

**Title** Human capital resources creation and utilization in ethnic minority microbusinesses: The construction of a culture-induced entrepreneurship model

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Item Type                      | Article (Accepted Version)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| UoW Affiliated Authors         | Haq, Muhibul                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Full Citation                  | Haq, Muhibul Johanson, M., Davies, J., Ng, W. and Dana, L. (2023) Human capital resources creation and utilization in ethnic minority microbusinesses: The construction of a culture-induced entrepreneurship model. Journal of the International Council for Small Business, 5 (2). pp. 106-116. ISSN 2643-7015; eISSN 2643-7023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| DOI/ISBN/ISSN                  | <a href="https://doi.org/10.1080/26437015.2023.2201692">https://doi.org/10.1080/26437015.2023.2201692</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Journal/Publisher              | Journal of the International Council for Small Business<br>Taylor & Francis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Rights/Publisher Set Statement | <p>This is an Accepted Manuscript of an article published by Taylor &amp; Francis in Journal of the International Council for Small Business on 11 May 2023 at <a href="https://doi.org/10.1080/26437015.2023.2201692">https://doi.org/10.1080/26437015.2023.2201692</a></p> <p>This is an Accepted Manuscript version of the following article, accepted for publication in the above. It is deposited under the terms of the Creative Commons Attribution-NonCommercial-NoDerivatives License (<a href="http://creativecommons.org/licenses/by-nc-nd/4.0/">http://creativecommons.org/licenses/by-nc-nd/4.0/</a>), which permits non-commercial re-use, distribution, and reproduction in any medium, provided the original work is properly cited, and is not altered, transformed, or built upon in any way.</p> <p>Made available following an 18 month post-publication embargo as per <a href="https://authorservices.taylorandfrancis.com/research-impact/sharing-versions-of-journal-articles/">https://authorservices.taylorandfrancis.com/research-impact/sharing-versions-of-journal-articles/</a></p> |
| License                        | CC BY-NC-ND 4.0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Link                           | <a href="https://www.tandfonline.com/doi/full/10.1080/26437015.2023.2201692">https://www.tandfonline.com/doi/full/10.1080/26437015.2023.2201692</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

# **Title: Human capital resources creation and utilization in ethnic minority microbusinesses: The construction of a culture-induced entrepreneurship model**

## **Abstract**

We explored and found that a set of key resources, that we call human capital resources, play an important role in ethnic minority microbusinesses in an ethnic majority social and economic space. We have also found that these key resources are developed and maintained within the co-ethnic niche economic space shaped by the co-ethnic cultural values systems. Building on qualitative interview data and drawing on the Bourdieu's forms of capital and the resource-based view of the firm, our study presents a novel microentrepreneurship model that we call the culture-induced entrepreneurship model. Overall, our model provides insights how ethnic minority culture informs the creation of a set of human capital resources and how these key resources contribute to business performance in regional ethnic minority microbusinesses. Our model also shows relationships between these key human capital resources.

**Keywords:** cultural capital, ethnic minority microbusinesses, human capital resources.

Muhibul Haq\*

Huddersfield Business School, University of Huddersfield, UK [m.haq@hud.ac.uk](mailto:m.haq@hud.ac.uk),  
<https://orcid.org/0000-0002-6281-5999>.

Martin Johanson

Stockholm Business School at Stockholm University, Dalarna University and Uppsala University, Sweden, [Martin.Johanson@fek.uu.se](mailto:Martin.Johanson@fek.uu.se)

Julie Davies

Global Business School for Health, University College London, UK. [julie.a.davies@ucl.ac.uk](mailto:julie.a.davies@ucl.ac.uk),  
<http://orcid.org/0000-0002-6875-3100>

Wilson Ng

IDRAC Business School, campus de Lyon, France. [wilson.ng@reseau-cd.fr](mailto:wilson.ng@reseau-cd.fr), <https://orcid.org/0000-0002-2079-4747>

Léo-Paul Dana

ICD Business School, Paris, France.

Lappeenranta University of Technology, Finland. [professordana@gmail.com](mailto:professordana@gmail.com),  
<https://orcid.org/0000-0002-0806-1911>

\* Corresponding author.

**Ethics:** ethics approval was given by the ethics committee in the School of Management, University of Bradford, United Kingdom, ethics approval number not available.

**Conflict of Interest:** we have nothing to declare as conflict of interest.

**Funding:** we have not received any funding for this research.

**Acknowledge:** We would like to thank Dr. Jeff Alves (Editor In Chief of the Journal of the International Council for Small Business) for their useful comments and for giving us the opportunity to improve this paper.

## Introduction

Smallness and foreignness are considered as liabilities that almost all ethnic minority microbusinesses face simultaneously in an ethnic majority social and economic space such as South Asian ethnic minority owned microbusinesses in the United Kingdom (UK). South Asian is comprised of countries such as Afghanistan, Bangladesh, Bhutan, India, Iran, Maldives, Nepal, Pakistan, and Sri Lanka. In the context of this study, South Asian ethnic minority refers to people with origins from India and Pakistan. Microbusinesses, according to the UK government definition, are those businesses that employ fewer than 10 people, including non-employers, self-employed and freelancers (BEIS, 2019; Haq et al., 2021; Haq et al., 2023).

The liability of smallness represents a precarious organizational setting where resources are extremely constrained (Bicho et al., 2022; Bruderl & Schussler, 1990; Lefebvre, 2022). The liability of foreignness manifests in discrimination against non-local enterprises (Gurău et al., 2020; Zaheer, 1995). The liability of smallness constraints business activities due to limited resources and poor training (Haq et al., 2023).

Despite these liabilities, ethnic minority microbusinesses continue to operate successfully and contribute to economic turnover and employment in many countries including the UK (Fairlie, 2012; Jaouen & Lasch, 2015; Masiak et al., 2019). Statistics suggests that ethnic minority microbusinesses adopt more innovative approaches and grow faster than indigenous non-ethnic minority microbusinesses (FSB, 2020). It is perhaps for these reasons that several entrepreneurship scholars consider ethnic minority microbusinesses as engines for local, regional, and national economic development in many countries such as the UK (Haq et al., 2021; Vershinina & Rodgers, 2020). However, mainstream entrepreneurship scholars and policymakers rarely discuss ethnic minority microbusinesses for two misconceptions (Haq et al., 2021). First, they consider these businesses either inaccessible for external stakeholders including researchers and policymakers, and second, they consider that the knowledge these businesses generate is insignificant (Lussier & Sonfield, 2015;

McKelvie & Davidsson, 2009). We believe these are misconceptions and we try to explore how ethnic minority microbusinesses develop and use a set of key resources for their advantage.

## **Our motivation**

Our motivation is driven by the understanding that no research has so far explained how ethnic minority microbusinesses create a set of key resources that we call human capital resources and how these human capital resources contribute to the performance<sup>1</sup> of these businesses. We define human capital resources as outcomes of individual-level factors such as training, experience, knowledge, skills, and other individual-level abilities which are critical for individual and organizational performance (Haq, 2016; Nyberg et al., 2014; Oh et al., 2017; Ployhart & Moliterno, 2011). Extant research suggests that human capital resources with valuable, rare, inimitable, and non-substitutable (VRIN) characteristics contribute to organizational performance (Barney, 1991; Nason & Wiklund, 2018; Wernerfelt, 1984). However, such research has either focused on large mainstream Western organizations (Ployhart & Moliterno, 2011; Ployhart et al., 2014) only or narrowly highlighted the role of education, training (Berrone et al., 2014), and context-specific knowledge (Haq & Davies, 2020; Haq et al., 2021). Therefore, we know little about how ethnic minority microbusinesses develop as set of human capital resources and how these human capital resources shape ethnic minority microbusiness performance. Building on limited recent studies (Altinay et al., 2014; Haq & Davies, 2023; Haq et al., 2021; Haq et al., 2023), we believe ethnic culture plays an important role in creating human capital resources and maintaining business performance. To achieve our research aim, we ask these two research questions (i) How does ethnic culture shape the creation of human capital resources in ethnic minority microbusinesses? (ii) How do human capital resources shape the performance of ethnic minority microbusinesses? Please see Haq et al. (2023) for more details.

---

<sup>1</sup> Performance in the context of our sample ethnic minority microbusinesses is situation in that a business makes a net profit, or continues to grow, or survives insofar as it does not accrue a loss (Haq et al., 2023).

## Methodology

Since we were dealing with an under reached business context and under researched topic, we adopted a qualitative exploratory approach. We collected data from 32 owners and 11 managers<sup>2</sup> from South Asian ethnic minority microbusinesses dealing in garments related fashion and accessories in West Yorkshire, UK (see table 1 for participants' profile). We used an interview guide in a semi-structured interview environment. All the 43 interviews were digitally recorded, transcribed verbatim, and coded using NVivo software (see Haq et al., 2023). The data were thematically analyzed in three phases (Braun & Clarke, 2006). The first phase involved open coding and result in 184 codes, known as nodes in NVivo (Bazeley & Jackson, 2019). In the second phase, we grouped these codes according to similarity in meaning and reduced them to 29 categories. In the third and final phase, adopting a Gioia methodology (Gioia et al., 2013; Haq et al., 2021; Haq et al., 2023), we developed eight first order categories leading to three overarching final themes (see Figure 1). Saturation point was reached at the 36<sup>th</sup> interview. Analysis of the seven additional interviews reinforced the already identified categories and themes but did not generate any new codes.

- Insert table 1 here -

## Summary of findings

Building on 43 semi-structured interviews, adopting a thematic inductive approach (Braun & Clarke, 2006), and combining the cultural capital form of Bourdieu's (1986) 'forms of capital' with the resource-based view of the firm (Barney, 1991; Penrose, 1959; Wernerfelt, 1984), we have developed a culture-induced entrepreneurship model (CIEM) (see Figure 1 and Haq et al. (2023)). This novel model explains connections between training, experience, education, ethnic kinship-like relationships, customer service, customized knowledge, and ethnic culture. It also shows how these human capital factors (Haq, 2018) lead to the creation of human capital resources and how these resources shape ethnic minority microbusiness performance.

---

<sup>2</sup> According to Haq et al. (2023), an owner (owner-manager or OM) is involved in the running of the business and is a member of the family who owns the business, and a manager (employee-manager or EM) is not an owner but manages the business.

## Discussion

Our study contributes to current and relevant debates published in the *Journal of Small Business Management* by Altinay et al. (2014), Dana et al. (2020), (Essers et al., 2021), Haq and Davies (2020), (Ogundana et al., 2021), (Pidduck & Clark, 2021), and Tehseen et al. (2021). While these authors argue that ethnic culture is an important resource, none has focused on how ethnic culture contributes to the creation of human capital resources and how human capital resources contribute to business performance in ethnic minority microbusinesses (Haq et al., 2023).

- Insert Figure here -

### *Implications for policymaking*

While we recognize that ethnic minority microbusinesses ‘do not operate independently of universal forces that are ethnic-non-specific’ (Jones & Ram, 2010: 163), understanding the impact of ethnic minority culture on ethnic minority microbusiness performance can lead to more inclusive and equitable policymaking. We also understand that microbusiness-friendly policymaking can significantly contribute to economic growth (Sissons et al., 2019) and stimulate entrepreneurship (Ram et al., 2012) as entrepreneurship is considered as a vehicle for growth, prosperity, and wealth generation (Pidduck & Clark, 2021). Therefore, we contend that, microbusiness-friendly policy making is needed in the post COVID-19 era and in the wake of a continued global economic downturn referred to as permacrisis (Collins Dictionary, 2022).

### *Implications for practitioners*

Our study offers valuable insights for practice at community and societal levels. First, our study suggests that ethnic culture shapes the creation of a set of key human capital resources, and that these human capital resources contribute to business performance (see Figure 1). This performance equates not only with business survival and economic growth at national level (Vershina & Rodgers, 2020), but it also equates to family and social survival. This is because ‘entrepreneurship and families are inextricably intertwined’ (Essers et al., 2021: 1250) and microbusinesses as family affairs create

employment for family members (Janjuha-Jivraj, 2004) as well as for non-family members of the co-ethnic local community (Baines & Wheelock, 1998; Mallett & Wapshott, 2017).

Second, our study offers useful insights for ethnic minority communities. For example, we asked participants at the end of each interview whether they gained any insights in participating in this research. Several participants stated that our guiding interview questions made them think about doing different activities, which they never thought before. These activities include using social media for effective marketing, and kinship-like approaches to customer relationship management to broaden awareness of their products and services among local communities. We believe, therefore, that our study has helped our sample microbusiness owners and managers to understand ethnic resources and how to maximize the use of these precious resources for the advantage of their businesses.

## Conclusion

This article has explored how socio-cultural value systems within a regional ethnic minority socio-economic space have shaped the creation of a set of key human capital resources and how these human capital resources contribute to business performance. Our work contradicts perceptions of smallness and foreignness as liabilities that have contributed to ethnic minority microbusinesses being overlooked. Our work also contradicts Ogundana et al.'s (2021) work in that they found ethnic culture inhibits ethnic minority women entrepreneurial activity, although we have not specifically focused on ethnic minority women entrepreneurship. Instead, our findings provide a distinct counterpoint to narratives of ethnic minorities suggesting that they are compelled to be underdog entrepreneurs. The CIEM developed in this study offers a nuanced understanding about the role of socio-cultural value systems within a specific group of microbusinesses. Moreover, the model explains that a set of key human capital resources which are developed informally within this relatively closed social and economic space qualify VRIN conditions. Since ethnic minority microbusiness owners and managers are heavily embedded in the social fabric of local co-ethnic minority group, they play an important role not only for the survival and property of their families but also for the survival and prosperity of the ethnic minority group as a distinct social category.

We, therefore, argue that socio-cultural value systems offer important contingencies in ethnic minority microentrepreneurship. Above all, these value systems underpin sustainable performance for traditionally disadvantaged businesses. Accordingly, our study positions Bourdieu's (1986) concept particularly of cultural capital within left-behind regions to capture multiple sources of disadvantage. With less reliance on formal education for socio-economic well-being and greater reliance on informal customer service, kinship-like customer relationships, customized knowledge, and context-specific training and experience, ethnic minority microbusiness owners and managers tend to rely on shared culture to strengthen in-person interactions and build trust over time.

In summary, by adopting a Bourdieusian and resource-based perspective to understand the human capital resources of a sample of regional ethnic minority microbusinesses in the UK, we have built a culture-induced entrepreneurship model that enables the study of these businesses to move beyond an ideology of entrepreneurship-as-emancipation to ethnic culture as a useful resource. We have suggested the utility of this model in our sample of ethnic minority microbusinesses where they mobilize inherent trust, shared beliefs, and cultural and religious affiliations in pragmatic ways for social and economic performance.

## List of references

- Altinay, L., Saunders, M. N. K., & Wang, C. L. (2014). The influence of culture on trust judgments in customer relationship development by ethnic minority small businesses. *Journal of Small Business Management*, 52(1): 59-78. <https://doi.org/10.1111/jsbm.12033>.
- Baines, S., & Wheelock, J. (1998). Reinventing traditional solutions: job creation, gender and the micro-business household. *Work, Employment and Society*, 12(4): 579-601. <https://doi.org/10.1177/0950017098124001>.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1): 99-120. <https://doi.org/10.1177/014920639101700108>.
- Bazeley, P., & Jackson, K. (2019). *Qualitative data analysis with NVivo*. London: Sage Publications.
- BEIS. (2019). Business population estimates for the UK and regions 2019: Statistical release. London, UK: Department for Business, Energy & Industrial Strategy. Retrieved 5 November 2022 from <https://www.gov.uk/government/statistics/business-population-estimates-2019>.
- Berrone, P., Gertel, H., Giuliadori, R., Bernard, L., & Meiners, E. (2014). Determinants of Performance in Microenterprises: Preliminary Evidence from Argentina. *Journal of Small Business Management*, 52(3): 477-500. <https://doi.org/10.1111/jsbm.12045>.
- Bicho, M., Nikolaeva, R., Ferreira, F. A. F., & Lages, C. (2022). Perceived success of hybrid microorganizations in a contested category. *Journal of Small Business Management*, 60(4): 859-891. <https://doi.org/10.1080/00472778.2020.1740536>.
- Bourdieu, P. (1986). *The forms of capital. Handbook of Theory and Research for the Sociology of Education*. J. Richardson. New York: Greenwood Press: 241-258.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2): 77-101. <https://doi.org/10.1191/1478088706qp063oa>.
- Bruderl, J., & Schussler, R. (1990). Organizational Mortality: The Liabilities of Newness and Adolescence. *Administrative science quarterly*, 35(3): 530-547. <https://doi.org/10.2307/2393316>.
- Collins Dictionary. (2022). The Collins word of the year 2022 is permacrisis. Glasgow, UK. Retrieved 27 December 2022 from <https://www.collinsdictionary.com/woty#:~:text='Permacrisis'%2C%20a%20term%20that,Word%20of%20the%20Year%202022>.
- Dana, L.-P., Gurau, C., Light, I., & Muhammad, N. (2020). Family, Community, and Ethnic Capital as Entrepreneurial Resources: Toward an Integrated Model. *Journal of Small Business Management*, 58(5): 1003-1029. <https://doi.org/10.1111/jsbm.12507>.
- Essers, C., Pio, E., Verduijn, K., & Bensliman, N. (2021). Navigating belonging as a Muslim Moroccan female entrepreneur. *Journal of Small Business Management*, 59(6): 1250-1278. <https://doi.org/10.1080/00472778.2020.1769989>.
- Fairlie, R. W. (2012). Open for business: How immigrants are driving small business creation in the United States. New York. Retrieved 16 June 2020 from <https://www.newamericaneconomy.org/>.
- FSB. (2020). Unlocking Opportunity: The Value of Ethnic Minority Firms to UK Economic Activity and Enterprise. Birmingham, UK: Federation of Small Businesses. Retrieved 7 October 2022 from <https://www.enterpriseresearch.ac.uk/unlocking-opportunity/>.
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organizational Research Methods*, 16(1): 15-31. <https://doi.org/10.1177/1094428112452151>.
- Gurău, C., Dana, L.-P., & Light, I. (2020). Overcoming the Liability of Foreignness: A Typology and Model of Immigrant Entrepreneurs. *European Management Review*. <https://doi.org/10.1111/emre.12392>.
- Haq, M. (2016). Human capital resources: a review and direction for future research. *International Journal of Management Development*, 1(4): 261-286. <https://doi.org/10.1504/IJMD.2016.083581>.
- Haq, M. (2018). *The Role of Intangible Human Factors in Business Success in South Asian Ethnic Minority Small Businesses* [PhD, University of Bradford]. <http://hdl.handle.net/10454/16888>
- Haq, M., & Davies, J. (2020). "The person with maximum knowledge will win the race": Conceptualising knowledge in micro-businesses. *Journal of Small Business Management*. <https://doi.org/10.1080/00472778.2020.1768799>.

- Haq, M., & Davies, J. (2023). "The person with maximum knowledge will win the race": Conceptualizing knowledge in microbusinesses. *Journal of Small Business Management*, 61(2): 295-321. <https://doi.org/10.1080/00472778.2020.1768799>.
- Haq, M., Johanson, M., Davies, J., Dana, L.-P., & Budhathoki, T. (2021). Compassionate customer service in ethnic minority microbusinesses. *Journal of Business Research*, 126279-290. <https://doi.org/10.1016/j.jbusres.2020.12.054>.
- Haq, M., Johanson, M., Davies, J., Ng, W., & Dana, L.-P. (2023). Bourdieusian and resource-based perspectives on ethnic minority microbusinesses: The construction of a Culture-Induced Entrepreneurship model. *Journal of Small Business Management*, xx(xx): xx-xx. <https://doi.org/10.1080/00472778.2023.2192760>.
- Janjuha-Jivraj, S. (2004). The impact of the mother during family business succession: examples from the Asian business community. *Journal of Ethnic and Migration Studies*, 30(4): 781-797.
- Jaouen, A., & Lasch, F. (2015). A new typology of micro-firm owner-managers. *International Small Business Journal*, 33(4): 397-421. <https://doi.org/10.1177/0266242613498789>.
- Jones, T., & Ram, M. (2010). Ethnic variations on the small firm labour process. *International Small Business Journal*, 28(2): 163-173.
- Lefebvre, V. (2022). Performance, working capital management, and the liability of smallness: A question of opportunity costs? *Journal of Small Business Management*, 60(3): 704-733. <https://doi.org/10.1080/00472778.2020.1735252>.
- Lussier, R. N., & Sonfield, M. C. (2015). "Micro" versus "small" family businesses: a multinational analysis. *Journal of Small Business and Enterprise Development*, 22(3): 380-396. <https://doi.org/10.1108/JSBED-02-2015-0029>.
- Mallett, O., & Wapshott, R. (2017). Small business revivalism: employment relations in small and medium-sized enterprises. *Work, Employment and Society*, 31(4): 721-728. <https://doi.org/10.1177/0950017017690503>.
- Masiak, C., Block, J. H., Moritz, A., Lang, F., & Kraemer-Eis, H. (2019). How do micro firms differ in their financing patterns from larger SMEs? *Venture Capital*, 1-25. <https://doi.org/10.1080/13691066.2019.1569333>.
- McKelvie, A., & Davidsson, P. (2009). From resource base to dynamic capabilities: An investigation of new firms. *British Journal of Management*, 20(s1): S63-S80. <https://doi.org/10.1111/j.1467-8551.2008.00613.x>.
- Nason, R. S., & Wiklund, J. (2018). An assessment of resource-based theorizing on firm growth and suggestions for the future. *Journal of Management*, 44(1): 32-60. <https://doi.org/10.1177/0149206315610635>.
- Nyberg, A. J., Moliterno, T. P., Hale, D., & Lepak, D. P. (2014). Resource-Based Perspectives on Unit-Level Human Capital A Review and Integration. *Journal of Management*, 40(1): 316-346. <https://doi.org/10.1177/0149206312458703>.
- Ogundana, O. M., Simba, A., Dana, L.-P., & Liguori, E. (2021). Women entrepreneurship in developing economies: A gender-based growth model. *Journal of Small Business Management*, 59(sup1): S42-S72. <https://doi.org/10.1080/00472778.2021.1938098>.
- Oh, I. S., Blau, G., Han, J. H., & Kim, S. (2017). Human capital factors affecting human resource (HR) managers' commitment to HR and the mediating role of perceived organizational value on HR. *Human Resource Management*, 56(2): 353-368. <https://doi.org/10.1002/hrm.21768>.
- Penrose, E. (1959). *The Theory of the Growth of the Firm*. Oxford: Basil Blackwell.
- Pidduck, R. J., & Clark, D. R. (2021). Transitional entrepreneurship: Elevating research into marginalized entrepreneurs. *Journal of Small Business Management*, 59(6): 1081-1096. <https://doi.org/10.1080/00472778.2021.1928149>.
- Ployhart, R. E., & Moliterno, T. P. (2011). Emergence of the human capital resource: A multilevel model. *Academy of Management Review*, 36(1): 127-150. <https://doi.org/10.5465/AMR.2011.55662569>.
- Ployhart, R. E., Nyberg, A. J., Reilly, G., & Maltarich, M. A. (2014). Human capital is dead: Long live human capital resources! *Journal of Management*, 40(2): 371-398. <https://doi.org/10.1177/0149206313512152>.

- Ram, M., Trehan, K., Rouse, J., Woldeesenbet, K., & Jones, T. (2012). Ethnic minority business support in the West Midlands: challenges and developments. *Environment and Planning C: Government and Policy*, 30(3): 504-519. <https://doi.org/10.1068/c11167b>.
- Sissons, P., Green, A. E., & Broughton, K. (2019). Inclusive growth in English cities: mainstreamed or sidelined? *Regional studies*, 53(3): 435-446. <https://doi.org/10.1080/00343404.2018.1515480>.
- Tehseen, S., Deng, P., Wu, B., & Gao, Y. (2021). Culture values and entrepreneurial innovativeness: A comparative study of Malaysian ethnic entrepreneurs. *Journal of Small Business Management*, 1-34. <https://doi.org/10.1080/00472778.2021.1934848>.
- Vershinina, N., & Rodgers, P. (2020). Symbolic capital within the lived experiences of Eastern European migrants: a gendered perspective. *Entrepreneurship & Regional Development*, 1-16. <https://doi.org/10.1080/08985626.2019.1703045>.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2): 171-180. <https://doi.org/10.1002/smj.4250050207>.
- Zaheer, S. (1995). Overcoming the Liability of Foreignness. *Academy of management journal*, 38(2): 341-363. <https://doi.org/10.5465/256683>.

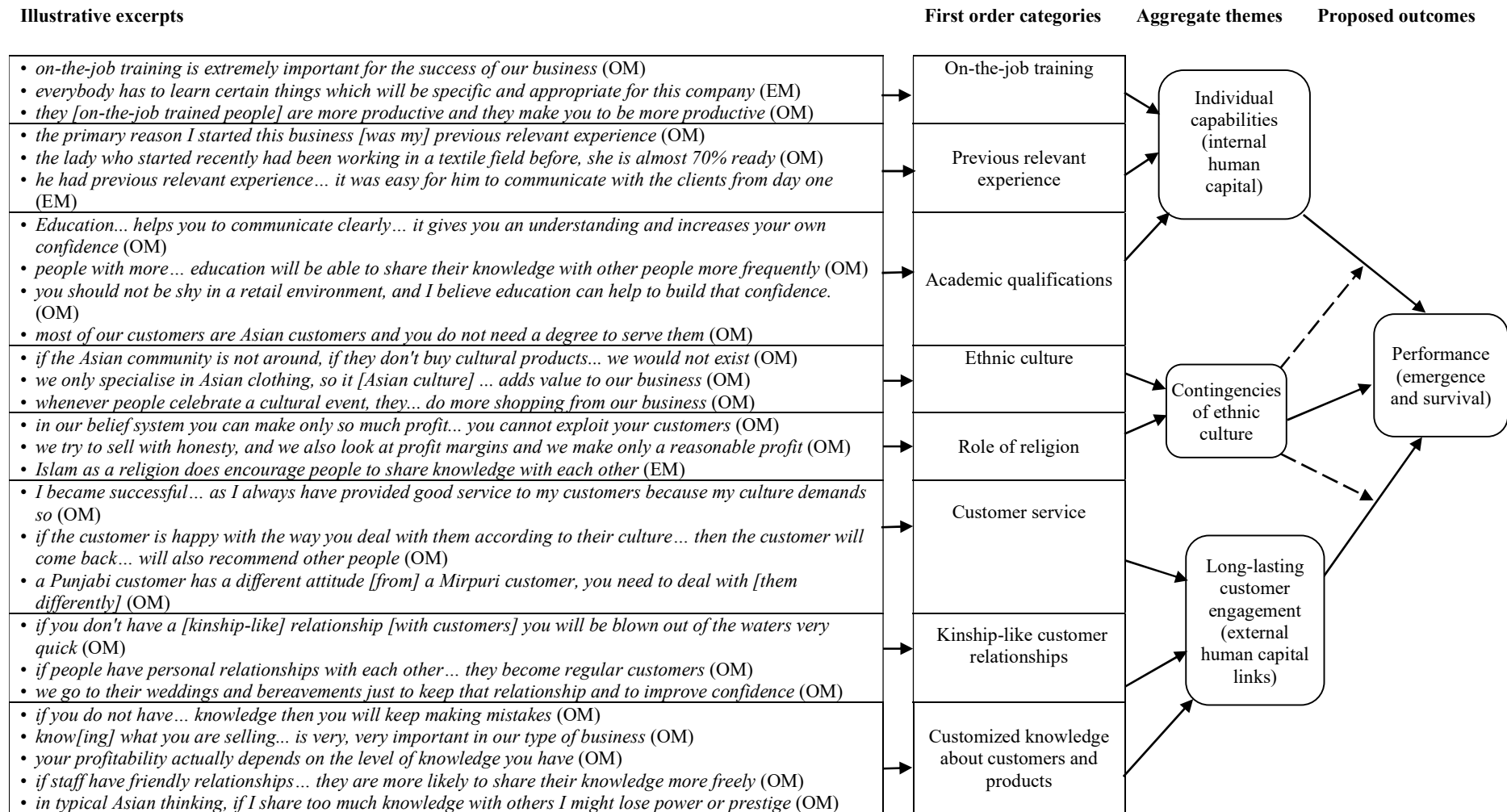


**Figure 1.** Thematic coding and a culture-induced entrepreneurship model (CIEM) EM=employee-manager, OM=owner-manager.

Table 1: Participants' profile

| Number | Name      | Gender | Age   | Place of Birth | Generation | Ethnicity | Religion | Education     | Role             | Age of Business |
|--------|-----------|--------|-------|----------------|------------|-----------|----------|---------------|------------------|-----------------|
| 1      | Adil      | Male   | 21-40 | South Asia     | Immigrant  | Pakistani | Muslim   | Below GCSE    | Founder          | 4               |
| 2      | Akhtar    | Male   | 31-40 | UK             | Second     | Pakistani | Muslim   | GCSE          | Founder          | 10              |
| 3      | Ali       | Male   | 31-40 | South Asia     | Immigrant  | Pakistani | Muslim   | Below GCSE    | Founder          | 3               |
| 4      | Ameen     | Male   | 41-50 | South Asia     | Immigrant  | Pakistani | Muslim   | Degree        | Founder          | 7               |
| 5      | Amjad     | Male   | 41-50 | South Asia     | Immigrant  | Pakistani | Muslim   | GCSE          | Employee Manager | 47              |
| 6      | Arif      | Male   | 18-30 | UK             | Second     | Pakistani | Muslim   | GCSE          | Founder          | 2               |
| 7      | Aslam     | Male   | 41-50 | UK             | Second     | Pakistani | Muslim   | Degree        | Employee Manager | 47              |
| 8      | Aziz      | Male   | 31-40 | South Asia     | Immigrant  | Pakistani | Muslim   | Below GCSE    | Founder          | 1               |
| 9      | Azmat     | Male   | 41-50 | South Asia     | Immigrant  | Pakistani | Muslim   | Degree        | Founder          | 2               |
| 10     | Babar     | Male   | 31-40 | UK             | Second     | Pakistani | Muslim   | GCSE          | Employee Manager | 47              |
| 11     | Basit     | Male   | 31-40 | South Asia     | Immigrant  | Pakistani | Muslim   | GCSE          | Founder          | 3               |
| 12     | Didar     | Male   | 41-50 | UK             | Second     | Pakistani | Muslim   | GCSE          | Founder          | 8               |
| 13     | Hamid     | Male   | 31-40 | South Asia     | Immigrant  | Pakistani | Muslim   | Post Graduate | Employee Manager | 8               |
| 14     | Hasan     | Male   | 31-40 | South Asia     | Immigrant  | Pakistani | Muslim   | Below GCSE    | Founder          | 8               |
| 15     | Irem      | Female | 31-40 | South Asia     | Immigrant  | Indian    | Muslim   | Degree        | Employee Manager | 17              |
| 16     | Jafar     | Male   | 50+   | South Asia     | Immigrant  | Pakistani | Muslim   | Below GCSE    | Founder          | 25              |
| 17     | Jamal     | Male   | 31-40 | South Asia     | Immigrant  | Pakistani | Muslim   | Below GCSE    | Founder          | 9               |
| 18     | Jasvinder | Male   | 50+   | South Asia     | Immigrant  | Jesvinder | Sikh     | GCSE          | Founder          | 46              |
| 19     | Khalida   | Female | 41-50 | UK             | Second     | Indian    | Muslim   | GCSE          | Owner            | 47              |

|    |          |        |       |            |           |           |        |               |                  |    |
|----|----------|--------|-------|------------|-----------|-----------|--------|---------------|------------------|----|
| 20 | Kuldeep  | Male   | 31-40 | UK         | Second    | Indian    | Sikh   | Degree        | Owner            | 34 |
| 21 | Kumar    | Male   | 18-30 | South Asia | Immigrant | Indian    | Hindu  | Post Graduate | Employee Manager | 18 |
| 22 | Mani     | Male   | 50+   | South Asia | Immigrant | Indian    | Sikh   | Degree        | Founder          | 1  |
| 23 | Mansoor  | Male   | 18-30 | UK         | Third     | Pakistani | Muslim | GCSE          | Owner            | 15 |
| 24 | Mubashar | Male   | 41-50 | UK         | Second    | Pakistani | Muslim | GCSE          | Owner            | 13 |
| 25 | Mukhtar  | Male   | 31-40 | South Asia | Immigrant | Pakistani | Muslim | Degree        | Employee Manager | 28 |
| 26 | Musa     | Male   | 31-40 | South Asia | Immigrant | Pakistani | Muslim | GCSE          | Founder          | 7  |
| 27 | Nasreen  | Female | 18-30 | UK         | Second    | Pakistani | Muslim | Degree        | Owner            | 1  |
| 28 | Qamar    | Male   | 31-40 | UK         | Second    | Pakistani | Muslim | Degree        | Owner            | 33 |
| 29 | Rajab    | Male   | 50+   | South Asia | Immigrant | Pakistani | Muslim | GCSE          | Founder          | 12 |
| 30 | Ravinder | Male   | 41-50 | South Asia | Immigrant | Indian    | Sikh   | GCSE          | Founder          | 35 |
| 31 | Rubi     | Female | 18-30 | UK         | Third     | Pakistani | Muslim | GCSE          | Owner            | 10 |
| 32 | Rukhsana | Female | 50+   | Africa     | Immigrant | Pakistani | Muslim | Below GCSE    | Founder          | 38 |
| 33 | Saima    | Female | 18-30 | UK         | Second    | Pakistani | Muslim | Degree        | Employee Manager | 3  |
| 34 | Shahid   | Male   | 18-30 | UK         | Third     | Indian    | Muslim | Degree        | Owner            | 47 |
| 35 | Shakoor  | Male   | 41-50 | UK         | Second    | Indian    | Muslim | Post Graduate | Owner            | 47 |
| 36 | Shazia   | Female | 41-50 | UK         | Second    | Pakistani | Muslim | Post Graduate | Founder          | 1  |
| 37 | Tariq    | Male   | 41-50 | South Asia | Immigrant | Pakistani | Muslim | Degree        | Founder          | 3  |
| 38 | Tasleem  | Female | 18-30 | South Asia | Immigrant | Pakistani | Muslim | GCSE          | Employee Manager | 5  |
| 39 | Umar     | Male   | 31-40 | UK         | Third     | Pakistani | Muslim | Degree        | Founder          | 2  |
| 40 | Usman    | Male   | 31-40 | South Asia | Immigrant | Pakistani | Muslim | Below GCSE    | Founder          | 5  |
| 41 | Zahid    | Male   | 31-40 | South Asia | Immigrant | Pakistani | Muslim | GCSE          | Employee Manager | 8  |

|    |        |        |       |            |           |           |        |            |                  |    |
|----|--------|--------|-------|------------|-----------|-----------|--------|------------|------------------|----|
| 42 | Zubair | Male   | 50+   | South Asia | Immigrant | Pakistani | Muslim | Below GCSE | Founder          | 22 |
| 43 | Zubia  | Female | 18-30 | UK         | Second    | Pakistani | Muslim | Degree     | Employee Manager | 2  |