Immigrant Entrepreneurs’ Intentions and Motivations: The Case of South Korean Immigrant Entrepreneurs in Saint John

by

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ABSTRACT

The objective of this research is to explore the intentions and motivations of immigrant entrepreneurs in Canada. This study investigates the status of South Korean entrepreneurs in Saint John, New Brunswick given the specific nature of this city and the services offered to entrepreneurs. It attends to a gap in the literature regarding the experience of entrepreneurs in Saint John. To achieve its objectives, the current study utilizes a qualitative approach that allows a better understanding of the experience of these entrepreneurs. To that end, in-depth, face-to-face, semi-structured interviews with seven South Korean entrepreneurs were conducted in Saint John. The study capitalizes on Ajzen’s Theory of Planned Behaviour (TPB) to explain the entrepreneurial intentions. The results highlight the impact of cultural dimensions on entrepreneurial intentions. The findings also reveal the interplay between the pull and push factors in terms of motivations as explained by Post-materialism, Legitimation, and Dissatisfaction Theories.
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1. INTRODUCTION

Canada is one of the most popular destinations for immigrants (“Annual Report to Parliament on Immigration,” 2013). For example, in 2013, Canada received 258,619 immigrants (“Permanent and Temporary Residents,” 2013). To support this influx of immigrants, Canada made a special effort to increase the number of immigrant entrepreneurs and investors given their potential contribution to local economies (“Annual Report to Parliament on Immigration,” 2013). In Canada, immigrants are essential to an innovative economy, and are a source of investment and entrepreneurial experience (“Annual Report to Parliament on Immigration,” 2013). Immigrant entrepreneurs especially have a significant contribution to the economy. In 2007, 10% of all small and medium-size businesses were owned by visible minorities, and 3% by persons residing in Canada for less than five years (Industry Canada, 2010).

Although NB is not one of the main provinces to attract immigration, in recent years, it attracted a slightly larger share of the immigrants who came to Canada. NB’s share of immigrants increased from an average of 0.3% between 2003 and 2005 to an average of 0.6% between 2006 and 2012. In the year of 2012, New Brunswick (NB) attracted 2211 immigrants (Permanent and Temporary Residents, 2013), which represented 0.9% of total immigrants to Canada.

In the province of New Brunswick, Saint John is considered the third in terms of number of immigrants, following Fredericton and Moncton (“Permanent and Temporary
Residents,” 2013). Saint John received 433 immigrants in 2013, which represented 21.3% of immigrants in NB (Permanent and Temporary Residents, 2013). It is not a popular immigration destination. Immigrants are less than 5% of the population vs. 20% in Canada on average (Marquis, 2009).

This is of special interest because, according to Anderson and Leo (2006), the city is in need of a “demographic makeover.” Similar to the rest of NB, the population of Saint John is declining with a noticeable rise in the aging segment of the population (“NB Population Growth Strategy,” n.d.). This trend has accelerated due to the increasing number of young people moving to invest their money and to work in cities with more developed economies. They are leaving behind an older generation and a declining financial economy (Anderson, & Leo, 2006).

Canada’s largest urban centres attract the vast majority of immigrants, concentrated in four provinces: Ontario, British Columbia, Quebec, and Alberta (Statistics Canada, 2012). Because the impact of immigration is mostly felt in Canada’s largest cities and their surrounding municipalities, the literature presents a better knowledge base for bigger cities. As a result, there is room for a better understanding of immigrants’ experiences in non-traditional immigration cities like Saint John. Interest in immigrant entrepreneurs has been a growing topic, but little is known about differences in entrepreneurial intentions and attitudes among entrepreneurs belonging to different cultures and ethnicities. This study focuses on South Koreans (the third largest immigrant population in Saint John) as a homogenous culture that represents around 19% of the total immigrants in Saint John (Statistics Canada, 2012). It focuses on the intentions and motivations of South Korean immigrant entrepreneurs in Saint John.
This study demonstrates the impact of cultural values on the experiences of entrepreneurs. By doing so, the study sheds light on how immigrants navigate their way towards entrepreneurship. The study seeks to contribute to the broader research body on immigrant entrepreneurs by focusing on the South Korean ethnicity and highlighting their cultural impact on entrepreneurship in Saint John.

The study starts with an introductory chapter that illustrates immigration patterns and impact in Canada, in New Brunswick, and in Saint John. The second chapter demonstrates the impact of cultural values on entrepreneurship and the reason for choosing South Korean entrepreneurs as the sample. The third chapter discusses the literature review on immigrant entrepreneurs. The fourth chapter examines intentions and motivations for entrepreneurs. The following chapter talks about barriers and facilitators for immigrants’ integration and settlement. After the study methodology chapter, the last chapters illustrate the results and discussion.

1.1 Overview of Immigration to Canada

Canada today is a multicultural nation, as each new wave of immigration continues to add to the nation’s ethnic and cultural composition (Statistics Canada, 2014). The result is a nation with an ethno cultural mosaic as indicated by immigrant population, variety and diversity of cultural backgrounds, linguistic characteristics, and religious diversity (Statistics Canada, 2014). The 2011 National Household Survey (NHS) lists more than 200 different ethnic origins in contrast to only 25 in 1901 (Statistics Canada, 2014).

In the past decade, patterns of immigration have transformed. Asia was the top source of immigrants between 2001 and 2011. During this period, Asians made up around 56.9%
of all immigrants to Canada. The second largest group of newcomers (13.7%) was European-born immigrants (Annual Report to Parliament on Immigration, 2013).

Immigrants in Canada are an essential part of an innovative economy and are a source of capital. Immigrants who come to Canada are admitted because they fulfil the requirements of one of the following three basic classes: family class immigrants, refugees, and skilled workers (including self-employed individuals, entrepreneurs and investors). As reported by Global Entrepreneur Monitor, first-generation immigrants’ rate of entrepreneurship is somewhat greater than the general population (Langford et al., 2013). By the end of the 2000s, about 19% of immigrant workers were entrepreneurs compared with 15% of their Canadian-born counterparts (Langford et al., 2013).

Canada has one of the highest levels of immigrants per capita. According to the Government of Canada, immigration plays a key role in shaping Canada’s economy, society, and history ("Annual Report to Parliament on Immigration," 2013). One out of five people in Canada is foreign born. According to the 2011 National Household Survey (NHS), Canada had over six million foreign-born individuals who arrived as immigrants. This represented 20.6% of the total population in 2011, compared with 19.8% in the 2006. Immigration has always played an important role in shaping Canada’s population. Currently, immigration in Canada has a far-reaching impact on the country’s population. Immigration accounted for two-thirds of the country’s population growth between 2001 and 2006 (Statistics Canada, 2014).

To encourage business people and entrepreneurs, Canada’s federal government introduced in 1978 the category of business immigrants to the Immigration Act. According to the Government of Canada, the program was originally designed for
entrepreneurs, investors, and self-employed individuals ("Immigration and Citizenship," n.d.). Applicants for the entrepreneur category were required to establish and manage a business and create at least one full-time job equivalent. The investor program attracted applicants who were willing to make an immediate investment of $800,000. The self-employed category attracted applicants who could become economically established in Canada by virtue of their self-employment and high-level participation in cultural or athletic life. These Federal Immigrant Investor and Federal Entrepreneur Programs were terminated as of 2011, and 2012 respectively. The government of Canada announced that, those programs provided limited economic benefit to Canada, and eliminating them gave Canada the opportunity to explore new ways to generate venture capital investments in support of early-stage Canadian companies ("Immigration and Citizenship," n.d.).

The start-up visa program, which links immigrant entrepreneurs with experienced private sector organizations that are experts in working with start-ups, replaced the entrepreneur program in 2013 ("Start-up Visa," n.d.). Canada's Economic Action Plan 2012 highlighted "Canada’s commitment to supporting entrepreneurs, innovators, and world-class research through the start-up visa program. The start-up visa targets sought-after entrepreneurs and innovators from around the world, and offers them permanent residence, and access to a wide range of business partners. Applicants require a commitment from a designated Canadian angel investor group, or venture capital fund to invest in the business idea before applying for permanent residence" ("Start-up Visa," n.d.).
To ensure the highest contribution to the economy, the Government of Canada placed the greatest value on the immigrants' human capital as the basis to select immigrants. The literature argues that immigrants selected on the basis of their education, skills, and experience (their human capital) do better over the long-term (Alboim, 2009). Immigrants with a higher rate of human capital also appear to enjoy stronger earning potential ("A Path to Sustainability and Excellence," 2012). An analysis of Statistics Canada's 2003 Ethnic Diversity Survey found that immigrants were more than twice as likely to be self-employed if they ranked high in terms of education, knowledge of multiple languages, and presence on social networks. More recently, Citizenship and Immigration Canada's 2010 evaluation of the Federal Skilled Worker Program found that higher levels of post-secondary education and greater official language capacity resulted in better income for principal immigration applicants. In summary, there is strong evidence that selection based on human capital produces better long-term results for immigrants ("Expanding Our Routes to Success," 2012).

1.2 Overview of Immigration in New Brunswick

Although the immigration policy falls primarily under federal jurisdiction, responsibility for immigration is shared between the federal and provincial/territorial governments ("Expanding Our Routes to Success," 2012). According to Citizenship and Immigration Canada, there are agreements with most provinces and territories on how they share responsibility for immigration. The number of provincial nominees (immigrants coming to Canada through different provincial immigration programs) for immigration to Canada grew from less than 500 in 1999 to over 22,000 in 2008 ("Expanding Our Routes to Success," 2012). In 2008, provincial nominees comprised 9% of the total
immigrant flow to Canada. Provincial nominees do not have to meet federal selection criteria for skilled workers (i.e. education background and work experience), yet are free to move anywhere in Canada according to the mobility provisions of the Charter. There is less focus on human capital criteria within the provincial nomination programs compared to the federal one. In Atlantic Canada, the education level of immigrants is relatively lower compared to other provinces. Atlantic Canada has 42.3% of the entrepreneurs with a high school diploma or lower. This is one of the lowest levels of education in Canada for small and medium-size business owners (SME Research and Statistics, 2013).

A federal-provincial agreement was established between Canada and NB in February of 1999. In 2005, the New Brunswick Provincial Nomination Program (NBPNP) was established in agreement with the Government of Canada. As an economic program, the NBPNP selected and nominated qualified business people from around the world who would own and actively manage a business that could contribute to the NB economy and create jobs. Priority was given to applicants who had the greatest potential to become economically established in NB. Immigration councils in international markets made NBPNP the easiest and fastest immigration process relative to other programs (Noh et al., 2012). The program had no monetary deposit requirement until 2010. A deposit requirement of $75,000 was added in 2010 to the program to be paid by immigrant entrepreneurs upon arrival as a way to keep more of them in the province longer.

As of 2013, the provincial government paused the business applicant category of the NBPNP. The government announced that during the pause, new business applicants would not be accepted, but the government will still evaluate and accept previous ones
according to eligibility requirements. According to the Government of Canada, 80% of immigrants to New Brunswick came through the NBPNP (“NB Population Growth Strategy,” 2014).

Although NB is not traditionally considered an immigration destination, in recent years it attracted a slightly larger share of all immigrants who came to Canada (an average of 0.9% of the immigrants in Canada). Of the immigrants living in New Brunswick in 2011, 7,150 came to Canada between 2006 and 2011 (“Focus on Geography Series,” 2011). These recent immigrants made up 25.1% of the immigrants in the province (“Focus on Geography Series,” 2011). According to the 2011 NHS, 28,465 (3.9%) of the population of NB was foreign born. For each year since 2010, the NBPNP has continually been responsible for the majority of the immigrant population in New Brunswick. Among NB’s immigrant population, 80.8% spoke English and/or French most often at home, and the three non-official languages spoken most often at home by immigrants to NB were South Korean (5.2%), Spanish (2.3%), and Chinese (2.0%) (Focus on Geography Series, 2011). Immigrant entrepreneurs are believed to bring numerous social and economic benefits to NB. They can offer new ways of looking at challenges given their diverse language skills and connections to international markets (“NB Population Growth Strategy,” 2014).

Over the past few decades, NB’s population has been declining. Moreover, the population composition has shifted. The senior population has been steadily increasing while the youth population has been steadily decreasing, and NB’s population is now older on average than the Canadian average. The New Brunswick median age in 2012 was 43.4 years whereas the median age for Canada was 40.0 years. This trend is
expected to continue and will give way to both a shrinking and aging workforce.

To strengthen New Brunswick’s vulnerable position, in 2007 the New Brunswick Self-Sufficiency Task Force Secretariat identified the need to increase the labour force and reverse shrinking population trends as the primary reality in order for New Brunswick to achieve self-sufficiency (“NB Population Growth Strategy,” 2014). The task force indicated that the province should increase its population by 100,000 people over the next two decades, set an aggressive target of attracting 5,000 people to the province annually by 2015, and increase the province’s immigrant retention rate to 80% from 60% (“NB Population Growth Strategy,” 2014). In the last few years, the Secretariat’s efforts have resulted in a significant increase of the number of immigrants to the province, in particular, a dramatic increase in South Korean newcomers. The number of South Korean immigrants arriving in New Brunswick has been increasing steadily since 2005, making the Republic of Korea a primary source for immigration to the province. Statistics show an influx of 384 South Korean immigrants in 2007 vs. 10 South Korean immigrants in 2004 (“Profile of New Brunswick Labour Force,” 2013). This growing trend and its impact supports the choice of South Koreans as the study focus.

1.3 Overview of Immigration in Saint John

According to Statistics Canada’s 2011 Census, the population of the Saint John census metropolitan area (CMA) was 127,761, representing a percentage increase of 4.4% from 2006. Although this population increase was higher than the 2.9% growth in NB, it is relatively lower compared to the national growth of 5.9% in the past year (“Focus on Geography Series,” 2011). The population of Saint John has not been growing as planned and the average age of the population has been increasing (an increase of 13.2%
According to the 2011 National Household Survey (NHS), 4.3% of the population of the Saint John census metropolitan area (CMA) was foreign-born (5,365 individuals), approximately 25% of which came between 2006 and 2011. The three most common countries of birth of immigrants living in Saint John are United Kingdom (25.1%), United States (17.8%), and South Korea (8.0%).

Saint John is the largest city in the province of New Brunswick and is located on the north shore of the Bay of Fundy. In 1785 Saint John became the first incorporated city in Canada. Saint John is part of the Saint John census metropolitan area (CMA). In addition to the industrial infrastructure in the city’s east, the city has capitalized on service industries. The city has developed a robust service industry, and currently, the bulk of employment in Saint John is in the service business. It has 77.5% of employees concentrated in the service industry (“Fact Sheets—City of Saint John,” 2012).

In summary, Saint John is not commonly thought of as an immigrant city, nonetheless, the city would not exist without the contributions of successive waves of newcomers from within Canada and abroad (Marquis, 2009).
According to Statistics Canada’s 2011 Census, the population of Saint John census metropolitan area (CMA) was 127,761, representing a percentage increase of 4.4% from 2006. Saint John’s population is increasing only at around half the national rate (2.9% versus 5.9%) and holds a larger portion of individuals age 65 and over than nationally (“Focus on Geography Series,” 2011; “Fact sheet—City of Saint John,” 2012). In 2011, the percentage of the population aged 65 and over was 15.1% compared with a national percentage of 14.8% (“Focus on Geography Series,” 2011). Saint John is in need of business immigrants to invest in the city and start new businesses, thereby boosting the economy and reversing the declining population trend (Anderson & Leo, 2006). The city is dependent on the federal and provincial immigration programs for a supply of business immigrants. Although Saint John is embracing entrepreneurs (“NB Population Growth Strategy,” 2014), the province of NB has recently cancelled the Entrepreneurship Nomination Program, which facilitated the arrival of the bulk of immigrants in the province (“NB Population Growth Strategy,” 2014). There is a knowledge gap regarding the experiences of entrepreneurs in Saint John. There is a need to understand their intentions and motivations to better attract and retain them in the future.
3. RESEARCH PROBLEM

As one of the solutions to counteract population decline, Saint John has been actively attracting immigrant entrepreneurs to boost the economy (Anderson & Leo, 2006). There is broad consensus that entrepreneurs play an important role in creating employment and wealth, and this has led to a growing interest among researchers, government, business practitioners, and policy makers. Some researchers believe that self-employment arises out of blocked mobility in the labour market while others emphasize the opportunity structure available to immigrants in their adopted settings (Ensign & Robinson, 2011). Waldinger et al. (1990) postulate that immigrant and minority groups develop strategies that build on the opportunities available to them through collective action. Entrepreneurship is in many cases one of the best ways for an immigrant to gain the acceptance of the established community. It also offers multiple advantages that make the option of self-employment more attractive to newcomers who wish to have security and opportunity for business advancement. Ethnic enclaves help with expanding entrepreneurial activities because ethnic ties are often the results of chain migration (Ensign & Robinson, 2011).

There is limited knowledge about current immigrant entrepreneurs in Saint John and their respective experiences. This study attempts to bridge the gap and draws more attention to the experiences of the immigrant entrepreneurs in Saint John. In 2011, South Korea contributed with 8% of the total immigrants in Saint John and rated the third after the United States and United Kingdom. The Korean language was considered the most frequently reported non-official language spoken most often at home by immigrants in Saint John (“Focus on Geography Series,” 2011). Given that South Korean
entrepreneurs constitute a major percentage of immigrants in the city, this study will focus on South Korean immigrant entrepreneurs.

4. CULTURE AND ENTREPRENEURIAL CHARACTERISTICS

Numerous studies examine the relationship between culture and entrepreneurial characteristics (Armengot et al, 2010; Altinary & Wang, 2011; Collins, 2012). Recent empirical research indicates significant differences in self-employment rates among different ethnic and racial groups (Fairlie, 2004). Research reveals that each culture exhibits its own differentiating elements and these differences exist with regard to entrepreneurial activities (Linan & Jose, 2014). In the context of entrepreneurship studies, culture is the core system of values peculiar to a specific group or society. Each culture shapes the development of certain personality traits and motivates individuals in a society to engage in behaviours that may not be as dominant in other societies (Mueller, & Thomas, 2000). These variable traits are reflected in an entrepreneur’s motives for new firm creation, the process involved, and the significant adaptations (Armengot et al., 2010). According to Hofstede (2004), entrepreneurial activity is considered one of the behaviours that vary across countries due to the impact of cultural values and beliefs.

4.1 Hofstede’s Taxonomy of Cultural Values and Entrepreneurship

Hofstede’s cross-cultural taxonomy was the most used in the literature to describe the effects of an individual culture on the values of its members (Tlaiss, 2014).

In an attempt to explore the impact of cultural dimensions on South Korean entrepreneurs, this study will review the South Korean culture using Hofstede’s
taxonomy of cultural values. Hofstede’s taxonomy differentiates between cultures based on five dimensions: power-distance (PD), individualism (IND), uncertainty avoidance (UA), masculinity (MAS), and long-term orientation (LTO). The following chapter of the study will briefly discuss each dimension, and how each dimension is related to South Korean culture.

**Power distance (PD)** refers to the extent to which less powerful individuals accept and expect that power be distributed unequally. Individuals with high power distance are likely to accept inequality in power and follow others in positions of leadership and authority. Previous literature on entrepreneurship recognizes that a culture with lower power distance offers a better environment for innovation, which is a key element for entrepreneurship. Researchers found that rigid, centralized control has been found to hinder the flexibility needed for innovation (Youn-ja, 2010). South Koreans have a high power distance score and are known to have a hierarchical structure where a top-down decision-making style is the norm rather than the exception (Noh et al., 2012).

**Individualism (IND)** is the degree to which individuals are integrated into groups. It represents whether people’s self-image is defined in terms of “I” or “We.” In societies with high individualism score, stress is put on personal achievements and individual rights, and as a result, in these cultures, individuals perceive themselves as free, independent from social groups, autonomous, and different from each other (Shinnar et al., 2012). In individualistic cultures, social identity is based on individual contribution, personal initiative, and achievement. Autonomy, variety, pleasure, and personal financial security take precedence over loyalty to a group (Rachid, 2014). In low
individualist or collectivist societies people belong to “in groups” that take care of them in exchange for loyalty.

Although research argues that individualistic societies are more inclined towards entrepreneurship (Shinnar et al., 2012), an empirical study presented findings that innovation comes from a balanced need for individual initiative with the spirit of cooperation and teamwork mainly characterized by collectivism (Morris et al., 1994).

South Korea has a low score of individualism and is considered a collectivistic society. This is manifested in a close, long-term commitment to the member “group,” whether that is a family, an extended family, or an extended relationship. South Korean society fosters strong relationships where everyone takes responsibility for fellow members of their group (Youn-ja, 2010).

**Uncertainty Avoidance (UA)** reflects the extent to which members of a society attempt to cope with anxiety by minimizing uncertainty. It defines the society’s tolerance for uncertainty and ambiguity (Hofstede, 2004). People in cultures with high uncertainty avoidance inclination tend to feel threatened by ambiguous or unknown situations, and create beliefs and institutions that try to avoid them.

In contrast, cultures with low uncertainty avoidance scores accept and feel comfortable in unstructured situations or changeable environments and try to have as few rules as possible. It is well documented in the literature that one of the main characteristics of entrepreneurship is associated with risk-taking behaviour, ambiguity, and innovation. New business establishment is related to low uncertainty avoidance (Yildiz, 2014).

Security is an important element as an individual motivation. Cultures avoiding
uncertain and unknown situations tend to take risks only where the outcomes are known (Emre, 2013). Low uncertainty avoiding cultures foster entrepreneurship because they are more accepting of non-traditional behaviours. It follows that entrepreneurs in these cultures enjoy greater freedom and legitimacy than their counterparts in high uncertainty avoiding cultures. Mueller and Thomas (2000) affirm that cultures high in individualism and low in uncertainty avoidance are supportive of entrepreneurship because innovativeness and internal locus of control are prevalent in these cultures.

South Korea is one of the most uncertainty avoiding countries in the world (Youn-ja Shim, 2010). South Korea’s high uncertainty avoidance has established control systems to reduce risks and eliminate uncertainty (Hofstede, 2009). Countries exhibiting high uncertainty avoidance maintain rigid codes of belief and behaviour, do not tolerate unorthodox behaviour or ideas, and resist innovation to a great extent.

**Masculinity (MAS)** emphasizes male values such as assertiveness, materialism, ambition, power, and competitiveness. Feminine cultures place more value on quality of life and relationships. In masculine cultures, the differences between gender roles are more dramatic and less fluid than in feminine cultures where men and women have the same values emphasizing modesty and caring. A high masculinity score indicates that the society will be driven by competition, achievement, and success. This value system creates behaviour that starts as early as school age (Hofstede, 2009).

A low masculinity score means that the dominant values and signs of success in society are caring for others and quality of life. Evidence from literature suggests that characteristics considered essential for the business world and entrepreneurship tend to
be masculine (Yildiz, 2014). Business is generally seen as a man’s world and it is believed to require characteristics that are stereotypically masculine, rather than feminine.

South Korea is considered a feminine society in the major part of the literature, where people value equality, solidarity, and quality in their working lives (Hofstede, 2009). In such a culture, conflicts are resolved by compromise, negotiation, and incentives such as free time and flexibility. South Koreans possess many elements of a feminine culture such as Cheong (affection). They also have some attributes of a masculine culture as demonstrated by a strong work ethic and competitiveness. The attributes of a masculine culture are influenced by the Confucian value system that often emphasizes the value of effort at least as much as results (Youn-ja, 2010).

**Long-term Orientation (LTO)** was the last dimension added to the taxonomy to distinguish between the East and West, with an understanding of the influence of the teaching of Confucius in the East (Hofstede, 2004). Long-term Orientation is the extent to which a society exhibits a pragmatic, future-oriented perspective rather than a conventional, short-term point of view. In very few cases in the literature, long-term investment and long-term planning is mentioned as positively related to entrepreneurship (Eddleston et al, 2012). The link was only mentioned as reference to family firms. It was suggested that high performance and fast growing family firms usually develop long-term goals and strategies and place great importance on long-term financial performance (McCann et al, 2001; Eddleston et al, 2012).

Members of East-Asian cultures such as Korea, Japan, China, Taiwan, and Hong Kong
tend to understand social interactions in the context of the long-term association. Their personal, social, and business relationships are maintained and reinforced through continuous and long-term associations (Yeung & Tung, 1996). These countries foster virtues oriented towards future reward (as opposed to short-term gain). They score high on the long-term orientation index (Hofstede, 2004).

South Korea’s long-term orientation inclination can be attributed to its long history as a civilization. Long-term orientated cultures are incredibly adaptable, and practice perseverance. In high long-term orientated economies like South Korea’s, there is a tendency to save and a company’s outlook tends to value long-term profit over quarterly results (Mueller & Thomas, 2000). Although in the literature, long-term orientation was not strongly supported as one of the main values for entrepreneurial societies in general (only in the case of family firms), it can still be assumed that South Korean’s long-term orientation is a supporting trait for entrepreneurship.

4.2 South Korea’s cultural dimensions

Hofstede’s taxonomy identifies entrepreneurially inclined cultures according to their ranking on most of the dimensions. According to the literature, entrepreneurs were rated low in individualism and masculinity. They also have a lower score in power-distance and uncertainty avoidance when compared to career professionals (Emre, 2013). The taxonomy has conceptually been linked to intentions and motivations in the literature. South Korea is less inclined as a culture towards entrepreneurship. According to Hofstede’s taxonomy, South Korea has a high power distance score, an average score on masculinity, one of the highest scores on uncertainty avoidance in the world, and a high long-term orientation similar to the rest of the Asian countries.
Most literature supports the idea that entrepreneurial societies are lower in power distance, and uncertainty avoidance, and higher in individuality, and masculinity. This is the opposite of the South Korean culture; therefore, cultural dimensions would tend to make South Koreans less inclined towards entrepreneurship. South Korean immigrants in Saint John have consciously abandoned a known environment, familiar culture and language, and strong social relations. In return, they have made a risk-associated career choice in a new country (Ensign & Robinson, 2011). It can be argued therefore that there is a certain level of entrepreneurial drive and spirit exhibited among them despite the cultural tendencies of South Korea in general, as indicated by Hofstede’s taxonomy. It is stated in the literature that, when a person makes a choice of self-employment, he/she demonstrates advantageous personality traits that may include a high tolerance of ambiguity, a propensity for risk-taking, and perseverance (Doherty et al., 2013). It is argued however, that this is only in cases where entrepreneurship is a personal choice (Burmeister-Lamp et al., 2012). This study explores how South Koreans, in spite of their less inclined entrepreneurial nature, navigate their way through entrepreneurship.
5. REVIEW OF LITERATURE

5.1 Definition of entrepreneurship

Although the subject of immigrant entrepreneurialism emerged around 1970, it really gained momentum in the 1980s when American analysts began to document the fact that immigrants were more prone to self-employment than the native-born population (Hierbert, 2002). Ever since the word “entrepreneur” was first used in economics by Cantillon (1755) to describe “a person who was characterized by buying products at known prices in order to sell them on the market at unknown prices,” there has been a strong association of the term entrepreneur with risk-taking and available resources. Entrepreneurship was defined as the ability to create and build something from practically nothing. It is the knack for sensing an opportunity where others see chaos, contradiction, and confusion (Piperopoulos, 2012).

While it has become widely acknowledged that entrepreneurship is a vital force in the economies of developed countries, there is little consensus about what actually constitutes entrepreneurial activity (Armengot, 2010). Entrepreneurship has been defined in various ways ranging from narrow meanings such as starting one’s own business, to broad conceptualizations such as a work attitude that emphasizes self-reliance, initiative, innovativeness, and risk-taking. There has not been a global consent on one single definition of entrepreneurship so far (Carlsson et al., 2013). This undoubtedly reflects the fact that it is a multidimensional concept. However, most definitions of entrepreneurship do emphasize the risk-willingness of individuals embarking on this kind of career choice, the uncertainty they face in the future, and motivation as an empowering force for them.
During the last decades, there has been a great deal of attention paid to the subject of entrepreneurship (Morales, & Holtschlag, 2013). Entrepreneurship has been witnessing increasing recognition as a crucial factor in the processes of economic development in nations (Morales, & Holtschlag, 2013). Increased entrepreneurial activity is seen as a means to revitalize stagnating industries and provide new jobs to compensate for employment problems created by corporate restructuring and downsizing (Thomas, 2000).

5.2 Immigrant entrepreneurs

Much of the earlier literature attempted to explain why some groups are more entrepreneurially inclined and more successful at operating businesses than others. Initially, researchers looked toward cultural factors to understand these differences. This emphasis has given way to a more complex approach that acknowledges multiple causes. In their attempt to theorize the entrepreneurial behaviour of immigrant and minority groups, Waldinger et al. (1990) argued that each cultural group has a unique mix of pre-migration, migration, and post-migration characteristics. This mix accordingly sets the parameters of each culture’s economic participation. The theoretical framework used often in the literature seems to begin and end with the “ethnic” characteristics of immigrants (Tolciu, 2011). Until now, little attention has been given to the entrepreneurial component of the migrant rather than the ethnic occurrence (Johnes & Ram, 2007; Ram et al., 2008; Tolciu, 2011).

5.2.a. “Ethnic” vs. “Immigrant” entrepreneurs

There has been an issue with the overlap of terminology in the literature. The term “ethnic” and “immigrant” entrepreneur are alternatively used and sometimes overlap.
The reasons that explain this overlapping of terms lies in the theoretical framework used as a reference, which conceives immigrant entrepreneurs as a group of minority business owners for reasons of race, ethnic background, or state (Al Ariss et al., 2013). Immigrant entrepreneurs are not always characterized by ethnic attributes, and not all ethnic minority entrepreneurs are immigrants, as in the case of second or third generations.

5.2.b. Immigrant entrepreneurs and human capital

Many argue that human capital components are the best predictor of entrepreneurs’ success. In Canada, entrepreneurs’ past performance is seen as the best predictor of their adaptability to the new country (Al Ariss et al., 2012). Their successful entrepreneurship in one cultural-economic-institutional context adequately prepares them for business activities in another.

The literature also indicates that formal (education) and informal (past experience) human capitals are utilized differently (Praag & Parker, 2012). There are important differences between characteristics of entrepreneurs who opt for different modes of entry (Praag & Parker, 2012). The requirements in terms of formal and informal human capital vary. For starting up a new venture, formal human capital (education) is one of the most required skills for success (Tharmaseelan et al., 2010). Informal human capital is needed more in a case of family business or taking over an existing venture.

In summary, it is debated that in spite of the importance of human capital for entrepreneurship, in many cases it may be non-transferable (Al Ariss, 2010). Career capital accumulated outside the host country may not always be relevant or tradable in the host country. Additionally, research entrepreneurial success in one location may not
apply in another (Hiebert, 2002).

5.3 Entrepreneurial Intentions

Entrepreneurial activity can be predicted more accurately by studying intention rather than personality traits, demographic characteristics, or situational factors (Ferreira et al., 2012). The subject of entrepreneurship intentions is spread across many fields. Measuring entrepreneurial intention incorporates insights from both psychological and behavioural approaches (Ferreira et al., 2012).

There is a growing body of literature debating that intentions are one of the important steps in the entrepreneurship process, which provide substantial predicting power for the occurrence of entrepreneurship. It is also argued that potential entrepreneurs can be identified through the examination of their key attitudes and intentions. Previous studies even confirmed that intentions are the best predictor of human behaviour (Engle et al., 2010).

Scholars have characterized intentions in many ways. In her work, Bird (1988) defined it as “a state of mind directing a person’s attention and consequently experience and action toward a specific object, goal, or a path, in order to achieve something.” Consistent with this approach, Krueger et al. (2000) stated that individuals do not start a business as a reflex, but they do it intentionally. At the initial stage of any business, the impact of the entrepreneur’s intention is predominant (Lee et al., 2011). It is especially so because of the influence of external stakeholders, corporate structure, politics, image, and culture have not yet been established (Bird, 1988). There are numerous theories and models explaining entrepreneurial intentions, as described below.
5.3.a. Entrepreneurial intentions, theories, and models

Shapero’s Theory of Entrepreneurial Event (1982) proposes that entrepreneurial intentions depend on perceptions of personal desirability, feasibility, and propensity to act (Krueger et al., 2000). Another theory that is derived from the Social Cognitive Theory is the Self-efficacy Theory proposed by Bandura (1977). Bandura suggested that expectations such as motivation, performance, and feelings of frustration associated with repeated failures determine effect and behavioural reactions (Krueger et al., 2000). Bandura (1986) separated expectations into two distinct types: self-efficacy and outcome expectancy. He defined self-efficacy as the conviction that one can successfully execute the behaviour required to produce the outcomes. The outcome expectancy refers to a person’s estimation that a given behaviour will lead to certain outcomes. He stated that self-efficacy is the most important precondition for behavioural change, since it determines the initiation to copy behaviour. Another well cited theory is Ajzen’s Theory of Planned Behaviour (TPB), which strongly emphasizes the intentional-behavioural relation. This study employs Ajzen’s widely accepted theoretical framework.

5.3.b. Ajzen’s Theory of Planned Behaviour (TPB)

This study employs Ajzen’s TPB, which has become one of the most frequently cited and influential models for the prediction of human social behaviour (Engle et al, 2010; Ajzen, 2011). Any search reveals a substantial number of studies citing this theory. According to Engle et al. (2010), Ajzen’s theory has returned well over 100 studies in the social sciences with the overwhelming majority finding support for this model’s ability to predict intent of activities.

However, testing Ajzen’s model across a large number of nations is under researched
According to Kreuger et al. (2000), empirical studies generally support the relationship postulated by Ajzen's theory between entrepreneurial intention and attitudes, subjective norms, and perceived behavioural control. Ajzen's theory is grounded in social psychology, and is based on the concept that much human behaviour is planned, and is therefore preceded by intention toward that behaviour (Fishbein & Ajzen, 1975). It contends that intentions are a function of three sets of factors: attitudes, subjective norms, and perceived behavioural control. Together, they shape an individual's behavioural intentions and subsequently, that individual's behaviours.

While, the first two factors reflect the attitude of the individual and his/her relevant environment toward the behaviours, the third reflects perceptions that the behaviour is personally controllable (Xiaohong, 2012). Perceived behavioural control is defined as the personal belief about being able to execute planned behaviour and the perception that the behaviour is within the decision maker's control. This notion is similar to Bandura's (1986) concept of self-efficacy.

The theory asserts that intention is an accurate predictor of planned behaviour, especially in cases where the behaviour is difficult to observe, rare, or involves unpredictable time lags (Ajzen, 1991). Ajzen's Theory of Planned Behaviour was a development on the original Theory of Reasoned Action, which was proposed by Martin Fishbein and Icek Ajzen in 1975 by adding perceived behavioural control as a third dimension (Ajzen, 1991).

In the context of entrepreneurship, the theory asserts that entrepreneurial intention is dependent on an individual's attitude toward the desirability of an entrepreneurial career. Desirability has been shown to exert a positive influence on entrepreneurial intentions.
In the theory, subjective norms are the second crucial element, represented in the support of family and friends. The effects, however, of the social norm remain open to debate in the literature (Delance, 2011). The final element is the perceived behavioural control or the perceived ability to execute the intended behaviour.

Although the theory has been criticized frequently, most of the criticism targets the theory’s limitation rather than the theory’s basic reasoned action assumption (Ajzen, 2011). An example of the limitation is the considerable variation with regard to the intention–behavior correlation (Armitage et al, 2000). Shorter intervals between assessment of intentions and observation of behavior are generally associated with stronger correlations than longer time intervals (Ajzen, 2011). The literature supports the proposition that longer intervals promote instability of intentions and therefore can reduce their predictive validity (Sheeran et al, 1999; Armitage, 2000; Ajzen, 2011).

5.3.c. Intentions and Opportunity recognition

Another important aspect that seems relevant to the study of intention is opportunity recognition. While intentions may play an important role in determining an entrepreneur’s potential, it could be the case that many potential entrepreneurs will not initiate an entrepreneurial career unless the opportunity prevails. Prior experience and knowledge enables an individual to combine information in new ways, which leads to discovering new opportunities that could not have been discovered otherwise (Indu et al., 2013).

Bhave (1994) distinguished between externally and internally stimulated opportunity recognition. In the case of external stimulation, the intention to start a new venture
In examining the entrepreneurial process, intentions and opportunity identification are interlinked. A number of researchers have suggested that the existence of an entrepreneurial opportunity, its identification by the entrepreneur, and the conscious decision of the entrepreneur to exploit that opportunity, are among the requisite steps necessary in the entrepreneurial process (Shane, 2004; Kontinen, & Ojala, 2011). On the other hand, Krueger et al. (2000) argued that an entrepreneurial process tends to be thoughtful on the part of the individual, and that opportunity identification is based upon individual intention, as is often the case with the entrepreneurial process.

5.4 Motivations for Entrepreneurs

The literature identifies a wide range of entrepreneurial motivations. Entrepreneurs’
motivations are either economic gain or non-economic motives. Non-economic motives include the desire for achievement and independence, personal development, improved social status, and contribution to the community’s welfare (Tlaiss, 2013). The most used categorization in the literature, however, has generally been push-pull situational factors.

5.4.a Push and pull motivations

The push-pull model has been frequently used in research to explain entrepreneurial motivations, however it has been less explored in the context of immigrant entrepreneurs. Individuals may be pulled into entrepreneurship by positive factors: both materialistic and non-materialistic, which encourage the search for business opportunities (Krueger, 2000). The pull perspective associates venture initiation with the notion of seizing an opportunity and making a deliberate choice to become self-employed. Advocates of the pull argument perceive entrepreneurship as shaped largely by agency and individual choice, greater independence, challenges, and success (Hughes, 2003; Baughn et al.; 2006; Tlaiss, 2013).

Pull entrepreneurs are viewed as more confident and engaged in networking to a greater degree than those who were pushed into small business ownership (Robichaud et al., 2010). In general, pull factors have been found to be more prevalent than push factors. However, it may be difficult in practice to disentangle the extent to which individuals are pushed or pulled towards self-employment (Dawson & Henely, 2011). This is significant because businesses started by entrepreneurs who experienced push motivations are found to be less successful financially than those built upon pull factors (Kirkwood, 2009).
If motivations are largely internal and opportunity-related, then self-employment can be viewed positively, as it may provide opportunities for quality of life improvement and for exploration of creative entrepreneurial opportunities (Amit & Muller, 1995; Dawson & Henely, 2011).

5.4.b. Theories advancing the pull argument

The pull argument for entrepreneurship is supported theoretically by the legitimation or social approval perspective, and the materialism or post-materialism perspective (Tlaiss, 2013). While these studies sort entrepreneurs’ motivations in terms of push and pull categories, little explanatory research has been undertaken to review Push-Pull Theory in relation to immigrant entrepreneurs.

5.4.c. Pull motives and Legitimation Theory

The Legitimation Theory focuses on the pull motives for entrepreneurship by prompting the idea that if the culture of a certain country manifests high overall legitimation and support of entrepreneurship, this will create an entrepreneurship environment. The level of legitimation in a society is always expected to affect entrepreneurship (Etzioni, 1987). The sources of legitimation are the values of the society and sub-societies to endorse entrepreneurship and the creation of new businesses. Legitimation in the context of entrepreneurship refers to the society’s attitude and government activities to support entrepreneurship.

According to Global Entrepreneur Monitor, the Canadian culture for entrepreneurship is healthy. More than 60% of Canadians believe that entrepreneurship is a good career choice, entrepreneurs enjoy high social status, and the media gives entrepreneurs good
coverage (Langford et al., 2013).

5.4.d. Pull motives and Post-materialism Theory

The Post-materialism Theory is based on the idea that entrepreneurship is related to the level of economic development in the country. Post-materialist values such as autonomy, belonging, esteem, self-expression, and intellectual satisfaction are emphasized in cultures with conditions of prolonged prosperity (Morales & Holtschlag, 2013). This is why in socioeconomic environments in which material sustenance and physical security are not yet resolved people will tend to prioritize these “materialistic” goals. The Post-materialism Theory suggests that the economic well being of a country’s residents is associated strongly and positively with the spread of non-materialistic life goals such as personal development (Inglehart, 2000).

These life goals drive motivation to follow the entrepreneurial path. It is, however, realized in the literature that the effect of post-materialism on being an entrepreneur is not the same across countries (Morales & Holtschlag, 2013). According to the Post-materialism Theory, it is safe to assume that immigrant entrepreneurs in Canada are motivated primarily by non-materialistic motivations because of Canada’s economy and lifestyle. According to Langford et al. (2013), having an established business seems to contribute to definite gains in subjective well-being. It is believed that East Asian immigrants to Canada are pulled by non-materialistic motives. Canadian immigration officials in East Asia supported this argument by pointing out that East Asians could easily obtain 50% higher returns on investments in East Asia (Froschauer, 2001).
5.4.e. Dissatisfaction Theory and the push argument

On the other hand, some individuals are pushed into entrepreneurship by negative external factors like dissatisfaction with existing employment, reaching a glass ceiling, or losing a job. Push factors are often associated with some level of dissatisfaction. A study of 391 ethnic enterprises in Greece found that 56-72% of the immigrant entrepreneurs reported that their business entry decision was influenced by the “block mobility thesis argument” (Piperopoulos, 2010). Empirical studies support this view and characterize entrepreneurs as misfits, rejects from society, or displaced individuals (Shapero 1975; Piperopoulos, 2010).

Wennekers et al. (2001) found support for push factors of entrepreneurship in countries with less prosperity and greater dissatisfaction with societies in general. Dissatisfaction Theory refers to the state of being dissatisfied with the current status (current employment). It often precedes the formation of a company at the individual’s level. What exists at the micro level appears also to exist at the macro level. Following the Dissatisfaction Theory at the macro level, it is assumed that if on the culture-wide level the employment market is unappealing to potential entrepreneurs, they are then pushed to start their own firms to provide some distance from a culture they find undesirable (Hofstede, 2004).

The literature on entrepreneurial motivations has implied a distinct separation between push-pull motives for choosing self-employment or entrepreneurship. It has additionally superimposed a further characterization of motives as external/internal. External motives are related to opportunities or constraints and internal motives are linked to personal objectives and goals (Dawson & Henley, 2011). In recent years, the push-pull
terminology has largely been replaced by necessity and opportunity-driven entrepreneurship (Robichaud et al., 2009).

According to the 2000 Survey of Self-Employment, the majority of immigrants and non-immigrants who were self-employed had not entered self-employment because of labour market difficulties. However, 33% of immigrants were more likely than non-immigrants (20%) to report that they entered self-employment due to a lack of job opportunities in the paid labour market. Among immigrants, those who had been in Canada for 10 years or less were more likely (40%) than more established immigrants (31%) to report that they became self-employed because of labour market difficulties (Wang & Hou, 2011).

In practice, this dichotomy represents an oversimplification of the factors responsible for new venture creation. The push-pull dimensions may be blurred. Individuals may be driven by multiple motivations for choosing self-employment across all push-pull and external/internal dimensions (Hughes, 2003).

5.5 Barriers to Entrepreneurship

Starting a business can be a challenge for everyone. Immigrant entrepreneurs face many of the same challenges as Canadian entrepreneurs when it comes to starting and running businesses in Canada. However, they have many additional challenges including language difficulties, adequate self-confidence, and family responsibility. Additionally, they are unfamiliar with the Canadian customs and have no established networks or credit history in Canada. Barriers in this study are categorized into internal and external ones.
5.5.a Internal/Personal barriers

Inadequate language proficiency

Communication in English or French is the basis for business operation in Canada. In the literature, language was identified frequently as one of the top barriers facing immigrant entrepreneurs (Froschauer, 2001, Hiebert, 2002, & Al Ariss, 2010). Lack of fluency in English or French prevents entrepreneurs from successfully communicating and expanding their businesses beyond their own ethnic enclaves (Li, 2001), thereby hindering business growth. It is not only communication abilities in those languages, but communication skills that encompass more than the person’s ability to speak the language. It is important to make the right impression, understand the language etiquette, and use interpersonal skills confidently. It is argued that the business class visa (although based on the premise that human capital is the best predictor of labour market success in Canada) has a much lower threshold for acceptance (Hiebert, 2002).

In Canada, English became the predominant business language for all European immigrant entrepreneurs, compared to only one quarter of the East Asian immigrant entrepreneurs (Froschauer, 2001). According to spokesmen of Taiwanese Business Associations, the inability to speak English prolongs integration by 10 to 15 years. Although the continued practice of one’s culture of origin is accepted in most Canadian cities, entrepreneurs differ in their attitudes to linguistic conformity. As a result, the retention of one’s pre-migration business language in Canada can often lead to selecting a co-ethnic group (rather than a multi-ethnic mix of Canadian workers), hiring co-ethnic supervisors who speak English, and restricting the customer base to a co-ethnic (enclave) economy (Froschauer, 2001; Basu, 2010). On the other hand, the more
entrepreneurs are able to achieve a “break out” from ethnic labour markets, the more they are successful to achieve “break through” into larger global markets (Basu, 2010).

Low self-confidence

Fitting in to the Canadian business environment is challenging for newcomers. They not only have to understand the language but they have to understand the culture as well. Learning English or French is not enough. It is important to learn the rules of communication in order to avoid blunders or unacceptable language practices that are different in each culture (Wong, 2004). To blend further, some immigrants replace their first name with an English one to sound less foreign, and even try accent reduction lessons to better fit in (Noh et al., 2012). Not having a good grasp of Canadian culture can have a huge effect on self-confidence, which is a key ingredient for entrepreneurship.

Family responsibilities

Taking care of a family and starting and operating a business at the same time is a challenge for immigrant entrepreneurs. Immigrant entrepreneurs face social barriers; which include flexibility to attend to family away from home, integration of family members in the system, and social interaction. In the 2000 Survey of Self-employment, among the reasons identified for owning a business were independence, flexible work arrangements, balance of work and family, and work from home (Hou & Wang, 2011).

5.5.b. External barriers

Lack of access to capital

Financing is one of the core components of establishing a new business. It is also
identified as one of the most challenging barriers for immigrant entrepreneurs (Chu et al., 2010). In Canada, an immigrant needs to establish a credit history to obtain a bank loan. The general two-year Canadian credit history required to obtain financing makes bank loans inaccessible to many new immigrants. Entrepreneurs are often forced to rely on their own money to finance their businesses.

Lack of familiarity with Canadian business culture
The New Brunswick Provincial Nomination Program makes immigration status conditional upon establishing a business within two years of arrival in Canada. Many immigrant entrepreneurs adopt the low-risk strategy of taking over an existing business, rather than starting their own. They follow this route, because of their unfamiliarity with the business system and culture. A study revealed that more than half of both European and East Asian immigrant entrepreneurs took over an existing business in Vancouver and around 70% changed their line of business from the one they pursued before arrival because there was no existing business of the same nature (Froschauer, 2001). It is presumed in the literature that previous business knowledge can be beneficial and transferable only when the enterprise created elsewhere is international and follows global business practices (Vissak & Zhang, 2014).

Lack of cultural and professional networks
When they first arrive, immigrant entrepreneurs lack the social and professional networks they need to support the start-up of their businesses. Linguistic barriers combined with different business cultures and a lack of social connections from the past often drives immigrant entrepreneurs to confined business practices. They often revert to more homogenous social and professional networks. These barriers may also work to
keep entrepreneurs from expanding beyond their own ethnic enclaves.

Lack of social and professional networks is an obstacle to starting and maintaining a business. Immigrant entrepreneurs lack most of the networks established during schooling and through neighbourhoods, which many Canadian-born citizens automatically have. They also lack professional networks and mentors.

It is safe to say that given the vast differences of language and culture, many South Korean newcomers to New Brunswick arriving as immigrant entrepreneurs can be overwhelmed. They must navigate a new business culture, a new language, regulations, networking challenges, inflated commercial selling prices, and various business resources.

5.6 Facilitators to Entrepreneurs

There is an array of facilities to support newcomers in Canada. Many of the support programs offered are general, but some target entrepreneurs specifically. Immigrants seeking to start businesses require idea pools, language training, business training, tax literacy courses, access to financing, and networking opportunities. The settlement sector of the government has a key role to play in providing support for immigrants.

5.6.a. Financing facilities

Some banks offer banking and credit solutions for newcomers. For example, RBC offers a first credit card, car loans, and home mortgages with no required Canadian credit history. Immigrants have to only meet all of the bank’s eligibility and credit criteria. However, business capital financing is more challenging to access.
The Government of Canada offers some financing and funding programs for newcomers. For example, Atlantic Canada Community Business Development Corporation (CBDC) offers Seed Capital Initiative to support entrepreneurs (not exclusively immigrants) to start, expand, or modernize their businesses.

5.6.b. Settlement facilities

The Government of Canada provides free services for immigrants to Canada that include language assessments and classes, help finding a job, help with settling in a new home, and mentoring services. Local municipalities offer additional and local services. Two examples are the Saint John Multicultural and Newcomers Resource Centre Inc. and the Saint John YMCA.

5.6.c. Business networking opportunities

Enterprise Saint John supports people, ideas, and investment. The Saint John Board of Trade also plays a key role in Saint John to foster a healthy economic climate and enhance business environments in Saint John. The members’ list represents businesses and organizations from across the region. Both the Board of Trade and Enterprise Saint John offer business support and networking services to new businesses in Saint John.

Additional community-based programs and services have been developed to help newcomers as they attempt to get settled in Saint John. Some examples of these programs include the SJKV Newcomers Club, programs sponsored by local libraries and the University of New Brunswick, and many more.

5.6.d. Social capital

Social Capital Theory refers to the ability of entrepreneurs to benefit from their social
networks, memberships, and community-based or organizational relationships (Tolciu, 2010). It illustrates the benefits obtained from the social structure in the community. Social capital helps with the entrepreneurial exploitation process, by providing and diffusing critical information and other essential resources (Marger, 2001; Davidsson & Benson, 2003; Xiaohone, 2012). In the literature, the term social capital is habitually used to define a homogenous social network of the same ethnicity (Tolciu, 2011). Although social scientists emphasize different aspects of social capital, they tend to share the core idea that the social capital has an added value similar to that of the physical capital. It helps in increasing productivity both individually and collectively. In developing horizontal networking, immigrants can better integrate into the host society and identify business prospects at different levels, without having to focus solely on business opportunities available in their respective immigrant communities (Turkina & Mai, 2013).

6. STUDY METHODOLOGY

6.1 Purpose of the study

The aim of this research is to explore and illustrate the intentions and motivations of immigrant entrepreneurs in Canada. This study solicits South Korean entrepreneurs in Saint John, NB, given the shortage of knowledge regarding immigrant entrepreneurs in non-traditional immigration cities like Saint John. This study attends to a gap in the literature by providing rich data about the experiences of this group of entrepreneurs in Saint John. It uses a qualitative approach to allow for a better understanding of the experiences of the entrepreneurs. In-depth, face-to-face, semi-structured interviews with
seven South Korean entrepreneurs were conducted in Saint John.

6.2 Procedure

This study used an in-depth, semi-structured interviewing technique (Tlaiss, 2013a) with seven male immigrant entrepreneurs in Saint John. The sample was non-random. The face-to-face interviews were conducted with seven South Korean immigrant entrepreneurs. Since fostering a dialogue between researchers and respondents is critical for this study, interpretivism as an epistemic stance is followed. Interpretivists adopt a more personal and flexible research structures (Carson et al., 2001) to better understand human interaction. They have to grasp the action in terms of the system of meanings to which it belongs (Schwandt, 2000), in order to access and understand participants’ culturally derived meanings in order to explain their behavior in everyday social contexts (Coule, 2013). In this study, the complexity of human experience was taken into account in the formation of the questions, the investigative processes and the reporting (Angen, 2000).

The interviews were secured using the researcher’s personal network and through referrals. The interviews were conducted in English and recorded with permission and transcribed. The interviews offered insights into the interviewees’ personal experience. First, the interviewees were asked a few questions about their personal demographics (age, marital status, educational background, previous work experience, and number of children). Following this, they were asked about their business, in terms of age, type, number of employees, and nature of the business. Then, interviewees were asked open-ended semi-structured questions about their intentions and motives for self-employment, the barriers they faced, and the support they used.
6.3 Analysis

The interviews were conducted in the interviewees' business locations, using the methodology employed by Tlaiss (2013b). They ranged in length from 30 minutes to over an hour, with the majority lasting for around 40 minutes. Consent forms were read before the interviews and approved by the interviewees. Permission to record the interviews was obtained in advance. The content of all interviews was analysed, using a number of broad themes and guided by the literature review. A list of themes was identified, against which the responses of the interviewees were compared and counted. A secondary list of themes was revealed during the interviews and further analysed (for example, the weak economy of Saint John as a barrier). The manuscripts were read, analysed, and compared. The most recurring themes were identified, reported, and analysed. After the questions about the demographic characteristics of each interviewee, a list of open-ended questions and follow-up questions were asked to try to generate an understanding of each experience in detail. All quotes are verbatim. Examples of the questions are listed in the following table.
<table>
<thead>
<tr>
<th>Table 1. List of interview questions</th>
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<tr>
<td><strong>Demographics</strong></td>
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<tr>
<td>• What is your age?</td>
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<td>• What is your marital status?</td>
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<tr>
<td>• How many children do you have and what are their ages?</td>
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<tr>
<th>Immigration</th>
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<tr>
<td>• Why did you decide to immigrate? Why did you choose to immigrate to Canada?</td>
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<tr>
<td>• Why did you decide to settle in Saint John, NB? Did you consider settling anywhere else in Canada? How do you find living here?</td>
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<tr>
<th>Business acquisition/intentions/motivations/performance</th>
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<tr>
<td>• Why did you decide to start your own business? Did you try to find a job? Why/why not? Have you always planned to start your own business? Was this the type/nature of business that you planned to establish?</td>
</tr>
<tr>
<td>• Why did you decide to take over an existing business? Or the opposite case?</td>
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<tr>
<td>• How did the business perform?</td>
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<tr>
<td>• What are your short and long-term plans?</td>
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<th>Social</th>
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<tr>
<td>• Are you part of the South Korean community in Saint John? How is being part of the community helpful?</td>
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<tr>
<td>• How familiar were you with the community here pre-immigration?</td>
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<th>Barriers/Facilitators</th>
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<tr>
<td>• How do you describe the barriers that face immigrant entrepreneurs in Saint John?</td>
</tr>
<tr>
<td>• Can you illustrate some of the government/community services that you have used here?</td>
</tr>
</tbody>
</table>
6.4 Sample

Table 2 offers an illustration of the sample's demographic profile and Table 3 offers details of the business profiles.

The sample consisted of seven South Korean male immigrant entrepreneurs. Although exact numbers are not available, according to Enterprise Saint John, the majority of the immigrants coming through the provincial visa were male (There is no quantitative data available). The interviewees' ages ranged between 40 and 52 years. This finding is not consistent with the global trends where more entrepreneurs fall into the 25-34 years age category (Langford et al., 2013). All interviewees were married with children. The majority of the sample (6 of 7) had school-age children. Except for one interviewee, the rest of the sample had never owned or operated own business before coming to Canada. Only one interviewee had any business education.

Table 3 illustrates the profiles of the sample's businesses. Four of the interviewees came to Canada less than four years ago. The entire sample came through the New Brunswick Provincial Nomination Program. All interviewees owned businesses in the service industry (two Korean restaurants, one motel, two cafes, one sandwich café, and one retail store). Only two of the interviewees initiated a new business. Six owned and operated their current business for less than one year, and only one had owned his business for two years. Two of the interviewees owned multiple businesses during their time in Canada; one interviewee had two businesses in seven years, and another had two businesses in three and a half years. The businesses all employed between two and eight employees. Five of the interviewees used their own capital, one used a mix of own capital and bank mortgage, and one had a bank loan.
Table 2. Demographic profile

<table>
<thead>
<tr>
<th>Factor</th>
<th>Description</th>
<th>Number (percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>40-50 years</td>
<td>6 (86%)</td>
</tr>
<tr>
<td></td>
<td>Over 50 years</td>
<td>1 (14%)</td>
</tr>
<tr>
<td>Sex</td>
<td>Male</td>
<td>7 (100%)</td>
</tr>
<tr>
<td>Marital status</td>
<td>Married with children</td>
<td>7 (100%)</td>
</tr>
<tr>
<td>Children’s education level</td>
<td>School-age children</td>
<td>6 (86%)</td>
</tr>
<tr>
<td></td>
<td>University-age children</td>
<td>1 (14%)</td>
</tr>
<tr>
<td>Business education</td>
<td>Previous business education</td>
<td>1 (14%)</td>
</tr>
<tr>
<td></td>
<td>No previous business education</td>
<td>6 (86%)</td>
</tr>
<tr>
<td>Business experience before</td>
<td>Previously owned business in</td>
<td>1 (14%)</td>
</tr>
<tr>
<td>immigration</td>
<td>South Korea</td>
<td>6 (86%)</td>
</tr>
<tr>
<td>Settlement in Canada</td>
<td>Less than 4 years</td>
<td>5 (71%)</td>
</tr>
<tr>
<td></td>
<td>Less than 10</td>
<td>2 (29%)</td>
</tr>
<tr>
<td>Immigration visa type</td>
<td>NBPNP</td>
<td>7 (100%)</td>
</tr>
</tbody>
</table>
Table 3. Business profile

<table>
<thead>
<tr>
<th>Factor</th>
<th>Description</th>
<th>Number (percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of business</td>
<td>Service industry</td>
<td>7 (100%)</td>
</tr>
<tr>
<td>Current business ownership</td>
<td>1 year ago</td>
<td>6 (86%)</td>
</tr>
<tr>
<td></td>
<td>2 year ago</td>
<td>1 (14%)</td>
</tr>
<tr>
<td>Business mode of entry</td>
<td>Takeover</td>
<td>5 (71%)</td>
</tr>
<tr>
<td></td>
<td>New venture</td>
<td>2 (29%)</td>
</tr>
<tr>
<td>Number of employees</td>
<td>Less than 3</td>
<td>3 (42%)</td>
</tr>
<tr>
<td></td>
<td>4 employees</td>
<td>2 (29%)</td>
</tr>
<tr>
<td></td>
<td>6-8 employees</td>
<td>2 (29%)</td>
</tr>
<tr>
<td>Capital investment</td>
<td>Personal capital</td>
<td>5 (71%)</td>
</tr>
<tr>
<td></td>
<td>Bank loan/mortgage</td>
<td>2 (29%)</td>
</tr>
</tbody>
</table>
7. STUDY RESULTS

This section describes the results of the semi-structured, in-depth interviews and assesses them in relation to the previously discussed literature.

7.1 Cultural impact and South Korean entrepreneurs

7.1.a. South Korean entrepreneurs and immigration

The entire sample of interviewed South Korean entrepreneurs stated that they came to Canada through the New Brunswick Provincial Nomination Program because they felt the program was easier than the federal program, and had no monetary deposit requirement (except in the case of only one entrepreneur who immigrated in the past 14 months). They expressed belief that through this program, they could obtain a permanent residency card more quickly, which would mean lower tuition fees for their children.

“One of the advantages to choose NB (program) is that it is easier to get the visa. I did not consider other provinces. The requirements for the NB visa were very suitable and can be met,” an interviewee said.

“I applied for the federal immigration first, but they just dropped my application and had to reapply for the provincial one. The NB program is not as expensive as others and the conditions are little bit easier than others,” added another interviewee.

Results revealed that only one interviewee was familiar with New Brunswick before starting the immigration process. The rest of the interviewees had only heard about large centres like Toronto, Vancouver, and Montreal before considering immigration to Canada. Manitoba & Saskatoon were the only two other provincial nomination programs mentioned during the interviews. NB was selected in both cases because of the better weather conditions.
"I reviewed also Manitoba, but found that it is too cold, so I chose NB. I visited and liked the weather and the ocean here," an interviewee stated.

According to the study results, interviewees perceived Saint John as a friendly city. Some of the typical descriptions were "cosy," "less populated," "friendly," and "offers a relaxed lifestyle." They expressed beliefs that because the larger cities are more attractive for immigrants, they are more populated, very busy, and competitive. One interviewee mentioned that being in Toronto is not very different than being in South Korea, and that was not his objective. On the other hand they feel that the economy is not helping business development.

"I like Saint John. It is a small town, cosy, good weather (except in winter of course), good environment, and good education for my children," said another interviewee.

"Bigger cities are very busy and hectic, I hate that kind of life, that is why I choose to come to Canada in the first place to live a relaxed life. I like Saint John, the weather and people are very nice, kind and friendly. This helps to feel more at home," confirmed an interviewee.

"Here, I find that the economy is bad for small business owners like us, especially when they (cut) those cruise ships," said another interviewee.

"Business cost (capital) is the same than Korea but sales are much less here because the number of customers is less here," added an interviewee.

The literature on immigrants argues that bigger cities in Canada are more attractive because of the cosmopolitan nature, business setup, and economic development. Statistics Canada’s figures support the argument that 90% of immigrants are in bigger cities in Canada. Saint John has not been widely recognized as an immigrant destination, nor is it characterized as ethno-racially diverse.
It was clear from the interviews that the choice to select immigration to New Brunswick was strongly the result of the presence of immigration offices representing the province and the work of the immigration consultants in South Korea. The unfamiliarity of the interviewees with NB before considering immigration confirms the literature that classifies smaller cities as “non-traditional immigration cities.”

7.1.b. Hofstede’s taxonomy and South Korean entrepreneurs

The majority of the interviewees never considered business ownership before immigration (except for one). Five of the interviewees worked between 10 and 25 years in companies in South Korea. Most of the interviewees mentioned that they had worked for many years in a hierarchical business structure, either in a multinational or local company. All of the interviewees complained about the competitive business environment in South Korea and mentioned it as one of the main reasons they chose to immigrate. Only two of the interviewees started their own venture. The remaining five opted for the low-risk takeover of a running business.

“I was a system engineer in Korea. I never thought I would have my private business,” said an interviewee.

“I worked for Samsung for 18 years as IT manager. (The) Salary (was) very good, (the) training system with Samsung (was) wonderful, (work) relationship (was) great. Samsung looked after their employees very well. As getting older, I do not like competition. I need to take care of my family, go somewhere with my family. With Samsung that is very difficult, and competitive. I did not have enough time to get some rest,” an interviewee added.

“The problem is, for example, if you want to open a new business it will be very risky and hard with the regulations, process, and legal issues. That is why Koreans like to buy running business. Everyone wants to start the business to get his or her deposit back,” explained an interviewee.
The literature identifies an entrepreneurially inclined culture as having low scores on uncertainty avoidance and power-distance, and higher scores on individualism, and masculinity (Emre, 2013). The results of the study are consistent with Hofstede’s taxonomy that has rated South Korea low on power-distance and individualism, average on masculinity, and the highest on uncertainty avoidance in the world. Although entrepreneurship itself is considered a high-risk career choice, according to the results, most of the interviewees opted for the low-risk option of taking over an existing business. The cultural dimension of collectivism was not evident in the interviews, possibly due to the absence of an established South Korean community in Saint John. The majority of the interviewees did not appreciate masculinity traits, which characterise the corporate world in South Korea according to the interviewees. They explained that they aspired to a less competitive business practice. This confirms that the South Korean culture would rate low in terms of the existence of any entrepreneurial intentions.

It could be debated that the decision of the interviewed South Korean entrepreneurs to immigrate, that is, to start a business and leave behind a familiar environment, culture, and social relations, contradicts all of Hofstede’s taxonomy’s findings. They have made a choice that demonstrates unique and advantageous personality traits that could support a high tolerance of ambiguity, risk-taking, and perseverance.

Although the interviewed entrepreneurs were only a sample of seven in total, they are representative of the immigrant entrepreneurs in Saint John because they all came through the New Brunswick Provincial Nomination Program (NBPNP) and abided by the same regulations. It is assumed that all immigrants coming through the provincial
visa have to start a business in the first few years. It can be argued that it is hard to assume conformity or contradiction to the taxonomy, given that the choice of entrepreneurship is, in fact, not a personal choice but a regulatory requirement for immigration. Where entrepreneurship is a choice, the choice may reflect personal characteristics that are conducive to entrepreneurship (Dlziet, 2008; Scurry et al., 2013).

7.1.c. Immigrant entrepreneurs and human capital

Six of the entrepreneurs never owned or operated their own business before coming to Canada. They had jobs like system engineer, IT manager, and English teacher. One entrepreneur owned a Nike store in South Korea. Another interviewee had a business degree in trading and international business.

"I lack business knowledge. Also, my language is not good. It is hard to try to get a business and learn all about it in short time; the language does not help at all," said an interviewee.

The results revealed that, contrary to the literature that suggests the importance of human capital (Davidsson and Benson, 2003; Armengot et al., 2010; Al Ariss and Syed, 2011), the majority of the interviewees had no business education (formal human capital) or business ownership experience (informal human capital). Literature supports both formal and informal human capital for the sustainability of entrepreneurship.

7.1.d. Push-pull motives for immigration

All subjects interviewed agreed that life in South Korea was very stressful, hectic, and competitive. Some of the typical responses for the reason to immigrate were long working hours, competitive work environment, and absence of time with the family.
"In Korea we work too many hours. I worked even the weekends so I did not have enough time with my family. In Korea, if you get promoted you have to work even more," an interviewee said.

Economic motivations were not the driving force behind the immigration decision as shown by the study results. No one in the sample mentioned better financial opportunities as motivation for either immigration or self-employment.

"I do not think Canada offers more money. What special about here are the relaxed lifestyle, generous people, and no competition. In Korea, my wife and I both worked so we earned more money, but here it is easier and more laid-back life," an interviewee added.

In general, the desire for a better lifestyle for all the family members was the main motive. Specifically, children’s best interests formed the number one motive for immigration according to the majority of the interviewees. Education was the main reason cited by all parents for immigration, and in many cases for starting their own businesses. All South Korean immigrants interviewed placed their children and their education at the centre of their immigration decision. Six of the interviewed entrepreneurs have school-age children. They preferred to immigrate while their children were young, and expressed that they came to Canada not necessarily for a better education system, but for a less competitive and stressful one. Some of the excerpts as expressed by the interviewees were “less structured days for children,” “happier children,” and “less competitive system.”

"My two kids (in grade one and six) like it here better than Korea, of course, because less studying and time to play," an interviewee said.
"I wanted my kids to have high quality education. In Korea, everything is very stressful and very competitive," an interviewee added.

Although the focus of this study is on entrepreneurship, it is still important to illustrate the relevance of the Push-pull Theory in relation to the motives for immigration. The drive to immigrate is connected with the drive to start a business as the gateway to Canada. South Korean immigrants have experienced both push and pull motives when it came to the decision to immigrate (Table 4). Pull factors, however, had a clearer impact as demonstrated by the results.

In comparison to larger countries, Canada was seen as safer and less crowded. Interviewees all agreed that the education system in Canada is better, less stressful, and offers better opportunities.

"Canada is a different country. First language is English, not any violence, safety, the population is good. When the kids grow up they can get a good job. US or any European country is too many people and not the same," an interviewee said.

"I attended university in Canada. It is an experience ... Canadian education is good and I wanted to give my kids the same experience," an interviewee added.

7.2 Entrepreneurial intentions

7.2.a. Ajzen’s TPB and entrepreneurship

Immigrant entrepreneurs interviewed expressed the feeling that entrepreneurship would not have been their career choice (except for one), if it were not a regulatory requirement to immigrate. Immigration brokers and offices made it seem like an attainable choice. They helped facilitate the immigration process. In the case of five of the interviewed
entrepreneurs, immigration brokers even helped with the creation of the business plan. With the help of immigration offices in South Korea, the interviewees expressed confident control to be self-employed as they explained how the offices made it look like a possible setup. This result supports the element of perceived behavioural control in Ajzen’s Theory of Planned Behaviour.

“I never planned to have a private business, but when I had to do it, I liked having my own business to arrange my own schedule,” said an interviewee.

“We decided to immigrate. We had interview with the government. At the time we had five days to inspect the circumstance of business, but there was no time, little time. The immigration agent helped us with all papers and with writing the business plan,” explained an interviewee.

“All the Korean people coming here should start their business in two years, I would consider having a job in the future, after obtaining my PR card. The problem is immigrants have to deposit some money with the government and in order to get this money (back), they have to own a business,” an interviewee said.

Results of the study support Ajzen’s TPB that intention is an accurate predictor of planned behaviour (Ajzen, 1991). Interviewees expressed a positive attitude towards entrepreneurship. Although entrepreneurship was not considered a career choice among the majority of the interviewees before considering immigration, they explained that it would offer them the lifestyle they desire. There was low exposure to entrepreneurship education, practice, and direct association to entrepreneurial activities among the sample. These elements are thought to comprise the basis for building the attitude. Even though the acquaintance with entrepreneurship was low, the belief of the positive consequences of the behaviour was high.

Ajzen’s Theory of Planned Behaviour (1991) argues in favour of a high correlation
between attitude, subjective norms, perceived behavioural control, and intention of self-employment. The literature suggests that positive subjective norms (the perception of the social environment of entrepreneurship) influence—to a great extent—entrepreneurial decisions (Ajzen, 1991). The Canadian environment and culture for entrepreneurship is healthy, as more than 60% of Canadians believe entrepreneurship is a good career choice (Langford et al., 2013). Even pre-immigration subjective norms were demonstrated in South Korea through the support of the family for immigration and entrepreneurship decisions. Although the effect of the social norm is still open to debate in the literature (Delance, 2011), the interviewees were encouraged by their social circles to pursue this career choice. In many cases, the decision seemed more favourable because many other South Koreans had done it earlier.

The results reveal that the element of perceived behavioural control resulted from both the financial stability that the majority of the sample experience, in addition to the help provided from the immigration offices in South Korea. The interviewees expressed confident control to be self-employed as they explained how the immigration officers made it look like a possible setup.

7.2.b. Intentions and opportunity recognition

The interviews revealed that the entire sample recognized their business opportunities after the decision to become self-employed as a condition for immigration. The majority of the sample (6) expressed—even after deciding to be self-employed—that they had not explored business ideas or market gaps prior to immigration. In fact, all six plans that the entrepreneurs submitted with the visa application were different in nature from the businesses they actually ended up establishing or acquiring in Saint John.
“First time, my business plan was healthy products between Korea and Canada. I spent one full year trying, but then found this restaurant to buy,” an interviewee stated.

“When I came here, I tried to open one of the computer-related companies, the problem is NB … everything is very slow, I could not find a nice warehouse or any suppliers and the problem … shipping fees are quite expensive. If I open this type of business, I have to spend lots of money on shipping; in that case it would be hard to run the business. That is why I choose something that is already set like this. Bought it from another Korean,” another interviewee added.

This study demonstrates that in the majority of the sample, the opportunity was internally stimulated. The opportunity was only recognized to meet the immigration visa requirements, this supports the argument that internally stimulated opportunity is a result of problems to solve, or needs to fulfil, that leads to creating ventures (Singh et al., 2008).

Intentions were entangled in the literature with opportunity recognition numerous times. Bhave (1994) illustrated the internal and external opportunity recognition theory, arguing that while intentions may play an important role in determining entrepreneurs potential, it could be the case that many potential entrepreneurs will not initiate an entrepreneurial career unless the opportunity prevails. Businesses are either opportunity or necessity-driven (Robichaud et al., 2010).

7.3 Motivations for entrepreneurs

7.3.a. Push and pull motivations

The South Korean immigrant entrepreneurs were pushed and pulled by numerous factors into entrepreneurship in a multifaceted way. These factors take place across two distinctly different cultures with dissimilar business and social composition. This study
investigates the motivations for self-employment. The results reveal that all interviewees were pushed and pulled to entrepreneurship for various reasons. Table 4 illustrates some examples of the push and pull factors stated by the interviewees.

7.3.b. Pull motives and Legitimation Theory

The South Korean entrepreneurs were pulled towards entrepreneurship in Canada because of the country's efforts to promote entrepreneurship. They all agreed on the support the government provides to entrepreneurs to attract them to come to Canada. They felt that the New Brunswick Provincial Nomination Program is a valid proof of this support. Six of the interviewees confessed that it was the province's immigration program to attract entrepreneurs that encouraged them to pursue this career choice.

"The government has things to help immigrant entrepreneurs here. I do not know what the government would do to help me. The problem is the economy," an interviewee said.

The results of this study prove the support of the government to encourage entrepreneurship. This is in line with the Legitimation Theory. Consistent with the literature, this study illustrates that among the reasons identified for owning a business are independence, flexible work arrangements, balance of work and family, and work from home (Wang; Hou, 2011).
Table 4. Examples of push and pull factors stated by the interviewees

<table>
<thead>
<tr>
<th>Factors</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pull factors</td>
<td>Change of lifestyle</td>
</tr>
<tr>
<td></td>
<td>Flexibility, having own schedule</td>
</tr>
<tr>
<td></td>
<td>Have time to take care of children</td>
</tr>
<tr>
<td></td>
<td>Have more free time</td>
</tr>
<tr>
<td>Push factors</td>
<td>Hectic, busy life</td>
</tr>
<tr>
<td></td>
<td>Had to work weekends</td>
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<tr>
<td></td>
<td>Strong competition</td>
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<tr>
<td></td>
<td>Fast pace</td>
</tr>
<tr>
<td></td>
<td>No time for family</td>
</tr>
<tr>
<td></td>
<td>Cannot relax or rest</td>
</tr>
<tr>
<td></td>
<td>Very stressful</td>
</tr>
<tr>
<td></td>
<td>Long working hours</td>
</tr>
<tr>
<td></td>
<td>Short holidays</td>
</tr>
</tbody>
</table>
7.3.c. Pull motives and Post-materialism Theory

The interviews revealed that the majority of entrepreneurs did not start their businesses because of the need for more income or better economic opportunities. They often stated that they had a good income in South Korea and the majority had a very advanced career. Most of the interviewees had accumulated work experience of over 10 years.

"Income in Korea is better. If I have no kids I will never come here. There I can make more money and it is my country. Kids are the reason we are here," an interviewee clarified.

"I worked in Korea for 25 years; it is very complex city, high buildings, and 7 million populations, jammed. I did not relax, so I choose Canada: small town, cosy, good weather except in winter, environment good, education good for my children, It is not more money here than Korea now but I hope it gets better with time," another interviewee explained.

The South Korean entrepreneurs were pulled towards entrepreneurship because they aspired to have a better quality of life and not because of a better economic opportunity, which offers support to the Post-materialism Theory (Morales & Holtschlag, 2013). It is also consistent with Hofstede’s classification of the South Korean culture as a feminine society, where members value free time, flexibility and quality of life.

7.3.d Push motives and Dissatisfaction Theory

Push factors were not apparent with all the interviewees when it came to the entrepreneurial decision. It was more related to the immigration decision. All interviewees demonstrated frustration and dissatisfaction with their employment life in South Korea. The South Korean entrepreneurs complained about the very stressful life, competitive work environment, no time for family, and very little time for rest. Table 4 illustrates examples of the push factors revealed during the interviews. It was only one
interviewee who expressed that finding a job in Canada could be a major challenge.

“I faced the wall; it is hard to get a job. I just graduated in political science in Korea. English language is a barrier. Applying here and there it is hard opening chances to person who has no Canadian experience. Originally, I tried to apply for RCMP. I applied and I failed in the middle of the process,” “It is very hard to find a job; they require Canadian experience although I worked in a company. Canada is very good, they take people but they do not accept international experience or history,” an interviewee said.

The results of this study does not endorse the argument that immigrants are more likely than non-immigrants to enter self-employment due to the lack of job opportunities in the paid labour market (Wang & Hou, 2011).

7.4 Barriers to entrepreneurship

South Korean entrepreneurs in Saint John face both external and internal barriers. The results revealed a combination of both factors in all interviews. Among the internal barriers, language appeared to be the number one barrier facing South Korean entrepreneurs in Saint John. Language and communication emerged as a major obstacle both in business practices and social life. Lack of previous business experience was another internal barrier that came out during the interviews. This barrier was one of the reasons the majority of the interviewees decided to take over an existing business instead of implementing their original business plans.

As for the external barriers, lack of business networking was the barrier mentioned most often during the interviewees. An additional barrier that was revealed as a specific one to Saint John was the weak economy.
7.4.a. Internal Barriers

All of the interviews expressed that language is the biggest barrier they face in Canada. Throughout all interviews, language as a barrier was identified six times. It is not only a question of vocabulary and grammar, but of the fluency required to make good impressions, avoid social blunders, and feel confident in any situation. One interviewee expressed frustration because—although he went to university in Canada and his English was quite good—he still felt the language was a major barrier here. Interviewees said that language requirements were not an obstacle in the process of their immigration. They expressed the belief that the language level required for the New Brunswick Provincial Nomination Program visa is not as high than the level required for the federal visa. Three of the interviewees explained that they employ at least one Canadian to facilitate communication with customers.

“It is hard to understand the feelings, sometimes—old people—I feel like they speak some other language. Sometimes, I find it difficult; I feel like it is a challenge,” expressed an interviewee.

“I learned English at the multicultural centre for a month but after I started my business, I did not have time. I also used the YMCA for six months. I learn more English everyday from my Canadian colleagues here. I am lucky I can ask my Canadian colleague here if I need anything. Sometimes companies charge too much and as a newcomer I do not know,” another interviewee said.

“I have the language barrier so I employ Canadian waitresses and try to communicate in limited words in English,” added another interviewee.

“I had to pass a very easy language test. I do not speak good English but it was very easy,” said an interviewee.

Literature indicates that language is one of the major barriers faced by immigrant entrepreneurs in Canada (Froschauer, 2001; Hiebert, 2002; Al Ariss, 2010). The research
body suggests that a solution for this barrier is often times to limit business practices to immigrants' own ethnic enclaves (Li, 2001; Froschauer, 2001). In the case of Saint John—unlike larger cities—the composition of the population does not allow for this strategy given the small ethnic populations.

It is argued that the business class visa (although based on the premise that human capital is the best predictor of labour market success in Canada) has much lower acceptance thresholds (Hiebert, 2002). It was clear from the study results that the provincial visa had even lower language requirements.

The majority of the South Korean entrepreneurs interviewed had no business education or experience in South Korea. Additionally, their unfamiliarity with business culture in Canada was an additional challenge.

"I had no business knowledge. I had no idea about how business work here in Canada. For example, my sign “dropped” a month ago, and I had to put it up which was not easy at all. I had to ask around which took me three weeks. One week to check around, and another two weeks to work it out with the building manager. When a machine breaks down, I do not have experience for this kind of work and it is very expensive to get someone," complained an interviewee.

Only one interviewee had previously owned a business in South Korea. He expressed that knowledge and previous business ownership prepared him for being able to understand better and faster the business environment in Canada. He stated that after two years of not-so-profitable business, he was able to acquire a franchise, and being part of a national network is more stable in a bad economy.

"This kind of business (franchise) I am familiar with. I owned my business in Korea for 10 years, I have the experience and other people just work in the office, and for this kind of small business I could do it by myself. I owned a convenience
store for five years so I knew that the business is declining so I knew that for the current economy this is a better option. I am now part of a big company so I have leverage from suppliers,” said an interviewee.

Many studies in the literature argue that human capital is the best predictor of entrepreneurship success (Al Ariss et al., 2010). It is difficult to confirm this concept, given that the profitability and sustainability of these enterprises were not measured or assessed in this study.

7.4.b. External barriers

Lack of access to capital

Given the nature of the New Brunswick Provincial Nomination Program’s requirement of financial credentials and capability to establish a business in the first year (with an additional requirement of a $75,000 CAD deposit introduced in recent years), the lack of access to capital was not considered a major barrier for the majority of the interviewees. They were either able to invest their own capital (in the case of five entrepreneurs) or borrow from banks.

“I used my money for the capital investment, and used the RBC mortgage for the building,” said one interviewee. “For the loan, I borrowed money from RBC. I contacted RBC and Scotia bank. Picked RBC, I don’t know why, maybe a different system,” said another interviewee.

“The capital is my saving. I heard it is not easy to borrow the first year, they say banks need credit history so I did not have that. I find it hard to deal with banks here. When I came here the first time, I did not have any credit, that is the problem because even though I had very good credit in Korea, I do not have any references here so I could not get any money from the banks,” added an interviewee.

It is safe to assume that most of the South Korean immigrants have benefited from the economic advances in South Korea. This was clear because immigrant entrepreneurs
coming through the provincial program have to demonstrate financial viability as entrepreneurs, investors, or self-employed individuals. The majority of the interviewed entrepreneurs stated that they used their own money for the capital investment.

**Lack of professional networks**

The results of the interviews pointed out the lack of professional networks as an obstacle among South Korean entrepreneurs to start and operate a business in Saint John. One entrepreneur interviewed for the study noted that it was very challenging to know how things are done in Canada, in spite of being knowledgeable about business in South Korea. Many of the interviewees were overwhelmed by the different business culture, languages, regulations, networking challenges, inflated commercial selling prices, and unfamiliarity with the variety of business resources. Given the distinct business language and culture of Canada vs. South Korea, the majority of South Korean entrepreneurs complained about the unfamiliar Canadian business culture. The two-year window for establishing a business required by the immigration visa was perceived as not enough time to familiarize them with the business environment, especially with the language challenge. It was clear from the results that, except for two, all of the entrepreneurs adopt the low-risk strategy of taking over an existing business rather than starting their own.

“Before I bought this business, I heard a lot from Koreans, about the possible business options. There are several business types for Koreans (like) convenience store, restaurant, gas station, and hotel business. (No companies) I think because the English barriers, Koreans do not start other types of businesses. The service business is easy to enter and run,” explained an interviewee.

Unlike traditional immigration centres with a large South Korean population, Saint John
does not have the substantial population of South Koreans to offer an ethnic community capable of establishing the necessary social and professional networks required to support business start-ups. Interviewees argued that they were short of professional networks and mentorship because of linguistic barriers and the lack of time given their full-time business setup. There is an informal South Korean community that meets socially, however, only one of the interviewees stated that he is part of it. Another said that he is part of the Korean church, and gets lots of support socially.

"Because of business, I cannot go. Most of the events are on Saturdays and Sundays ... and I am busy here. I do not have more time with my family here but when I hire more employees, I will have more time. I work here from 10 to 10," said an interviewee.

Many researchers advocate the necessity of networking, and the importance of mentorship for entrepreneurs, especially for nascent enterprises (Davidsson & Benson, 2003; Xiaohone, 2012).

This result was consistent with the study revealing that more than half of both the European and East Asian entrepreneur immigrants took over an existing business in Vancouver, and around 70% changed their line of business from the one they pursued before arrival in British Columbia because there was no existing business of the same nature (Froschauer, 2001). Results of this study revealed that none of the businesses that the South Korean entrepreneurs ended up with were the same as the original business plan they submitted for the visa.
Saint John’s economy

Another distinct barrier that faced the South Korean entrepreneurs in Saint John was the fragile economy. The majority of the interviewees complained about the unexpected weak economy in the city.

“Truth is, we do not get enough money that I expected. In Korea, if you have a restaurant like this or small café like this you will be counting money everyday. Here I do not find any advance. I realized small population. I have been only one year but I realized it does not have any money and government does not help anything. They cut those cruise ships. Economy is very bad for people like us,” complained an interviewee.

“I owned a convenient store for five years; business was always declining because of the economy,” another interviewee added.

Economy as a barrier was not discussed in the literature reviewed, and was not part of the questions asked, but emerged in many of the interviews conducted. It can be assumed that the reason is that the literature focuses on large traditional immigration centres, which enjoy a stronger economy and a more established business environment.

7.5 Facilitators to entrepreneurs

In spite of the numerous facilities that the Government of Canada offers to immigrant entrepreneurs both on the federal and provincial levels, South Korean entrepreneurs interviewed expressed that they did not fully benefit from those services. On the other hand, the social capital was revealed to be a prominent facilitator among South Korean entrepreneurs.

7.5.a. Government facilities

The government offers various types of facilities for newcomers, both on the federal and
provincial levels. Services range from financing, settlement, language training, and professional networking. This study highlighted many of the resources available for immigrants to Canada. The results, however, revealed that South Korean entrepreneurs interviewed did not fully utilize those services. Many of the entrepreneurs interviewed had no business experience in South Korea and mentioned that they had to learn a lot about business ownership—even the one entrepreneur with previous business experience—argued that things are totally different in South Korea when it comes to entrepreneurship. Nevertheless, it was surprising to find out that most of the entrepreneurs interviewed contacted Enterprise Saint John only once (four interviewees mentioned one-time contact either during their orientation visit or when they first came to Saint John).

None of the interviewees mentioned the Saint John Board of Trade (recently renamed the Chamber of Commerce) during the interviews. They expressed less interest in being part of a business network here in Saint John.

As for language training, only three entrepreneurs attended language training at the YMCA or the multicultural centre. Given the language challenge, it was expected for entrepreneurs to take advantage of the language training facilities offered by the government, but most of them agreed that once they started their businesses, the lack of time—especially since all the courses are offered during the day when they are the busiest—it was hard to attend any.

“I learned English at multicultural for a month but after I started (my business), I did not have time,” an interviewee said.
“I used the YMCA for English course for one month. At the time, I started to learn cooking and business skills so I had to stop. I work from nine to six and anything offered from the government is offered between those times,” another interviewee added.

“I do not have any time, but I need to take some English courses because there is a regulation to gain citizenship; I have to pass the test. If I choose which English courses better for me, I will choose YMCA because the government wants to see some certificate. I think I will become citizen in two or three years. But I heard the government is changing things,” an interviewee stated.

It is worth mentioning that there is a six-month immigrant entrepreneurship-mentoring program that was recently moved from Enterprise Saint John to the Chamber of Commerce. According to the program’s coordinator, this program is targeted at providing mentorship, writing a business plan, networking facilities, business-training programs, tax-related and financial and cash flow courses, social media and communication, and cultural awareness sessions. It also helps in coordinating language courses, networking events, and other services that might be of benefit to immigrant entrepreneurs in Saint John. The program is free and open to new or existing immigrant entrepreneurs. This program was recently introduced and none of the entrepreneurs interviewed were yet familiar with it. Immigrants must enrol in the program to be able to benefit from it, however, the majority of immigrant entrepreneurs expressed concern to attend any programs given their lack of time and the language obstacle.

7.5.b. Social capital

The South Korean community in Saint John has an informal group of people that meets occasionally, and totally depends on word-of-mouth communication among South Koreans in the city. Unlike the Chinese community, the South Korean community does
not have a presence online or even a contact email. Only one entrepreneur mentioned being part of the South Korean community in Saint John and attending a few of the activities they organize. Three of the interviewees stated that they are not part of the community because of the lack of time to socialize given their demanding business set-ups.

In spite of the absence of a strong South Korean community in Saint John, the impact of the social capital was apparent with the exchange (take-over) of businesses among South Koreans. Out of the seven entrepreneurs interviewed, six of them established businesses by taking over an existing business from another South Korean owner. Furthermore, except for one, each entrepreneur interviewed had either bought a business or sold a business to another South Korean. One entrepreneur even declared that he is planning to provide a franchise of his own business to a South Korean newcomer in Saint John.

“I bought the restaurant from a Canadian, but after I sold it to my best friend and taught him everything he needs to know for two months, I took over another business,” an interviewee explained.

The social capital was even apparent prior to immigration. A few of the entrepreneurs interviewed had relatives or friends in Saint John that helped them with business establishment. The rest of the entrepreneurs mentioned that they were introduced to many South Koreans as soon as they arrived in the city.

“One of my wife’s friend has a business here. My wife visited her and looked around Saint John for two weeks. I realized this province is really good, of course, that time was summer season, not winter. And before she went back to Korea, my wife and her friend found the business. In Korea my wife has interest in café business. She liked that the café. My wife liked it, I have to like it, too, of course,” said an interviewee about his first business.
In spite of the language challenge, entrepreneurs found it easy to network socially in Saint John, due to, as they describe it, the friendliness of the people in Saint John. The South Korean entrepreneurs were not involved with any social or community organization in Saint John, but expressed interest in anything related to the children. One entrepreneur expressed admiration for the establishment of the South Korean club at one of the elementary schools, which not only helps South Korean children better integrate but also helps other cultures understand the South Korean culture. He thought it is a “brilliant idea” and we “should do more to make Canadians understand better the South Korean culture.”

While human and financial capitals are primarily class resources, social capital consists mainly of ethnic resources (Tolciu, 2011). Based on the results, there was no apparent social capital derived from a strong South Korean community. Nevertheless, the friendly and welcoming nature of the people of Saint John made it more feasible for South Korean immigrant entrepreneurs to accumulate social capital, not necessarily ethnic capital.

Whether social capital was attained from the same ethnicity or from the community in general, social scientists advocate that it resembles physical capital in its ability to increase productivity, both individually and collectively (Robert, 2000; Xiaohone, 2012). It can be assumed that the friendly nature of the people of Saint John makes it easier to accumulate social capital.
8. DISCUSSION

Canada remains focused on business immigrants to boost the economy and New Brunswick (NB) is following the same footsteps through attracting immigrant entrepreneurs. Despite there being extensive research about immigrant entrepreneurs in Canada and its major centres, smaller provinces like NB have enjoyed much less interest from researchers. Empirical research on immigrant entrepreneurs in smaller cities is scarce, especially in relation to their cultural dimensions. The topic of this research study is of crucial importance, given the lack of a knowledge base about immigration to smaller and less traditional centres in Canada. According to Statistics Canada, the major centres receive over 90% of the country's immigration, leaving less than 10% to the rest of the country, including NB. Although NB attracts only around 1% of the total immigrants to Canada, it is counting on immigration to help save its declining population and economy.

This study explores the relation of cultural dimensions, intentions, and pull-push motivations of immigrant entrepreneurs in Canada. It focuses on the experiences of South Korean entrepreneurs. In order for NB to strengthen its position to attract and retain business immigrants, a more in-depth understanding of the experiences of immigrants in its main cities is recommended. The findings of this study provide some insights into the experiences of South Korean immigrant entrepreneurs in Saint John to gain better understanding of their intentions and motivations. It also aims to add to the body of knowledge regarding the barriers they encounter and facilities that are available for immigrant entrepreneurs in the city. This study implies that the cultural profile of entrepreneur immigrants has a direct bearing on their entrepreneurial activities.
Although the entrepreneurial motivations for the sample coming through NBPNP are intertwined with the mandatory condition of self-employment, the general trends of the venture choice, mode of entry, business and social practices imply a pattern that is guided by the general cultural profile.

This study contributes to the subject knowledge through better understanding of the experiences of immigrant entrepreneurs in non-traditional immigration cities. The study reveals that, consistent with the literature, language is considered the biggest barrier for South Korean entrepreneurs, and highlights that the language barrier is even magnified in smaller cities with no ethnic communities that could act as a social support system and make the transition and integration to a new country much easier. It emphasizes the importance of human capital. But it also illustrates that language is an obstacle facing immigrants who want to bridge their formal human capital to another culture. The findings suggest that non-traditional immigration cities have unique barriers that were not revealed in research related to larger immigration centres in Canada. A weak economy and limited business opportunities might not help retain immigrant entrepreneurs in the city.

This study presents a glimpse of how South Korean immigrant entrepreneurs prefer to choose the less risky option of a takeover, which opens the door for a unique type of exchange network. One area in which this study has made a contribution is our understanding of the exchange network that exists in the South Korean community in Saint John. Although further investigation should be made, according to the results, it is a growing trend to move from one business to another by selling or franchising to another South Korean to help with meeting regulatory requirements among other things.
Equally significant is the clear discrepancy between the pre-migration and post-migration business plan. These results suggest that the final choice of business venture was not necessarily deemed economically beneficial to New Brunswick, as per the original plan that was intended to fill business gaps in the market.

In Saint John, while there are various programs to meet immigrants’ needs, the diversity in the number of players dealing with settlement and integration services has created a complex and patchwork system. The value of this study is that it provides insights regarding the needs of immigrant entrepreneurs in Saint John. It is recommended that we create more awareness of the programs available for entrepreneurs, in addition to planning more specifically tailored programs to Saint John. There are so many options for language courses, but one recommendation is interactive online courses that allow them to learn at their own convenience.

The current study recognizes that a more accurate understanding of immigrant entrepreneurs, their motivation for choosing New Brunswick and their business experiences, will reveal key information that could be further developed and integrated into policy making. Acquiring knowledge will assist in achieving the goals of immigration and settlement in New Brunswick. Without successful integration of immigrant entrepreneurs, retention is impossible to achieve.

9. STUDY IMPLICATIONS

This study paves the way to further research on immigrant entrepreneurs in non-traditional immigration centres. This study contributes knowledge to our subject through drawing attention to the intentions and motivations of South Korean immigrant
entrepreneurs in Saint John, New Brunswick.

By demonstrating the impact of cultural values on entrepreneurs’ experiences of a certain ethnicity, this study contributes to a better understanding of how entrepreneurs from a different cultural background navigate their way to entrepreneurship, in many cases in a non-typical way. It contributes to the wider research body on immigrant entrepreneurs by zooming in on one ethnicity and highlighting the cultural impact on both immigration and entrepreneurship.

This study puts forward a knowledge base on non-traditional immigration cities in Canada, with their unique set of advantages and barriers. In doing so, the study highlights the importance of avoiding both generalization and grouping experiences of immigrants in cities with dissimilar cultural and economical setups in Canada. This study offers a real picture about the post-immigration experiences of immigrant entrepreneurs in Saint John, since there is no available monitoring of whether pre-migration business plans have materialized. The findings of this study have important implications for both policy makers and local communities to develop strategies in order to help immigrant entrepreneurs’ settlement and retention.

10. STUDY LIMITATIONS

This study acknowledges a number of limitations. This study looked at only one culture in one city in New Brunswick. While it was a small sample size, it does not disqualify the importance of the study’s findings. Another limitation is that it is not easy to generalize the results to all of New Brunswick since the province has three distinct communities: Saint John, Moncton, and Fredericton. The economic conditions and
population decline in New Brunswick are different among the three cities, which could impact the settlement and businesses strategies of immigrant entrepreneurs in different ways.

Another limitation of the study is the very limited quantitative data regarding Saint John’s share of New Brunswick immigrants versus going to other cities in New Brunswick. There is no data on the retention rate of immigrants to Saint John or the type of business and mode of entry to support the results of this exploratory study.

This study, although preliminary, sets the foundations for exploring immigrant entrepreneurs in non-traditional immigration centres. It has shifted the focus of research to the under-researched immigration centres to add to our knowledge advantage.

11. FUTURE STUDIES

This study paves the way for future similar exploratory studies in Saint John with other ethnicities of entrepreneurs and in other cities like Fredericton and Moncton in New Brunswick to investigate possible differences and similarities compared to the results of this study. This will help identify and/or generalize immigration and entrepreneurship patterns in New Brunswick. It is also recommended to initiate further quantitative research to gain more in-depth understanding of immigration and retention rates and values in New Brunswick. Both exploratory research and quantitative data can help illustrate a clearer picture about immigrant entrepreneurs’ patterns and experiences in New Brunswick.
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