performance (Pisani, Guzman, Richardson, Sepulveda, & Laulié, 2017). This question is in section 2 of the survey as part of the firm background. Respondents reported three different languages like English, Spanish and Portuguese. Language

was dummy coded as follows: 1,0,0,0 =English, 1,1,0,0 =Spanish, 1,0,1,0 =Portuguese, and 1,0,0,1 =English/Spanish. “English” was used as the reference group.

***Primary industry affiliation.*** As part of the firms' background, section 2 asks about the primary firm industry associated with the operation. Prior research suggests that industry influences firm performance (Dess, Ireland, & Hitt, 1990). Therefore, this question is in section 2 of the survey as part of the firm background. Industry coding was based on the North American Industry Classification System (NAICS). Industry was dummy coded as follows: 1,0,0,0,0,0,0,0,0,0 =Accommodation and food services, 1,1,0,0,0,0,0,0,0,0 =Administrative and support and waste management and remediation services, 1,0,1,0,0,0,0,0,0,0 =Arts, entertainment, and recreation, 1,0,0,1,0,0,0,0,0,0 =Construction, 1,0,0,0,1,0,0,0,0,0 =Manufacturing, 1,0,0,0,0,1,0,0,0,0 =Other services, 1,0,0,0,0,0,1,0,0,0 =Professional, scientific, and technical services, 1,0,0,0,0,0,0,1,0,0 =Real state and rental and leasing, 1,0,0,0,0,0,0,0,1,0 =Retail trade, and 1,0,0,0,0,0,0,0,0,1 =Transportation and warehousing. “Accommodation and food services” was used as the reference group.

***Paper-and-pencil survey collection.*** As explained earlier in this chapter, some participants were surveyed in person or over the phone. A paper-and-pencil condition was created to identify this criterion. Paper-and-pencil responses were dichotomously coded using "1" for Yes and "0" No.

Table 1 illustrates a summary of all measures included in the model, and Table 2 shows all control variables used for this dissertation.

**Table 1: Model Measurements**

Measure	Variable	Reference
Venture Performance	Dependent Variable	Eddleston, K. (2007). Destructive and productive family relationships: A stewardship theory perspective. <i>Journal of Business Venturing</i> , 22(4), 545–565.
Resilience	Independent Variable	Smith, B. W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Bernard, J. (2008). The brief resilience scale: assessing the ability to bounce back. <i>International journal of behavioral medicine</i> , 15(3), 194-200.
Cultural Distance	Moderator	Haritatos, J., & Benet-Martínez, V. (2002). Bicultural identities: The interface of cultural, personality, and socio-cognitive processes. <i>Journal of research in personality</i> , 36(6), 598-606.
Cultural Conflict	Moderator	
Riverside Acculturation Stress Inventory (RASI)	Moderator	Benet-Martínez, V., & Haritatos, J. (2005). Bicultural Identity Integration (BII): Components and Psychosocial Antecedents. <i>Journal of personality</i> , 73(4), 1015-1050.

**Table 2: List of Control Variables**

Control Variable
Age
Gender
Immigrant
Firm Size
Age of the Firm
Primary Language is spoken at business
Industry
Paper-and-pencil Survey

## Test of the Research Model

The descriptive statistics and bivariate correlations are presented in Table 3. Data diagnostic procedures were completed to assess the normality of the data, multicollinearity, outliers, and missing data prior of testing the hypothesized model. The moderators were z-scored before creating the interaction variables (Hair, Black, Babin, et al., 1998; Hair, Ringle, & Sarstedt, 2011). The variance inflation factor (VIF) and tolerance scores were examined for multicollinearity; all VIF scores were less than ten, and all tolerance scores were above 0.40 (Hair et al., 2011). Table 3 provides descriptive statistics of the control, independent, and dependent variables utilized in the study. Upon further review of the correlations and descriptive statistics provided in Table 3, multiple correlation coefficients were highly significant at the  $p < .01$  level.

***Correlation Results.*** The dependent variable firm performance was positively correlated with control variable gender ( $r = 0.169, p < .05$ ). However, firm performance was negatively correlated with transportation and warehousing as an industry firm ( $r = -0.159, p < .05$ ). Moreover, firm performance was positively correlated with cultural distance ( $r = 0.173, p < .05$ ) and cultural conflict ( $r = 0.174, p < .05$ ).

The independent variable resilience was positively correlated with control variables gender ( $r = 0.183, p < .05$ ) and firms that utilized Languages such as English and Spanish equally with their customers ( $r = 0.235, p < .01$ ). Resilience was also positively correlated with all moderating variables such as cultural distance ( $r = 0.456, p < .01$ ), cultural conflict ( $r = 0.431, p < .01$ ) and discrimination ( $r = 0.178, p < .05$ ).

Cultural distance was negatively correlated with firms that utilized majorly English as their primary Language while conducting business ( $r = -0.215$ ,  $p < .01$ ) and firms in the retail trade industry ( $r = -0.188$ ,  $p < .05$ ). Conversely, the cultural distance was positively correlated with firms that utilized Languages such as English and Spanish equally with their customers ( $r = 0.263$ ,  $p < .01$ ) and operate in the administrative and support industry ( $r = 0.224$ ,  $p < .01$ ). Additionally, cultural conflict was positively correlated with firms that utilized Language such as English and Spanish equally with their customers ( $r = 0.246$ ,  $p < .01$ ), firms under the administrative and support industry ( $r = 0.225$ ,  $p < .01$ ), and cultural distance ( $r = 0.963$ ,  $p < .01$ ). It was negatively correlated with firms that utilized majorly English as their primary Language while conducting business ( $r = -0.229$ ,  $p < .01$ ) and firms in the retail trade industry ( $r = -0.209$ ,  $p < .01$ ). Finally, discrimination was positively correlated with cultural distance ( $r = 0.458$ ,  $p < .01$ ) and cultural conflict ( $r = 0.465$ ,  $p < .01$ ).

Immigrant condition of the entrepreneur was positively correlated with age ( $r = 0.223$ ,  $p < .01$ ), resilience ( $r = 0.302$ ,  $p < .01$ ), cultural distance ( $r = 0.748$ ,  $p < .01$ ), cultural conflict ( $r = 0.716$ ,  $p < .01$ ), and discrimination ( $r = 0.359$ ,  $p < .01$ ). Surveys that collected utilizing paper-and-pencil technique was positively correlated with immigrant condition ( $r = 0.405$ ,  $p < .01$ ), profitability ( $r = 0.194$ ,  $p < .05$ ), resilience ( $r = 0.202$ ,  $p < .05$ ), cultural distance ( $r = 0.482$ ,  $p < .01$ ), cultural conflict ( $r = 0.423$ ,  $p < .01$ ), and discrimination ( $r = 0.210$ ,  $p < .01$ ). Firms operating under the construction industry was positively correlated with immigrant ( $r = 0.189$ ,  $p < .05$ ), profitability ( $r = 0.246$ ,  $p < .01$ ), resilience ( $r = 0.196$ ,  $p < .05$ ), cultural distance ( $r = 0.329$ ,  $p < .01$ ), cultural conflict ( $r = 0.300$ ,  $p < .01$ ), and discrimination ( $r = 0.204$ ,  $p < .05$ ).

Table 3: Descriptive Statistics and Correlations

	Mean	Std. Dev.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
1 Age	42.81	11.60	1.00																								
2 Gender (0=female, 1=male)	0.49	0.50	-.03	1.00																							
3 Immigrant (0=no, 1=yes)	0.44	0.50	<b>.22**</b>	.13	1.00																						
4 Paper-and-Pencil Survey (0=no, 1=yes)	0.39	0.49	.12	.02	<b>.41**</b>	1.00																					
5 Language Firm- English	0.89	0.31	.10	-.03	<b>-.27*</b>	-.05	1.00																				
6 Language Firm- Spanish	0.06	0.23	-.06	-.07	.11	.03	<b>-.71*</b>	1.00																			
7 Language Firm- Portuguese	0.01	0.08	-.06	.08	.09	-.07	<b>-.23*</b>	-.02	1.00																		
8 Language Firm- English/Spanish	0.03	0.18	-.04	.12	<b>.21*</b>	.15	<b>-.52*</b>	-.05	-.02	1.00																	
9 Industry-Accommodation and Food Services	0.15	0.35	-.00	<b>.17*</b>	-.01	.07	<b>-.26*</b>	.13	<b>.19*</b>	.13	1.00																
# Industry-Administrative and Support	0.06	0.23	.04	-.13	<b>.17*</b>	.14	.09	-.06	-.02	-.05	-.10	1.00															
# Industry-Art, Entertainment, and Recreation	0.02	0.14	-.08	-.14	-.03	-.11	.05	-.03	-.01	-.03	-.06	-.03	1.00														
# Industry-Construction	0.09	0.29	.07	.12	<b>.19*</b>	.09	.04	-.08	-.03	.06	-.13	-.08	-.05	1.00													
# Industry-Manufacturing	0.04	0.21	-.05	.10	-.07	.08	-.05	-.02	-.04	-.09	-.05	-.03	-.07	1.00													
# Industry-Other Services	0.27	0.45	.11	-.11	.06	-.08	-.02	.03	-.05	-.03	<b>-.25*</b>	-.15	-.09	<b>-.20*</b>	-.13	1.00											
# Industry-Professional, Scientific, and Technical Service	0.12	0.33	<b>-.16*</b>	.03	-.06	-.14	-.06	.08	-.03	.04	-.15	-.09	-.05	-.12	-.08	<b>-.23*</b>	1.00										
# Industry-Real State and Rental and Leasing	0.04	0.19	-.01	.01	-.11	-.09	.07	-.05	-.02	-.04	-.08	-.05	-.03	-.06	-.04	-.12	-.07	1.00									
# Industry-Retail Trade	0.13	0.34	.04	-.05	-.12	.14	.14	-.10	-.03	-.07	<b>-.16*</b>	-.10	-.05	-.13	-.08	<b>-.24*</b>	-.15	-.08	1.00								
# Industry-Transportation and Warehousing	0.04	0.21	.05	-.03	-.07	-.11	-.02	.08	-.02	-.04	-.09	-.05	-.03	-.07	-.05	-.13	-.08	-.04	-.08	1.00							
# Firm Size	8.09	13.30	<b>.21**</b>	<b>.22**</b>	-.05	-.06	.08	-.05	-.02	-.03	.13	-.07	-.07	-.01	<b>.37**</b>	-.04	-.02	-.06	-.10	-.09	1.00						
# Firm Age	8.22	8.56	<b>.48**</b>	<b>.20*</b>	-.04	.03	.04	-.06	-.04	.02	.08	.02	-.06	.07	.05	-.01	-.11	-.05	.08	-.14	<b>.37**</b>	1.00					
# Profitability	3.51	0.63	-.16	<b>.17*</b>	.05	<b>.19*</b>	-.02	.12	-.04	.07	.01	-.03	.04	<b>.25**</b>	.06	-.10	.02	.01	-.08	<b>-.16*</b>	.09	.01	1.00				
# Resilience	4.07	1.03	.08	<b>.18*</b>	<b>.30**</b>	<b>.20*</b>	-.02	-.07	-.02	<b>.24**</b>	.04	-.03	-.10	<b>.20*</b>	.10	-.06	.00	.04	-.07	-.06	.04	-.03	.13	1.00			
# Cultural Distance	4.29	3.35	.10	.10	<b>.75**</b>	<b>.48**</b>	<b>.22*</b>	.09	-.01	<b>.26**</b>	-.01	<b>.22**</b>	-.01	<b>.33**</b>	.03	-.04	-.09	-.12	<b>-.19*</b>	-.02	-.07	-.06	<b>.17*</b>	<b>.46**</b>	1.00		
# Cultural Conflict	4.06	2.98	.03	.07	<b>.72**</b>	<b>.42**</b>	<b>.23*</b>	.13	-.06	<b>.25**</b>	-.02	<b>.23**</b>	.01	<b>.30**</b>	.06	-.00	-.11	-.15	<b>-.21*</b>	-.01	-.07	-.07	<b>.17*</b>	<b>.43**</b>	<b>.96**</b>	1.00	
# Discrimination	2.53	1.21	.11	-.03	<b>.36**</b>	<b>.21**</b>	-.08	.04	-.04	.07	-.05	.07	-.01	<b>.20*</b>	-.09	.12	-.11	-.01	<b>-.16*</b>	.13	-.12	-.12	<b>.18*</b>	<b>.46**</b>	<b>.47**</b>	1.00	

\*\*Correlation is significant at the .01 level (two-tailed).

\*Correlation is significant at the .05 level (two-tailed).

## **Test of the Hypotheses**

Hierarchical regression analysis was chosen, as this incremental process explains the change in variance and measures the significance of this change in the models that measure the dependent variable firm performance (Guimaraes, Igbaria, & Lu, 1992). Table 4 presents the results of the hierarchical regression analysis.

### **Model 1**

As indicated in Table 4, Model 1 included all control variables such as age and gender of the entrepreneur, immigrant, data collection technique, primary Language used in their firms, industry associated with the firm, firm size, and firm age. The results from the regression suggest that entrepreneurs whose data was collected using a paper-and-pencil survey ( $\beta=0.367$ ,  $p<.01$ ), the primary language used at the firm was Spanish ( $\beta=0.454$ ,  $p<.05$ ), and were associated with construction as an industry firm ( $\beta=0.671$ ,  $p<.01$ ) were significant in the model. The model was also statistically significant ( $p<.01$ ) with an adjusted  $R^2$  of 0.14. The data suggest that multiple items were predictors of firm performance and explained 14% of the variance in firm performance based on an adjusted  $R^2$  of 0.14.

### **Model 2**

As indicated in Table 4, Model 2 included all control variables from Model 1 and the independent variable resilience. Therefore, hypothesis 1 (H1), which indicates the positive relationship between resilience and firm performance, was not supported ( $\beta=0.028$ ,  $p=.591$ ) by Model 2.



### Model 3

As indicated in Table 4, Model 3 included all control variables from Model 1 as well as the independent variable resilience from Model 2 and the moderating variables. The moderator variables cultural distance ( $\beta=0.013$ ,  $p=.842$ ), cultural conflict ( $\beta=0.004$ ,  $p=.956$ ) and perception of discrimination ( $\beta=0.001$ ,  $p=.983$ ) were not significant.

### Model 4

As indicated in Table 4, Model 4 included all variables (control, independent, and moderating) from Model 3 and incorporated the interaction effects of resilience and cultural distance, the relationship between resilience and cultural conflict, and the relationship between resilience and discrimination. None of the interaction variables were significant.

According to hypothesis 2 (H2), the relationship between resilience and venture performance will be moderated by cultural distance, such that the relationship is weaker for entrepreneurs that show higher cultural distance. However, this relationship was not supported in the model ( $\beta=-0.066$ ,  $p=.711$ ); therefore, the hypothesis is not supported.

According to hypothesis 3 (H3), the relationship between resilience and venture performance will be moderated by cultural conflict, such that the relationship is weaker for entrepreneurs with higher cultural conflict. However, this relationship was not supported in the model ( $\beta=-0.019$ ,  $p=.919$ ); therefore, the hypothesis is not supported.

Finally, according to hypothesis 4 (H4), the relationship between resilience and venture performance will be moderated by the entrepreneur's perception of discrimination, such that the relationship is weaker for individuals who perceive higher cultural discrimination. However, this

relationship was not supported in the model ( $\beta=0.114$ ,  $p=.067$ ), which indicates a different direction as hypothesized; therefore, the hypothesis is not supported.

A summary of the results of the hypothesis tests is presented in Table 5. Overall, this study did not find any support in the hypotheses. The research model with unsupported hypotheses can be found in Figure 11.

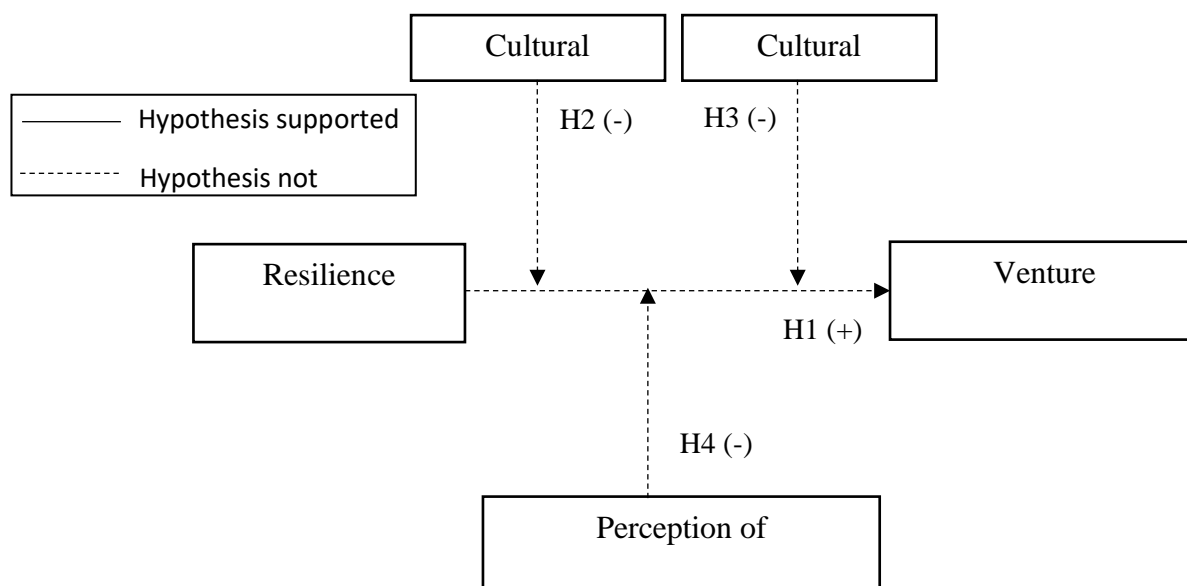
**Table 4: Results of Hierarchical Regression Analysis**

	<b>Model 1</b>	<b>Model 2</b>	<b>Model 3</b>	<b>Model 4</b>
<b>Step 1: Controls</b>				
Age	-0.01	-0.01	-0.01	-0.01
Gender	0.13	0.12	0.12	0.13
Immigrant	-0.19	-0.20	-0.26	-0.29
Paper-and-Pencil Survey	0.37**	0.36**	0.34**	0.34**
Language Firm- Spanish	0.45*	0.46*	0.45*	0.50*
Language Firm- Portuguese	0.00	0.02	0.05	0.05
Language Firm- English/Spanish	0.12	0.10	0.08	0.16
Industry Firm-Administrative and Support	0.16	0.16	0.13	0.12
Industry Firm-Art, Entertainment, and Recreation	0.53	0.54	0.51	0.58
Industry Firm-Construction	0.67**	0.66**	0.63**	0.64**
Industry Firm-Manufacturing	0.20	0.18	0.17	0.22
Industry Firm-Other Services	0.12	0.12	0.12	0.16
Industry Firm-Professional, Scientific, and Technical Services	0.17	0.16	0.16	0.18
Industry Firm-Real State and Rental and Leasing	0.14	0.13	0.14	0.13
Industry Firm-Retail Trade	0.01	0.01	0.02	0.02
Industry Firm-Transportation and Warehousing	-0.21	-0.21	-0.23	-0.23
Firm Size	0.01	0.01	0.01	0.01
Firm Age	-0.00	-0.00	-0.00	-0.00
<b>Step 2: Independent Variable</b>				
Resilience		0.03	0.02	0.01
<b>Step 3: Moderators</b>				
Cultural Distance			0.01	0.02
Cultural Conflict			0.00	0.00
Discrimination			0.00	-0.00
<b>Step 4: Interaction Variables</b>				
Resilience * Cultural Distance				-0.07
Resilience * Cultural Conflict				-0.02
Resilience * Discrimination				0.11
R <sup>2</sup>	0.24**	0.25	0.25	0.27
Adjusted R <sup>2</sup>	0.14	0.14	0.12	0.12
$\Delta R^2$		0.00	0.00	0.02
F	2.35**	2.23**	1.90**	1.83**
$\Delta F$		0.29	0.12	1.23

\* Statistically significant at  $p < .05$ \*\* Statistically significant at  $p < .01$

**Table 5: Summary of Hypothesis Tests**

H1	Resilience will be positively associated with venture performance.	Not Supported
H2	The relationship between resilience and venture performance will be moderated by cultural distance, such that the relationship is weaker for entrepreneurs that show higher cultural distance.	Not Supported
H3	The relationship between resilience and venture performance will be moderated by cultural conflict, such that the relationship is weaker for entrepreneurs with higher cultural conflict.	Not Supported
H4	The relationship between resilience and venture performance will be moderated by the entrepreneur's perception of discrimination, such that the relationship is weaker for individuals who perceive higher cultural discrimination.	Not Supported



**Figure 11: Summary of Hypothesis Test**

## **CHAPTER IV**

### **DISCUSSION**

This chapter presents an overview of the study, an overall discussion of findings, contributions to the literature, practical implications, research limitations, and future research suggestions.

#### **Overview**

Entrepreneurial action requires overcoming obstacles, barriers, long hours, and making personal sacrifices while dealing with a high level of stress (Lee et al., 2020) and, more significantly, psychological distress (de Mel et al., 2008). Moreover, the entrepreneurs' capacity to respond to adverse circumstances has become vital to survival, recovery, and thriving during uncertain times (Belitski, Guenther, Kritikos, & Thurik, 2021). Additionally, resiliency is influenced by personal and societal traits, cognitive skills, and ethnic community involvement (Bullough & Renko, 2013; Bullough et al., 2014; Holland & Shepherd, 2013; Williams & Shepherd, 2016b), whereas the cultural acquisition and integration become relevant (Fitzsimmons, 2013). To explore these issues, this dissertation attempted to take a holistic approach by looking at the contextual and individualistic aspects of the entrepreneur while conducting business.

The first goal of this dissertation was to build on existing studies to provide a model that examines the relationship between resilience and venture performance. The second goal of this dissertation was to integrate acculturation theory within the field of entrepreneurship by focusing on the individual aspect of the entrepreneur, like cultural distance and cultural conflict, and how

it influenced resilience and venture performance. The vast majority of acculturation within entrepreneurship research focuses on the entrepreneurial intentions for multicultural individuals. However, this dissertation suggested that acquiring the American culture as part of becoming bicultural did not improve the overall venture performance. The third goal of this dissertation was to test the impact that acculturation stress through perceived cultural discrimination can have on the relationship between resilience and venture performance. Explicitly, the findings did not indicate that the entrepreneurs' perceived discrimination moderates the relationship between resilience and venture performance. The findings are discussed in more detail in the next section.

## **Findings**

*Relationship between resilience and venture performance.* This dissertation considers the resilience theory in entrepreneurship as the base to examine a different outcome, such as venture performance. Previous studies have focused on outcomes such as entrepreneurial intentions (Bullough et al. 2014), venture creation in the aftermath of a disaster (Markman et al., 2005; Shepherd & Williams, 2014; Williams & Shepherd, 2016b), and the ultimate decision to close operations (Shepherd et al., 2009). Results in this study did not find support to suggest that entrepreneurs' resilience impacts venture performance. Even though this study was conducted during a period of uncertainty caused by the COVID-19 global pandemic, it did not find support to suggest that individual resilience can foresee a more profitable venture performance during this uncertainty period. However, resilience studies in the aftermath of natural disasters or wars scenarios can highlight the salience of resilience. There is a possibility that entrepreneurs in different industries are taking advantage of the economic development, such as the construction industry, while other industries might be suffering the economic impact of a global pandemic.

***Cultural Distance and Cultural Conflict Interaction.*** This dissertation focused on the individual capability of the entrepreneur that acquired the American culture by closing the distance and reducing the conflict between their ethnic culture and the dominant host culture. The previous study has taken the role of acculturation while examining the entrepreneurial intentions by including bicultural individuals (Dheer & Lenartowicz, 2018). This study helps fill a gap in the acculturation literature in conjunction with the entrepreneurship theory by examining the influence of cultural distance and cultural conflict of the entrepreneur while conducting business in a non-dominant culture like the American culture. However, the findings from this study did not find support to suggest that the role of cultural distance and cultural conflict was significant when used as moderating variables in the relationship between resilience and firm performance. As mentioned earlier, one possible explanation is that the mix of individuals surveyed was majority non-immigrant, creating less distance and conflict with the mainstream culture. Another possible explanation is the community involvement; the vast majority of collected data was in heavily immigrant areas such as Charlotte, North Carolina. As advertised during a visit of an establishment while collecting data in Charlotte, NC, the logo and identification of the firm was "Made in America, by Immigrants hands" (see Figure 12). Hence, community involvement and support can diminish the salience of cultural differences.





Figure 12: Picture was taken on January 31st, 2022, during a hand-collected survey.

***Perceived Discrimination Interaction.*** This dissertation focused on the individual capacity to acculturate in the host culture where discrimination based on cultural preference has been perceived as acculturation stress. Acculturation studies have highlighted the high levels of stress associated with the process of integrating within the mainstream culture (Benet-Martínez & Haritatos, 2005; Sam & Berry, 2010). As previously mentioned, the entrepreneurs' perceived discrimination within entrepreneurship has taken multiple steps to broaden different theories in terms of entrepreneurial intentions (Younkin & Kuppaswamy, 2018), access to capital, and lending opportunities (Bates & Robb, 2013; Blanchflower, Levine, & Zimmerman, 2003; Zhang, 2018) driving individuals to entrepreneurship discouragement (Neville et al., 2018). Therefore, this dissertation hypothesized that the perceived discrimination would weaken the relationship between resilience and venture performance for those individuals that perceived higher cultural discrimination. However, the results did not suggest such interaction. Therefore, it is possible that individuals who have perceived discrimination based on their cultural heritage do not adversely transfer the perceived discrimination into their workplace and its customers.

***Overall Findings.*** Even though the findings in this study did not find support to suggest the hypothesized interactions, future studies on resilience can draw on interdisciplinary theories such as acculturation to study the role of entrepreneurs in society. Of particular interest is the socio-cultural characteristics of the entrepreneur. More specially, in the case of the immigrant entrepreneur and the role that culture and ethnicity can play within entrepreneurship conducting business in a multicultural environment such as the United States.

## **Limitations and Directions for Futures Research**

Several limitations of the study need to be acknowledged. First, data collection while on the pandemic created difficulties while surveying respondents. Even though this situation was expected due to COVID-19 conditions, business owners navigated, adjusted, and found flexible arrangements due to adjusting to COVID business conditions such as virtuality, office relocation, and closing physical spaces. Further research should consider the adaptability entrepreneurs developed due to the uncertain and constant-changing conditions of COVID-19 and its impact on resilience and venture performance. Specifically, future research may be demanded to understand the importance of learning and adapting to uncertain situations and their impact on resilience.

Second, as presented in the previous chapter, most respondents identified as non-immigrant, even though the population was well represented in the number of cultures, 16 different languages, and 33 different countries of origin from all continents, I attempted to collect data from multiple ethnics; however, I could not find multiple respondents for specific cultures such as Asians, Native Hawaiians, and American Indians. I attempted to contact ethnic affiliated chambers of commerce such as Asian, African, European, and Hispanic to increase participants. I sought to have respondents from as many countries of origin as possible participating in the survey. Future research would benefit from the early involvement of the ethnic chambers of commerce, such as previously mentioned, to target a more multicultural number of respondents.

The third limitation of the study is the length of the survey and the methodology data was collected. The survey utilized in the research consisted of 72 items, for which 23 items measured the dependent, independent, and moderating variables. The rest of the items were control variables. However, the survey was tested prior to being launched to test the duration of

completion. As advertised in the consent form, the survey will be filled out within 10 to 15 minutes. More than 25 percent of the collected surveys had missing values, mainly due to unfinished survey responses. The missing values were mainly from respondents filling the survey online. Future studies should consider shortening the variables since several business owners complained about the length. Moreover, several ethnic and cultural entrepreneurs were attracted to respond to the survey only in paper-and-pencil format. Subsequently, I collected close to 30 percent of the total surveys by visiting their establishments and having conversations with business owners; a future study should consider the differences between hand collected and online Qualtrics data collections in terms of results. On the other hand, having these types of interactions with business owners leads to thinking about the benefit of a future qualitative study. This type of study will highlight the individual characteristics of the entrepreneurs more in-depth in terms of their experiences when dealing with acculturation and venturing into the mainstream culture.

Another limitation of the study is the common methods variance when it is collected at a single point in time. As suggested by Podsakoff and colleagues (2003), this study made efforts to reduce common methods in the design by including anonymity, the inclusion of survey instructions intended to reduce evaluation apprehension, reverse coding of items, variation in questions type, and completion requirements in questions within Qualtrics. Lastly, although the direction of moderation between variables in this study was theoretically grounded in previous chapters, the cross-sectional nature of data sets a limitation of the study. Future studies may obtain longitudinal data to establish the fundamental order of the hypothesized relationships. In addition, the measurement of longitudinal data would open the doors to examine the short- and long-term effects of resilience in the aftermath of entrepreneurs dealing with COVID-19.

## **Future Research Considerations**

The theories utilized in this study around acculturation could be applied to future entrepreneurial research. As suggested by Ireland and Webb (2007), the study of entrepreneurship from a cross-disciplinary collaboration can enhance the knowledge of entrepreneurship as a field of study and the individuals participating in it (Ireland and Webb, 2007). The study of entrepreneurs acculturating while conducting business can be enriched by creating a cross-cultural study involving and comparing the host-dominant and non-dominant cultures. From a host-dominant culture perspective, scholars could explore the opportunities, threats, and barriers that countries can impose on entrepreneurs to facilitate an environment to exploit the opportunities. From an individual perspective, scholars can take an anthropological approach by examining the cultural attributes of entrepreneurs migrating and establishing contributions to the host cultures through entrepreneurship. Berry (2008) established that acculturation occurs when individuals from different cultural backgrounds engage with each other, leading to a cultural and psychological change in both parties (Berry, 2008).

While discrimination based on the ethnic background can be utilized as an opportunity to strategize the business (Orozco, 2021), it can also create obstacles within ethnic cultures. When collecting data, a business owner expressed his feelings about nationalities within the same ethnic group. He said: “We removed the flags representing the country we came from, mainly because flags mean division.” This business owner expressed that he employs 12 different nationalities within their establishment, all Latinos. Future research could examine the inclusiveness of ethnic business owners and diversity within their employees and the advantages or disadvantages of conducting business within a multicultural environment such as Charlotte, NC, in terms of venture performance. Assessing Hispanic or Latino business owners could allow

for more systematic differences within the same ethnic in terms of discrimination. As mentioned earlier, the successful involvement of the ethnic chamber of commerce, such as the Latin American Chamber of Commerce in Charlotte, can increase the involvement of more participants.

## **Conclusion**

This dissertation examined the individual characteristics of the entrepreneurs when dealing with adverse situations and the capacity to bounce back from hardship, and its relationship with the consequent venture performance. Moreover, it considered the individual's cultural and psychological adjustment when in contact with more than one culture and the socio-cultural connotations when dealing with the stress associated with the perception of discrimination. A thorough literature review was conducted to ensure that any prior research relating to this study was examined cited, and its contributions were noted and considered in performing this study. Unfortunately, none of the hypotheses formulated were supported by the data. However, the suggested future studies presented in this section can be utilized the approach taken in this study to extend the literature of acculturation within the field of entrepreneurship by focusing on the individual aspects of the entrepreneur.

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## APPENDIX A

### Email template for recruitment English Version

Email Template:

Dear \_\_\_\_\_:

Hi, Oscar Barzuna here. I am a late-stage doctoral student at UNC-Charlotte. Along with my faculty advisor Laura Stanley, we are studying entrepreneurial resilience and venture performance. Specifically, we are interested in learning about your perceptions while dealing with stressful situations and your reactions to uncertainty from a firm stand point, and are interested in hearing from you! Your responses to our survey will contribute to the completion of my doctoral dissertation and assist in the development of research on entrepreneurial resilience.

Our survey is anonymous, and includes questions about your firm, your perceptions while dealing with stressful situations, your reactions to uncertainty from a firm stand point, and self-identification questions related to ethnicity and cultural identification. Some basic demographic related questions, history about the firm, and firm characteristics are also included in the survey.

Would you be willing to spend 15 to 20 minutes participating in our research?

If so, please click through the link below which will take you to our survey provider Qualtrics. The survey also contains some important information regarding your consent to participate. You will need to review and approve the consent information before proceeding.

[LINK TO QUALTRICS SURVEY INSERTED HERE]

If you are not able to participate, I understand completely. Just let me know and I will remove you from any future emails.

In any event, thank you!

Best,

Oscar Barzuna  
obarzuna@uncc.edu



## APPENDIX A

### Email template for recruitment Spanish Version

Plantilla correo electrónico:

Querido \_\_\_\_\_:

Hola, aquí Oscar Barzuna. Soy un estudiante de doctorado en etapa avanzada en UNC-Charlotte. Junto con mi asesora docente Laura Stanley, específicamente, estamos interesados en conocer sus percepciones mientras lidiamos con situaciones estresantes, ¡y estamos interesados en saber de usted! Sus respuestas a nuestra encuesta contribuirán a completar mi tesis doctoral y ayudarán en el desarrollo de la investigación sobre la resiliencia empresarial.

Nuestra encuesta es anónima e incluye preguntas sobre su empresa, sus percepciones al lidiar con situaciones estresantes, sus reacciones a la incertidumbre desde un punto de vista empresarial y preguntas de auto-identificación relacionadas con su etnia e identificación cultural. Algunas preguntas básicas relacionadas con la demografía, la historia de la empresa y las características de la empresa también se incluyen en la encuesta.

[¿Estaría dispuesto a dedicar de 15 a 20 minutos a participar en nuestra investigación?](#)

Si es así, haga clic en el enlace a continuación que lo llevará a nuestro proveedor de encuestas Qualtrics. La encuesta también contiene información importante sobre su consentimiento para participar. Deberá revisar y aprobar la información de consentimiento antes de continuar.

[ENLACE A LA ENCUESTA DE QUALTRICS INSERTADA AQUÍ]

Si no puede participar, lo entiendo completamente. Solo avíseme y lo eliminaré de cualquier correo electrónico futuro.

En cualquier caso, ¡gracias!

Saludos,

Oscar Barzuna  
obarzuna@uncc.edu

## APPENDIX B

### Consent Form English Version

#### ENTREPRENEURIAL RESILIENCE SURVEY

A research team from UNC-Charlotte is interested in learning about entrepreneurial resilience and venture performance. Specifically, we are studying entrepreneurs and are interested in hearing from you! The questions below have no right or wrong answers – we are interested in your opinions. Your responses will assist in the development of research on entrepreneurial resilience and venture performance

#### **Key Information about this study:**

Our survey is anonymous, and includes questions about your firm, your perceptions while dealing with stressful situations, your reactions to uncertainty from a firm stand point, and self-identification questions related to ethnic and cultural identification. Some basic demographic related questions, history about the firm, and firm characteristics are also included in the survey.

- All responses are completely *anonymous*.
  - This survey contains no identifiers that could point to your identity.
- The survey will take *approximately 10-15 minutes* to complete.
- Your *participation is voluntary*.
  - You are free to stop or exit the survey at any time.
- All survey data will be used *exclusively for academic research* only.
  - This data may be included in future academic research studies.
  - The data may be included in academic or business-related publications in the future.
- The data collected from this survey will not be sold.
- There are *no known adverse consequences* associated with either choosing or forgoing participation in this research study.

***If you have questions about participating in the study, please contact:***

Principal Investigator, Oscar Barzuna by email at [obarzuna@uncc.edu](mailto:obarzuna@uncc.edu)

Faculty Advisor, Laura Stanley by email at [lsantl11@uncc.edu](mailto:lsantl11@uncc.edu)

*Additional questions or concerns about your rights as a participant in this study can be directed towards The Office of Research Protections and Integrity (704) 687-1871 or [uncc-irb@uncc.edu](mailto:uncc-irb@uncc.edu).*

[Within Qualtrics, the following will appear:]

#### **Anonymous Participation Consent**

*Proceeding with the survey indicates you understand the information provided in the previous screen.*

**Would you like to participate in this study, and do you consent for the researcher to use your data as a part of this study and in future academic research?**

*Choose "yes" to proceed. Choosing "no" will exit you from the survey.*

## APPENDIX B

### Consent Form Spanish Version

#### ENCUESTA PARA LA RESILIENCIA EMPRESARIAL

Un equipo de investigación de UNC-Charlotte está interesado en aprender sobre resiliencia empresarial y desempeño empresarial. En concreto, estamos estudiando emprendedores y nos interesa saber sobre usted. Las preguntas a continuación no tienen respuestas correctas o incorrectas; estamos interesados en sus opiniones. Sus respuestas ayudarán en el desarrollo de la investigación sobre la resiliencia empresarial y el desempeño de las empresas.

#### Información clave sobre este estudio:

Nuestra encuesta es anónima e incluye preguntas sobre su empresa, sus percepciones al lidiar con situaciones estresantes, sus reacciones a la incertidumbre desde un punto de vista empresarial y preguntas de auto-identificación relacionadas con su identificación étnica y cultural. Algunas preguntas básicas relacionadas con la demografía, la historia de la empresa y las características de la empresa también se incluyen en la encuesta.

- Todas las respuestas son completamente *anónimas*.
  - Esta encuesta no contiene identificadores que puedan apuntar a su identidad.
- La encuesta tomará *aproximadamente de 10 a 15 minutos* en completarse.
- Su participación es *voluntaria*.
  - Puede detener o salir de la encuesta en cualquier momento.
- Todos los datos de la encuesta se utilizarán *exclusivamente para investigación académica*.
  - Estos datos pueden incluirse en futuros estudios de investigación académica.
  - Los datos pueden incluirse en publicaciones académicas o relacionadas con la empresa en el futuro.
- Los datos recopilados de esta encuesta no se venderán.
- *No se conocen consecuencias adversas* asociadas con la elección o la renuncia a la participación en este estudio de investigación.

#### *Si tiene preguntas sobre la participación en el estudio, comuníquese con:*

Investigador principal, Oscar Barzuna por correo electrónico a [obarzuna@uncc.edu](mailto:obarzuna@uncc.edu)

Asesora de la facultad, Laura Stanley por correo electrónico a [lsantl11@uncc.edu](mailto:lsantl11@uncc.edu)

*Las preguntas o inquietudes adicionales sobre sus derechos como participante en este estudio pueden dirigirse a la Oficina de Integridad y Protección de la Investigación (704) 687-1871 o [uncc-irb@uncc.edu](mailto:uncc-irb@uncc.edu).*

[Dentro de Qualtrics, aparecerá lo siguiente:]

#### **Consentimiento de participación anónimo**

*Continuar con la encuesta indica que comprende la información proporcionada en la sección anterior.*

**¿Le gustaría participar en este estudio y da su consentimiento para que el investigador utilice sus datos como parte de este estudio y en futuras investigaciones académicas?**

*Elija "sí" para continuar. Si elige "no", saldrá de la encuesta.*

## APPENDIX C

### Paper-and-pencil Survey English Version

#### ENTREPRENEURIAL RESILIENCE SURVEY

A research team from UNC-Charlotte is interested in learning about entrepreneurial resilience and venture performance. Specifically, we are studying entrepreneurs and are interested in hearing from you! The questions below have no right or wrong answers – we are interested in your opinions. Your responses will assist in the development of research on entrepreneurial resilience and venture performance

#### Key Information about this study:

Our survey is anonymous, and includes questions about your firm, your perceptions while dealing with stressful situations, your reactions to uncertainty from a firm stand point, and self-identification questions related to ethnic and cultural identification. Some basic demographic related questions, history about the firm, and firm characteristics are also included in the survey.

- All responses are completely *anonymous*.
  - This survey contains no identifiers that could point to your identity.
- The survey will take *approximately 10-15 minutes* to complete.
- Your *participation is voluntary*.
  - You are free to stop or exit the survey at any time.
- All survey data will be used *exclusively for academic research* only.
  - This data may be included in future academic research studies.
  - The data may be included in academic or business-related publications in the future.
- The data collected from this survey will not be sold.
- There are *no known adverse consequences* associated with either choosing or forgoing participation in this research study.

*If you have questions about participating in the study, please contact:*

Principal Investigator, Oscar Barzuna by email at [obarzuna@uncc.edu](mailto:obarzuna@uncc.edu)

Faculty Advisor, Laura Stanley by email at [lsantl11@uncc.edu](mailto:lsantl11@uncc.edu)

*Additional questions or concerns about your rights as a participant in this study can be directed towards The Office of Research Protections and Integrity (704) 687-1871 or [uncc-irb@uncc.edu](mailto:uncc-irb@uncc.edu).*

#### Section 1: First, please provide some background information about yourself.

Age: \_\_\_\_\_ years    Gender: \_\_\_\_ Male \_\_\_\_ Female \_\_\_\_ Trans-Male \_\_\_\_ Trans-Female \_\_\_\_ Non-binary

Mother Language: \_\_\_\_\_ Are you of Spanish, Hispanic, or Latino origin? YES    NO

What is your race/ethnicity? Please check all that apply

White \_\_\_\_\_ Black or African American \_\_\_\_\_ American Indian or Alaska Native \_\_\_\_\_

Asian \_\_\_\_\_ Native Hawaiian or other Pacific Islander \_\_\_\_\_ Other race (please describe) \_\_\_\_\_

Prefer not to disclose \_\_\_\_\_

Are you U.S. born? YES    NO

What is the country of birth of your mother and father? Mother \_\_\_\_\_ Father: \_\_\_\_\_

If foreign born, what is country of birth? \_\_\_\_\_

How many years since migration? \_\_\_\_\_

What was your age at immigration? \_\_\_\_\_

Highest education degree earned: \_\_\_\_\_ Field of study (highest degree): \_\_\_\_\_

**Section 2: Please provide some background information about firm.**

Are you a small business owner? YES NO Primary language spoken at business \_\_\_\_\_

How many employees does your firm has? \_\_\_\_\_

Location of the firm (state): \_\_\_\_\_ Time with your firm (years): \_\_\_\_\_ Firm Industry: \_\_\_\_\_

Is your firm family-own? YES NO If Family own, what proportion of total equity is owned by the family? \_\_\_\_\_

Indicate the number of employees who are family members \_\_\_\_\_

How many prior businesses were successfully started? \_\_\_\_\_

**Section 3: How would you rate your firm's performance as compared to your competitors in the following dimensions?**

Indicator	Current (past 12 months)					Past three years				
	Much Worse	About the Same	Much Better			Much Worse	About the Same	Much Better		
Growth in sales	1	2	3	4	5	1	2	3	4	5
Growth in market share	1	2	3	4	5	1	2	3	4	5
Growth in profits	1	2	3	4	5	1	2	3	4	5
Growth in jobs created	1	2	3	4	5	1	2	3	4	5
Growth in profitability	1	2	3	4	5	1	2	3	4	5

**Section 4: Please indicate your level of agreement with each of the statements below (1 = Strongly disagree; 5 = Strongly agree).**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I tend to bounce back quickly after hard times.	1	2	3	4	5
I do not have a hard time making it through stressful events.	1	2	3	4	5
It does not take me long to recover from a stressful event	1	2	3	4	5
It is not hard for me to snap back when something bad happens.	1	2	3	4	5
I usually come through difficult times with little trouble.	1	2	3	4	5
It doesn't take me a long time to get over setbacks in my life.	1	2	3	4	5

**Section 5: In this section we are interested in learning about your cultural identity. Please indicate your level of agreement with each of the statements below (1 = Strongly disagree; 5 = Strongly agree). Please answer based on your cultural identity in comparison with the American identity.**

Which culture do you identify the most? _____	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am simply immigrant who lives in North America.	1	2	3	4	5
I keep my ethnic and American cultures separate.	1	2	3	4	5
I do not feel American.	1	2	3	4	5
I do not feel part of a combined culture.	1	2	3	4	5
I am conflicted between the American and my ethnic ways of doing things.	1	2	3	4	5
I feel like someone moving between two cultures.	1	2	3	4	5

I feel caught between my ethnic and American cultures.	1	2	3	4	5
I feel trapped between my ethnic and American cultures.	1	2	3	4	5

**Section 6:** Please indicate your level of agreement with each of the statements below (1 = Strongly disagree; 5 = Strongly agree). Please answer based on your cultural identity in comparison with the American identity.

<b>Language Skills</b>	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
It's hard for me to perform well at work because of my English skills.	1	2	3	4	5
I often feel misunderstood or limited in daily situations because of my English skills.	1	2	3	4	5
It bothers me that I have an accent.	1	2	3	4	5
<b>Discrimination/Prejudice</b>					
I feel discriminated against by mainstream Americans because of my cultural/ethnic background.	1	2	3	4	5
I have been treated rudely or unfairly because of my cultural/ethnic background.	1	2	3	4	5
I feel that people very often interpret my behavior based on their stereotypes of what people of my cultural/ethnic background are like.	1	2	3	4	5
<b>Intercultural Relations</b>					
I have had disagreements with people of my own cultural/ethnic group (e.g., friends or family) for liking American ways of doing things.	1	2	3	4	5
I feel that my particular cultural/ethnic practices have caused conflict in my relationships.	1	2	3	4	5
I have had disagreements with Americans for having or preferring the costumes of my own ethnic/cultural group.	1	2	3	4	5
<b>Cultural Isolation</b>					
I feel that there are not enough people of my own ethnic/cultural group in my living environment.	1	2	3	4	5
I feel that the environment where I live is not multicultural enough; it doesn't have enough cultural richness.	1	2	3	4	5
When I am in a place or room where I am the only person of my ethnic/cultural group, I often feel different or isolated.	1	2	3	4	5
<b>Work Challenges</b>					
Because of my particular ethnic/cultural status, I have to work harder than most Americans.	1	2	3	4	5
I feel the pressure that what "I" do is representative of my ethnic/cultural group's abilities.	1	2	3	4	5
In looking for a job, I sometimes feel that my cultural/ethnic status is a limitation.	1	2	3	4	5

**Section 7:** Each of the following items consists of a pair of statements which represent the two extremes on aspects of the industry that accounts for the largest percentage of your firm's sales (your principal industry). Please circle the number on the scale that best approximates the actual conditions in your industry (1 = Strongly disagree; 5 = Strongly agree).

Our firm must rarely change its practices to keep up with the market and competitors.	1	2	3	4	5	Our firm must change its marketing practices extremely frequently (e.g., semi-annually).
The rate at which products/services are getting obsolete in the industry is very slow.	1	2	3	4	5	The rate of obsolescence is very high (as in semiconductors).
Actions of competitors are quite easy to predict.	1	2	3	4	5	Actions of competitors are unpredictable.
Demand for the product and consumer tastes are fairly easy to forecast.	1	2	3	4	5	Consumer demand and tastes are unpredictable.
The production/service technology is not subject to very much change and is well established.	1	2	3	4	5	The mode of production/service changes often and in a major way (e.g., advanced electronic components).

How would you characterize the external environment within which your firm operates?

Very safe, little threat to the survival and well-being of my firm	1	2	3	4	5	Very risky, a false step can mean my firm's undoing
Rich in investment and marketing opportunities	1	2	3	4	5	Very stressful, exacting, hostile; very hard to keep afloat
An environment that my firm can control and manipulate to its own advantage, such as a dominant firm has in an industry with little competition and few hindrances	1	2	3	4	5	A dominant environment in which my firm's initiatives count for very little against the tremendous competitive, political, or technological forces

**Section 8:** Please indicate your level of agreement with each of the statement below. Please circle the number on the scale that best represents your family support in your business (1 = Strongly negative; 5 = Strongly positive).

	Strongly Negative	Negative	Neutral	Positive	Strongly Positive
My parent(s) feel _____ about my starting a business.	1	2	3	4	5
My spouse/significant other feels _____ about my starting a business.	1	2	3	4	5
My brother/sister feels _____ about my starting a business.	1	2	3	4	5
In general, my relatives feel _____ about my starting a business.	1	2	3	4	5
My neighbor feels _____ about my starting a business.	1	2	3	4	5
My co-worker(s) feels _____ about my starting a business.	1	2	3	4	5
In general, my acquaintances feel _____ about my starting a business.	1	2	3	4	5
My close friends feel _____ about my starting a business.	1	2	3	4	5

**Thank you very much for your participation!**

## APPENDIX C

### Paper-and-pencil Survey Spanish Version

#### ENCUESTA PARA LA RESILIENCIA EMPRESARIAL

Un equipo de investigación de UNC-Charlotte está interesado en aprender sobre resiliencia empresarial y desempeño empresarial. En concreto, estamos estudiando emprendedores y nos interesa saber sobre usted. Las preguntas a continuación no tienen respuestas correctas o incorrectas; estamos interesados en sus opiniones. Sus respuestas ayudarán en el desarrollo de la investigación sobre la resiliencia empresarial y el desempeño de las empresas.

#### Información clave sobre este estudio:

Nuestra encuesta es anónima e incluye preguntas sobre su empresa, sus percepciones al lidiar con situaciones estresantes, sus reacciones a la incertidumbre desde un punto de vista empresarial y preguntas de auto-identificación relacionadas con su identificación étnica y cultural. Algunas preguntas básicas relacionadas con la demografía, la historia de la empresa y las características de la empresa también se incluyen en la encuesta.

- Todas las respuestas son completamente *anónimas*.
  - Esta encuesta no contiene identificadores que puedan apuntar a su identidad.
- La encuesta tomará *aproximadamente de 10 a 15 minutos* en completarse.
- Su participación es *voluntaria*.
  - Puede detener o salir de la encuesta en cualquier momento.
- Todos los datos de la encuesta se utilizarán *exclusivamente para investigación académica*.
  - Estos datos pueden incluirse en futuros estudios de investigación académica.
  - Los datos pueden incluirse en publicaciones académicas o relacionadas con la empresa en el futuro.
- Los datos recopilados de esta encuesta no se venderán.
- *No se conocen consecuencias adversas* asociadas con la elección o la renuncia a la participación en este estudio de investigación.

#### ***Si tiene preguntas sobre la participación en el estudio, comuníquese con:***

Investigador principal, Oscar Barzuna por correo electrónico a [obarzuna@uncc.edu](mailto:obarzuna@uncc.edu)

Asesora de la facultad, Laura Stanley por correo electrónico a [lsantl11@uncc.edu](mailto:lsantl11@uncc.edu)

*Las preguntas o inquietudes adicionales sobre sus derechos como participante en este estudio pueden dirigirse a la Oficina de Integridad y Protección de la Investigación (704) 687-1871 o [uncc-irb@uncc.edu](mailto:uncc-irb@uncc.edu).*

#### **Sección 1: Primero, proporcione algunos antecedentes sobre usted.**

Edad: \_\_\_\_\_ años. Genero: \_\_\_\_ Masculino \_\_\_\_ Femenino \_\_\_\_ Trans-Masculino \_\_\_\_ Trans-Femenino  
\_\_\_\_ No-Binario

Lengua Materna: \_\_\_\_\_ ¿Eres de origen español, hispano o latino? SI NO

¿Cuál es su raza/etnia? Por favor marque todos los que apliquen



Blanco \_\_\_\_\_ Negro o Afroamericano \_\_\_\_\_ India Americano o Nativo de Alaska \_\_\_\_\_  
 Asiático \_\_\_\_\_ Nativo de Hawái u otra isla del Pacífico \_\_\_\_\_ Otra raza (describa) \_\_\_\_\_  
 Prefiero no revelar \_\_\_\_\_

¿Naciste en los Estados Unidos? SI NO

¿Cuál es el país de nacimiento de su madre y su padre? Madre \_\_\_\_\_ Padre \_\_\_\_\_

Si nació en el extranjero, ¿cuál es el país de nacimiento? \_\_\_\_\_

¿Cuántos años desde la migración? \_\_\_\_\_ ¿Cuál era su edad en inmigración? \_\_\_\_\_

Título de educación superior obtenido: \_\_\_\_\_ Campo de estudio (título más alto): \_\_\_\_\_

## Sección 2: Proporcione información de antecedentes sobre la empresa.

¿Si es usted un pequeño negocio? SI NO Idioma principal que se habla en el negocio \_\_\_\_\_

¿Cuántos empleados tiene su empresa? \_\_\_\_\_ Ubicación de la empresa (estado): \_\_\_\_\_

Tiempo con su empresa (años): \_\_\_\_\_ Industria de la empresa: \_\_\_\_\_

¿Su empresa es propiedad de una familia? SI NO

Si es empresa familiar, ¿Qué proporción del patrimonio total es propiedad de la familia? \_\_\_\_\_

Indique el número de empleados que son familiares \_\_\_\_\_

¿Cuántas empresas anteriores se iniciaron con éxito? \_\_\_\_\_

## Sección 3: ¿Cómo calificaría el desempeño de su empresa en comparación con sus competidores en las siguientes dimensiones?

Indicator	Actual (últimos 12 meses)					Últimos tres años				
	Mucho Peor Mejor		Sobre lo mismo		Mucho Mejor	Mucho Peor Mejor		Sobre lo mismo		Mucho Mejor
Crecimiento en ventas	1	2	3	4	5	1	2	3	4	5
Crecimiento de mercado	1	2	3	4	5	1	2	3	4	5
Crecimiento de utilidades	1	2	3	4	5	1	2	3	4	5
Crecimiento de los puestos de trabajo creados	1	2	3	4	5	1	2	3	4	5
Crecimiento de la rentabilidad	1	2	3	4	5	1	2	3	4	5

## Sección 4: Indique su nivel de acuerdo con cada una de las siguientes afirmaciones (1 = Totalmente en desacuerdo; 5 = Totalmente de acuerdo).

	Muy en desacuerdo	Desacuerdo	Neutral	De acuerdo	Muy de acuerdo
Tiendo a recuperarme rápidamente después de tiempos difíciles.	1	2	3	4	5
No tengo dificultades para superar eventos estresantes	1	2	3	4	5
No me toma mucho tiempo recuperarme de un evento estresante.	1	2	3	4	5
No es difícil para mí retroceder cuando sucede algo malo.	1	2	3	4	5
Por lo general, paso por momentos difíciles sin problemas.	1	2	3	4	5
No me lleva mucho tiempo superar los contratiempos de mi vida.	1	2	3	4	5

**Sección 5:** En esta sección nos interesa conocer tu identidad cultural. Indique su nivel de acuerdo con cada una de las siguientes afirmaciones (1 = Totalmente en desacuerdo; 5 = Totalmente de acuerdo). Responda según su identidad cultural en comparación con la identidad estadounidense.

¿Qué cultura te identifica más? _____	Muy en desacuerdo	Desacuerdo	Neutral	De acuerdo	Muy de acuerdo
Simplemente soy un inmigrante que vive en América del Norte.	1	2	3	4	5
Mantengo mi cultura étnica y mi cultura estadounidense separadas.	1	2	3	4	5
No me siento americano.	1	2	3	4	5
No me siento parte de una cultura combinada.	1	2	3	4	5
Estoy en conflicto entre la forma de hacer las cosas estadounidense y étnica.	1	2	3	4	5
Me siento como alguien que se mueve entre dos culturas.	1	2	3	4	5
Me siento atrapado entre mi cultura étnica y estadounidense.	1	2	3	4	5
Me siento inmerso entre mi cultura étnica y estadounidense.	1	2	3	4	5

**Sección 6:** Indique su nivel de acuerdo con cada una de las siguientes afirmaciones (1 = Totalmente en desacuerdo; 5 = Totalmente de acuerdo). Responda según su identidad cultural en comparación con la identidad estadounidense.

	Totalmente en desacuerdo	Desacuerdo	Neu tral	De acuerdo	Totalmente de acuerdo
<b>Habilidades lingüísticas</b>					
Es difícil para mí desempeñarme bien en el trabajo debido a mis habilidades en inglés.	1	2	3	4	5
A menudo me siento incomprendido o limitado en situaciones diarias debido a mis habilidades en inglés.	1	2	3	4	5
Me molesta que tenga acento.	1	2	3	4	5
<b>Discriminación / Prejuicio</b>					
Me siento discriminado por la mayoría de los estadounidenses debido a mi origen cultural / étnico.	1	2	3	4	5
Me han tratado de manera grosera o injusta debido a mi origen cultural / étnico.	1	2	3	4	5
Siento que la gente interpreta muy a menudo mi comportamiento basándose en sus estereotipos sobre cómo son las personas de mi origen cultural / étnico.	1	2	3	4	5
<b>Relaciones interculturales</b>					
He tenido desacuerdos con personas de mi propio grupo cultural / étnico (por ejemplo, amigos o familiares) por gustarles las formas estadounidenses de hacer las cosas.	1	2	3	4	5
Siento que mis prácticas culturales / étnicas particulares han causado conflictos en mis relaciones.	1	2	3	4	5
He tenido desacuerdos con los estadounidenses por tener o preferir el vestuario de mi propio grupo étnico / cultural.	1	2	3	4	5
<b>Aislamiento cultural</b>					
Siento que no hay suficientes personas de mi propio grupo étnico / cultural en mi entorno de vida.	1	2	3	4	5
Siento que el entorno en el que vivo no es lo suficientemente multicultural; no tiene suficiente riqueza cultural.	1	2	3	4	5
Cuando estoy en un lugar o habitación donde soy la única persona de mi grupo étnico / cultural, a menudo me siento diferente o aislado.	1	2	3	4	5
<b>Desafíos laborales</b>					
Debido a mi condición étnica / cultural particular, tengo que trabajar más duro que la mayoría de los estadounidenses.	1	2	3	4	5

Siento la presión de que lo que "yo" hago es representativo de las habilidades de mi grupo étnico / cultural.	1	2	3	4	5
Al buscar trabajo, a veces siento que mi estatus cultural / étnico es una limitación.	1	2	3	4	5

**Sección 7: Cada uno de los siguientes elementos consta de un par de declaraciones que representan los dos extremos en aspectos de la industria que representan el mayor porcentaje de las ventas de su empresa (su industria principal). Encierre en un círculo el número de la escala que mejor se aproxime a las condiciones reales de su industria (1 = Totalmente en desacuerdo; 5 = Totalmente de acuerdo).**

Nuestra empresa rara vez debe cambiar sus prácticas para mantenerse al día con el mercado y la competencia.	1	2	3	4	5	Nuestra empresa debe cambiar sus prácticas de marketing con mucha frecuencia (por ejemplo, semestralmente).
La velocidad a la que los productos / servicios se están volviendo obsoletos en la industria es muy lenta.	1	2	3	4	5	La tasa de obsolescencia es muy alta (como en los semiconductores).
Las acciones de los competidores son bastante fáciles de predecir.	1	2	3	4	5	Las acciones de los competidores son impredecibles.
La demanda del producto y los gustos de los consumidores son bastante fáciles de predecir.	1	2	3	4	5	La demanda y los gustos de los consumidores son impredecibles.
La tecnología de producción / servicio no está sujeta a muchos cambios y está bien establecida.	1	2	3	4	5	El modo de producción / servicio cambia con frecuencia y de manera importante (por ejemplo, componentes electrónicos avanzados).

**¿Cómo caracterizaría el entorno externo en el que opera su empresa?**

Muy seguro, poca amenaza para la supervivencia y el bienestar de mi empresa	1	2	3	4	5	Muy arriesgado, un paso en falso puede significar la ruina de mi empresa
Rica en oportunidades de inversión y marketing	1	2	3	4	5	Muy estresante, exigente, hostil; muy difícil de mantener a flote
Un entorno que mi empresa puede controlar y manipular para su propio beneficio, como el que tiene una empresa dominante en una industria con poca competencia y pocos obstáculos	1	2	3	4	5	Un entorno dominante en el que las iniciativas de mi empresa cuentan muy poco contra la tremenda fuerza competitiva, políticas o tecnológicas

**Sección 8: Indique su nivel de acuerdo con cada una de las siguientes declaraciones. Encierre en un círculo el número de la escala que mejor represente el apoyo de su familia en su negocio (1 = Muy negativo; 5 = Muy positivo).**

	Muy Negativo	Negativo	Neutral	Positivo	Muy Positivo
Mis padres se sienten _____ acerca de que inicie un negocio.	1	2	3	4	5
Mi cónyuge / pareja se siente _____ acerca de que inicie un negocio.	1	2	3	4	5
Mi hermano / hermana se siente _____ acerca de que inicie un negocio.	1	2	3	4	5
En general, mis familiares se sienten _____ acerca de que inicie un negocio.	1	2	3	4	5
Mi vecino se siente _____ acerca de que inicie un negocio.	1	2	3	4	5
Mi (s) compañero (s) de trabajo se siente _____ acerca de que yo inicie un negocio.	1	2	3	4	5
En general, mis conocidos se sienten _____ acerca de que inicie un negocio.	1	2	3	4	5
Mis amigos cercanos se sienten _____ acerca de que inicie un negocio.	1	2	3	4	5

**¡Muchas gracias por su participación!**

## APPENDIX D

### UNCC's Level 2 data classification standards

#### What are the guidelines for storing level 0 - 3 data?

Created by Cortni Schenker, last modified by Stacey Brown on Jul 31, 2020

#### Tell Me

1. The following table provides a definition of each data level, 0 - 3, and basic examples for each.

Data Level	Level 0 Public	Level 1 Internal	Level 2 Sensitive/Confidential	Level 3 Highly Restricted
Data Restriction	<ul style="list-style-type: none"> <li>Can be stored anywhere</li> <li>Freely distributed</li> </ul>	<ul style="list-style-type: none"> <li>Not shared publicly without authorization</li> <li>Can be stored on University computers</li> <li>Network drives</li> <li>Google Drive</li> <li>Dropbox</li> </ul>	<ul style="list-style-type: none"> <li>Requires authorization to view</li> <li>Should not be stored on computer hard drives (Use caution using Dropbox Sync App and Google Drive sync)</li> <li>Can be stored on network drives and online in Google Drive and Dropbox <u>with limited access</u></li> </ul>	<ul style="list-style-type: none"> <li>In general, should not be copied or downloaded from the secure location without speaking with the Data Owner, Data Security Officer, Information Security Liaison, or Information Security Compliance Office</li> </ul>
Data Examples	<ul style="list-style-type: none"> <li>Job postings</li> <li>Press releases</li> <li>Marketing material</li> <li>Published research, presentations, or papers</li> </ul>	<ul style="list-style-type: none"> <li>Department procedures</li> <li>Budget information</li> <li>Internal memos</li> </ul>	<ul style="list-style-type: none"> <li>FERPA data</li> <li>Personnel records</li> <li>Personally-identifiable information</li> </ul>	<ul style="list-style-type: none"> <li>SSNs</li> <li>Credit card information</li> <li>Restricted research data</li> </ul>

2. The following table provides a more detailed overview of what data, from 0 - 2, can be included in different systems and equipment. Data belonging to multiple classification levels must be treated according to the highest level of sensitivity.

SERVICE	0	1	2	COMMENTS
UNC Charlotte Owned Workstations, Laptops, Tablets, other devices	✓	✓		No level 2 or 3 data can be stored here. Mobile devices must have additional security configurations in place if storing level 1 data.
Publicly Accessible Kiosks and Workstations	✓			No level 1, 2, or 3 data can be stored here.
Personally Owned Workstations, Laptops, Tablets, other devices	✓			No level 1, 2, or 3 data can be stored here. See the <a href="#">Guideline for Mobile Devices</a> for additional guidance.
OneIT-Provided Network Drives (H, J, S, etc.)	✓	✓	✓	No level 3 data can be stored here. Level 2 data can be stored here only if additional security is in place such as limited access and/or encryption.
UNC Charlotte Email	✓	✓	✓	No level 3 data can be sent via email. Level 2 data is permissible if designated email recipients are authorized to view the data and no recipients' addresses are outside the university email system.
UNC Charlotte Google Drive	✓	✓	✓	No level 3 data can be stored here. Level 2 data can be stored here only if additional security is in place such as limited access. Level 2 data should not be synced to your desktop, laptop, or mobile device.
UNC Charlotte Dropbox	✓	✓	✓	No level 3 data can be stored here. Level 2 data can be stored here only if additional security is in place such as limited access. Level 2 data should not be synced to your desktop, laptop, or mobile device.
UNC Charlotte OneDrive	✓	✓	✓	No level 3 data can be stored here. Level 2 data can be stored here only if additional security is in place such as limited access. Level 2 data should not be synced to your desktop, laptop, or mobile device.
Public Cloud Storage Sites (i.e., non-University provided cloud storage)	✓			No level 1, 2 or 3 data can be stored here.
UNC Charlotte websites (including Drupal offering, departmental websites, WIKIs, etc.)	✓			No level 1, 2 or 3 data can be stored here.
UNC Charlotte Survey Share Service	✓	✓		No level 2 or 3 data can be stored in SurveyShare.
UNC Charlotte Canvas	✓	✓	✓	No level 3 data can be stored in Canvas. Level 2 data is permissible if designated viewers/recipients are authorized to view the data and no recipients are from outside the university system.
UNC Charlotte owned portable electronic storage media, such as USB devices, CD/DVD, or external hard drives.	✓	✓		No level 2 or 3 data can be stored here. Portable storage media must have additional security configurations in place if storing level 1 data.

Source: <https://spaces.uncc.edu/pages/viewpage.action?pageId=11240253>