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Learning about Small Business Social Responsibility: A Generational Difference among Immigrant Entrepreneurs

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Structured Abstract

- Purpose: The purpose of this paper is to propose a conceptual framework to assess how first and second generation immigrant entrepreneurs learn about SBSR and how this knowledge influences their SBSR practices.
- Design/methodology/approach: This is a conceptual paper based on a literature review of immigrant entrepreneurs' mixed embeddedness, small business social responsibility and entrepreneurial learning.
- Findings: It is suggested that first generation immigrant entrepreneurs' SBSR learning and practices were mostly influenced by embeddedness in their home country culture and second generation by embeddedness in their host country institutional and social contexts. For both groups, human capital can also be an antecedent to SBSR learning and practices.
- Originality: At the theoretical level, the mixed embeddedness approach has been augmented by taking into consideration the influence of the home country culture. In addition, with the increase of immigration in developed countries, the study fills a gap on second generation immigrant entrepreneurs' SBSR learning.
- Research limitations/implications: The paper proposes a conceptual framework that needs to be tested.
- Practical implications: First and second generation immigrant entrepreneurs should become aware of how to learn about SBSR to blend their businesses into the local context of a host country.
- Social implications: The study calls for policy formulation to educate immigrant entrepreneurs if their SBSR is not well aligned with the host country expectations. Also, this study will shed light on how to provide support to immigrant entrepreneurs who have aligned their SBSR practices with the host country context but wish to do more.

Key words: first and second generation immigrant entrepreneurs; small business social responsibility (SBSR); entrepreneurial learning; mixed embeddedness

Introduction

With the growing literature on small business social responsibility (SBSR), less attention has been paid to the issue of social responsibility of immigrants' businesses (Worthington *et al.*, 2006; Azmat and Zutshi, 2012; Pedrini, 2016). The pressures from various stakeholders have led firms worldwide to behave in a socially responsible way. It is argued that business firms not only have economic responsibilities for being profitable but they also have social responsibilities that include a variety of cultural norms and standards (Caroll, 2000), to which firms owned by immigrants are no exception. Immigrant entrepreneurs have had to deal with the

developing enthusiasm towards SBSR, with increasing expectations about the firm's ecological and social behaviours (Pedrini*et al.,* 2015). Despite their rising numbers and contribution to the economic growth of the host country, immigrant firms are also discredited and qualified as non-compliant (Ram*et al.,*2019; Yeasmin and Koivurova, 2019). The current debate in the immigrant literature raises many questions with respect to ethics and social responsibility of such firms: Are immigrant firms socially responsible? Is this responsibility trickling down to second generation immigrant firms, and if so how? Are there differences in the way first and second generation immigrants learn about SBSR and apply this knowledge to their businesses?

Many believe that immigrant firms face reputational issues due to the influence of their home culture and the socio-economic environment of the developing country from which they immigrated (Chu *et al.,* 2010; Peterson and Jolibert, 1995). SBSR practices in these developing countries are often not formally structured in small firms (Azmat, 2010). For example, in developing countries, the legal framework may not be well developed or enforced due to prevailing corruption, lack of resources and administrative efficiency (Visser, 2008). Therefore, there is little pressure for SMEs to embrace SBSR. The less stringent regulatory environment in developing countries is likely to influence the perceptions and practices of SBSR of immigrant entrepreneurs. When they immigrate to and start businesses in developed countries, it may be a challenge for them "to adjust in the institutional environment of advanced economies that has transparent rules, fair business practices, and a greater emphasis on safe and equitable workplaces, consumer satisfaction, community welfare and environmental regulations" (Azmat, 2010, p. 7).

Consumers and other stakeholders are likely to shun firms that develop unethical reputations (Ferrell, 2004). Given this tendency, CSR may constitute an important vehicle for building legitimacy by improving a firm's reputation (Jamali*et al.,* 2009; Grayson, 2006; Jenkins, 2006; Spence *et al.,* 2003) and encouraging consumers and other stakeholders to adopt favorable behaviors (Longo*et al.,*2005). To sustain their businesses, immigrant entrepreneurs have to align their entrepreneurial actions to societal expectations to gain legitimacy (Yeasmin and Koivurova, 2019). A study by Pedrini *et al.,*. (2015, p.760), explicitly indicates the need to study the drivers to immigrant SBSR as "it is an almost unexplored domain where drivers to CSR [SBSR] initiatives still need to be acknowledged". This conceptual paper seeks to inform this gap.

However, immigrant firms should not be treated as one identity (Rusinovic 2006; Rusinovic, 2008a; Beckers and Blumberg, 2013) as differences have been found in the entrepreneurial endeavors of first-generation and second-generation immigrant entrepreneurs (first-generation immigrants and second-generation immigrants respectively). They experience the entrepreneurial process differently and also recognize, evaluate and exploit opportunities differently (El Chababi *et al.,* 2017; Giacomo, 2019). Most of the literature on immigrant entrepreneurs has looked at the first-generation, thus, attention is needed towards the second-generation of immigrant entrepreneurs (Beckers and Blumberg, 2013) and unveil how the way they acquire knowledge about SBSR is similar/different from first generation immigrant entrepreneurs. Intergenerational differences with regard to immigrants has not been addressed so far in the SBSR field. Few - if any - studies have investigated the intergenerational comparative SBSR learning of immigrant entrepreneurs.

Immigrants do not exactly imitate their old cultural patterns but these patterns do influence not only their behaviour but also that of their children born in the host country (Foner, 1997). In terms of social capital, immigrants develop new links and new contacts in the host country, but often keep their associations with the home country. Therein lies a noteworthy complexity regarding immigrant entrepreneurs' decision making as it is embedded in both contexts. The concept of embeddedness underlines that entrepreneurial activities are driven not only by individual characteristics and economic conditions but are also strongly rooted in social context that includes networks, institutions, norms and values (Granovetter, 1985). Kloosterman, Leun and Rath (2001) provided a comprehensive framework to analyze this mixed embeddedness in a multilevel analysis comprising embeddedness within the context as well as individual characteristics. Now the question arises how do these factors translate into SBSR behaviour and practices in immigrant firms? For example, some immigrants would prefer to sponsor a soccer club while others may preferdonating to their places of worship. The underlying cognitive knowledge behind these different choices may be the interplay of many factors. Understanding what

drives the SBSR behaviour and choices of different generations requires newer models considering unique factors that are not dominant in natives' firms.

Depending upon their mixed embeddedness, first-generation immigrants may adopt SBSR practices mainly oriented towards their co-ethnic community as an initiative to preserve a mutually reinforcing relationship between their business and the co-ethnic community, instilled by their tacit knowledge of solidarity between next of kin. On the other hand, SBSR initiatives by second-generation immigrants,influenced by their education and upbringing in the host country, may extend beyond the immigrant community and that may help them build legitimacy among a wider range of beneficiaries from the host country.

Using a mixed embeddedness approach, this study presents a framework that explains SBSR learning of different generations of immigrant entrepreneurs. The research questions guiding this study are as follows:

1. How do immigrants learn about SBSR and how does this influence the SBSR practices in their firms?
2. How are first-generation immigrant-owned firms similar/different from second-generation immigrant-owned firms in terms of their SBSR practices?

This conceptual paper contributes to this field by applying the mixed embeddedness approach in SBSR context. It will address how the mixed embeddedness approach interplays at three levels, i) embeddedness in host country, ii) embeddedness in home country, and iii) immigrant entrepreneurs' human capital (e.g. education, experience, values, preferences), to influence the SBSR behaviour of immigrant firms.

In the subsequent sections, a theoretical overview of immigrant entrepreneurs, SBSR and SBSR learning will be provided, followed by a literature review and development of propositions leading to a conceptual framework. The paper ends with contributions and implications for further research, practice and policy.

Theoretical Background

Corporate Social Responsibility

Despite the interest and the attention that CSR has received, there has been no universally accepted definition of the term. In fact, the term has evolved over time. A most recent definition has been provided by the European Commission and states: "*To fully meet their corporate social responsibility, enterprises should have in place a process to integrate social, environmental, ethical and human rights concerns into their business operations and core strategy in close collaboration with their stakeholders…Enterprises must be given the flexibility to innovate and to develop an approach to CSR that is appropriate to their circumstances.*" (European Commission, 2011)

Appropriating CSR to firms' circumstances provides flexibility in the implementation of practices, especially for small and medium size firms (SMEs). A large body of research suggests that CSR in SMEs is different from CSR in large corporations in various aspects. Soudararajan *et al.* (2017), in his recent review on small business social responsibility, has proposed to use the term SBSR instead of CSR for small firms. Following these author's initiative, the term SBSR will be used instead of CSR. The concept of SBSR is contextual and is influenced by the environment in which an organization operates (Azmat and Samaratunge, 2009), therefore it means "different things in different places to different people at different times" (Campbell, 2007, p. 950). Most first-generation immigrants to developed countries come from developing countries where SBSR activities are not formally structured due to prevailing corruption and weak regulatory systems (Visser, 2008). Accordingly, the Campbell definition of SBSR is most suitable and acceptable for the immigrant-owned firms which state: "The business must not knowingly do anything that could harm their stakeholders, notably their investors, employees, customers, suppliers or the local community within which business operates. Also, if the companies cause harm to their stakeholders, they must then rectify it whenever the harm is brought to their attention, either voluntarily or in response to normative pressure, legal requirements, or some sort of encouragement" (Campbell, 2007, p. 951). Researchers have used this definition to explore the concept of SBSR among immigrant entrepreneurs (Azmat, 2010; Azmat and Zutshi, 2012a; Azmat and Zutshi, 2012b).

While the Campbell definition is accepted by many researchers in the study of immigrant entrepreneurs' SBSR, most scholars assume that knowledge acquisition, development and use is different between first-generation and second-generation immigrants (Peggy, 2009). Second-generation immigrant entrepreneurs were born and have grown up in the host environment of a developed country where SBSR is a term that has been utilised in a variety of forms but is widely recognised as relating to the relationships between the economic, environmental and social aspects of an organisation or group activities that endeavor to benefit society (ISO, 2004 cited in Mullins and Soetanto, 2016). Starting with Campbell's definition used by researchers to explore immigrants' SBSR and extending the research with the ISO (2004) definition would help to provide a broader perspective.

Mixed Embeddedness and Immigrant Entrepreneurship

Although immigrant entrepreneurship is used interchangeably with ethnic entrepreneurship there is a minute difference between the two terms (Volery, 2007). Immigrants include individuals who have immigrated over the past few decades while ethnic minority may include groups that have been living in the country for several centuries (Volery, 2007). Immigrant entrepreneurship, therefore, refers to the early stages in the process of ethnic entrepreneurship. This paper uses the term immigrant entrepreneurship as "it refers to individuals who are recent arrivals, have immigrated over the past few decades and did not have the chance to be integrated into the host country" (Azmat, 2010, p. 379).

Much of the academic literature has used a number of theories to explain immigrant entrepreneurship. Amongst those are cultural and social capital theories that are dominantly used to explain SBSR behaviour of ethnic/immigrant entrepreneurship (Worthington *et al*., 2006; Pedrini *et al.,* 2015). The concept of embeddedness embodies the concept that that entrepreneurial activities are strongly rooted in the social context that includes networks, institutions, norms and values (Granovetter, 1985). Granovetter (1985) introduced two kinds of embeddedness: relational and structural. The first consists of immigrants' social networks which are mainly comprised of personal and business networks. The personal network may include family, relatives, friends from both the co-ethnic community and the mainstream community. A business network may include firm's suppliers, customers, etc. The composition of their networks, strong and weak ties within these networks and the knowledge acquired from them may influence immigrants' SBSR behaviour. Structural embeddedness is about the broader network beyond personal relations. It refers to an understanding of the features of place and groups in the host country (Solano, 2019). A certain degree of structural embeddedness may enable immigrant entrepreneurs to identify and embrace SBSR practices that conform to the place and groups in the host country. Kloosterman (1999) argued that the Granovetter model does not address the notion of the external environment (Kloosterman, 1999). Kloosterman combined the concept of social embeddedness with the external environment and named it "mixed embeddedness".

In line with this approach, immigrants' SBSR behaviour should not be viewed as being totally influenced by either the home-culture or the host-environment but may take a number of forms and be viewed from mixed and multiple perspectives. Focusing on immigrants entrepreneurs, the approach of mixed embeddedness introduced by Kloosterman (1999) is suitable as it addresses the relationship between embeddedness of entrepreneurs in the social and institutional environment of the context and how these forces shape the behaviour of these entrepreneurs (Dana, 2007; Kloosterman and Rath, 2018). However, the concept has mainly been employed with regard to the embeddedness in the host country and its influence on immigrant entrepreneurship.

The phenomenon of SBSR deserves more attention in this paper and it is stressed in the literature that cultural background plays a crucial role in shaping the immigrant entrepreneur's attitudes towards SBSR (Azmat and Zutshi, 2012; Pedrini *et al.,* 2015). However, solely focusing on the home culture and leaving out the social and institutional embeddednesss of the host country would obscure the differences and would not reveal the true picture of immigrant's SBSR learning. Therefore, some changes in the mixed embeddedness approach to adapt it to the field of SBSR are proposed. Both home and host country mixed embeddedness should be considered in the analysis of the phenomenon. Specifically, the model presented in this paper explores the integrated impact of the individual, socio-cultural and institutional regulatory environment of home country and cultural environment of host country on immigrants' SBSR learning. In doing so, we respond to the call by scholars to better

understand SBSR behaviour by investigating the theoretical line of thought that emphasises the role of owner (agent) and context (structure) in shaping SBSR behaviour (Soundrarajan *et al.,* 2017). These authors have identified the need to investigate how structure and owner-manager agency interact to shape SBSR practices and outcomes, an emphasis that has been incorporated in this paper.

Learning about SBSR for Immigrant Entrepreneurs

How do immigrants learn to become entrepreneurs in a new country? In addition to the liabilities of newness (Shepherd *et al.,* 2000) and learning how to set up and manage a business, immigrants face the liabilities of foreignness (Johanson and Valhne, 1977), how to deal with different institutions, culture, language, ways of doing business, networks, as as well as how to integrate SBSR in their practices. However, their different background may be an asset in that they may look at new situations and challenges with a different set of eyes and bring innovative solutions (Cohen and Levinthal, 1990). Previous studies have shown that entrepreneurs learn from past experiences (Politis, 2005; Reuber and Fisher, 1999) which for first and second generation immigrants may be drastically different. For immigrants coming from developing countries where the CSR institutional framework is not well developed and firms are not systematically monitored regarding its implementation, the term itself may not be part of their frame of reference. The concept of philanthropy as understood in the West may be doing business as usual in those countries. In Tunisia, for example, giving each worker a sheep for Eid is customary as it is in Cameroon to provide help to alleviate poverty (Spence *et al.,*2011). Such actions from businesses are expected from society as they belong to the pool of tacit knowledge that is strongly embedded in culture. How much of these values transfer to the host country depends on one's level of acculturation and how conducive the environment is to perpetuate such actions. On the other hand, second generation immigrants have been educated in the West and have acquired knowledge about CSR through formal schooling, public awareness campaigns, vicarious learning where facilities are provided for recycling, donating to charity, and work experience that promotes equity, diversity and inclusion. Their links to the home culture is through family members and friends and acquaintances from the ethnic community in the home and host countries. The strength of those links depends on the strength of the relationships second-generation immigrants entertain with these individuals. As Gartner (1985) said, "Entrepreneurs do not operate in vacuum – they respond to their environments" (p. 700).

Entrepreneurs also learn from critical incidents (Cope, 2005) and one such incident is the act of immigrating. Some immigrants may be leaving undesirable situations and seek a better life for themselves and their families in their new country. Once settled, overcoming both the liabilities of newness and foreignness in launching a business may bring its stock of shocks that are transformational at the personal and professional levels (Appelbaum and Goransson, 1997). It may trigger questioning one's old way of doing things and embracing new routines. Hence, based on their mixed embeddedness, both the first and second generation immigrant entrepreneurs may come up with innovative SBSR practices that combine and interpret actions from both contexts in their own ways.

Literature Review and Propositions Development

SBSR literature is silent regarding second-generation immigrant entrepreneurs' SBSR and provides little information on immigrants' SBSR practices in general (Worthington *et al.,* 2006; Azmat, 2010; Azmat and Zutshi 2012a; Azmat and Zutshi, 2012b; Pedrini *et al.,* 2015, Yeasmin and Koivurova, 2019). Therefore, to build the foundation of this study, we will review what is known about the influence of: i) home country embeddedness ii) host country embeddedness, and iii) immigrant entrepreneurs' human capital on SBSR learning.

The Influence of Home Country

Much of the academic literature has used a number of theories to explain ethnic/immigrant SBSR. Among these, cultural and social capital theories dominate. Reflecting upon these important theoretical lenses, it seems clear that there are various factors that influence SBSR learning and drive the SBSR behaviour of immigrant firms.

In the immigrant entrepreneurship literature, culture has been a recurring theme as a major influence in the decision making of immigrant entrepreneurs. Extant studies suggest that SBSR is not formally structured in small firms and is mostly shaped by the entrepreneur's culture (Jamali and Mirshak, 2007, Perrini. 2006, Pedrini *et al*., 2015). Cultural background plays a crucial role in shaping the immigrant entrepreneur's attitudes towards SBSR (Azmat and Zutshi, 2012; Pedrini *et al*., 2015). Although immigrant entrepreneurs adjust their beliefs, values, traditions and norms to assimilate to host country, they continue to maintain links with the home culture (Hamilton *et al.,* 2008). Most of the immigrants come from developing countries where SBSR focuses on philanthropic responsibilities (Jamali and Mirshak, 2007; Amaeshi *et al.,*2006). In developing countries the motivation of firms to engage in SBSR primarily comes from religious beliefs and cultural values (Amaeshi *et al*., 2006) whereas in developed countries more emphasis is given to environmental sustainability and most SBSR practices are based on localised issues and cultural traditions of a country (Welford, 2005). For example, a study by Azmat (2010) on Sri Lankan immigrants in the Netherlands emphasises that their SBSR perceptions are driven by their home culture. Similar findings have been indicated by Pedrini *et al.,* (2015), who found a robust relation between national culture and environment, social practices and health and safety area.

Therefore, it can be deduced that SBSR practices of immigrant firms are influenced partly by their home culture but how it influences second-generation immigrants is unknown and expected to be different from first-generation immigrants. Since second-generation immigrants most likely never lived in their home country, they should not be influenced by the economic and institutional environment of the home country. Focusing on second-generation immigrants also excludes disconcerting factors such as language proficiency, understanding host country context, which specifically affects the first-generation (Azmat and Samaratunge, 2009). Now, we will discuss why it is important to study second-generation immigrants and the influence of home country culture on their behaviour.

Second-generation immigrants are different from both native-born individuals and first-generation immigrants. Compared to natives, although both were born in the host country, their identities and sense of linkages to an ethnic community are likely to differ. Yet, first-generation immigrants and second-generation immigrants are also different. The literature distinguishes between the two generations (McPherson, 2010; Rusinovic, 2008; Baycan Levent, 2009). According to Rusinovic (2006) second-generation immigrants are individuals "with at least one immigrant parent and who arrived to the receiving country before the age of twelve" (Rusinovic, 2006, p.38). In other words, they arrived at an early age and before attending secondary school; hence they had a substantial upbringing in the host country (Rusinovic, 2006). Immigrants, especially second-generation immigrants, significantly matters to the country's future**.** Being raised in the host society, second-generation immigrants are different from first-generation immigrants in many aspects such as language, education, human and social capital.

A growing body of research shows that family ties and values play an important role in business decision making. While second-generation immigrants may more easily accept newer cultural values and practices than the first-generation, the parents (first-generation immigrants) may want to maintain norms and values of their home culture (Kwak, 2003). For example, "more than one third of the second-generation have contacts in the home country that are of importance for their business. These contacts are often family members or acquaintances who assist the entrepreneurs in doing business with the home country" (Rusinovic, 2008b, p.447). Second-generation immigrants also interact with first-generation immigrants and their co-ethnic community in the host country. Also, it is common practice in the immigrant community from developing countries to receive support through extended family members and kinship (Bashir, 1991 cited in Worthington *et al.,* 2006; Barrett *et al.,* 1996), therefore second-generation immigrants are also likely to be influenced by their heritage culture transmitted to them by their family and co-ethnic community. Given that second-generation immigrants are not fully assimilated to the host environment (Beckers and Blumberg, 2013; Rusinovic, 2006), they are likely to be partly influenced by their heritage culture. Second-generation immigrants are likely to be more closely tied to and embedded in the mainstream environment, given that they were raised in the host country (Zhou, 1997). On the other hand, some studies show that second-generation immigrants show preferences for the norms and

values of their heritage culture (Lalonde *et al.,* 2004). Issues concerning the influence of second-generation immigrants embeddedness on their SBSR practices and approach could be raised.

Proposition 1: First generation immigrant entrepreneurs' SBSR learning is likely to be more influenced by the home culture than that of second generation immigrant entrepreneurs.

The Influence of Host Environment

Most of the international literature on immigrant SBSR remains focused on the first-generation and affirms that immigrant entrepreneurs are strongly influenced by their home culture. However, the impact of institutional environment of host country on first-generation immigrants and the subsequent generations whose upbringing has evolved in the host environment has been ignored.

In addition to their home culture, immigrants firms also maintain their networks in their host environment with co-ethnics and mainstream community in the form of targeted customers, employees, suppliers. Immigrant entrepreneurship literature has evidenced the importance of social capital to the ethnic business. Social and business networks in host country have appeared within the immigrant community as a source of financial and human support for business ventures and a means to learn about the business environment (Gibb, 1997). SBSR is "a process of investment in social capital, in which ostensibly altruistic behaviour may actually achieve a long term pay-back in term of enhancing the firm's reputation, creating a favourable climate of opinion towards it and possibly even attracting reciprocal favours" (Worthington *et al*., 2006, p. 204).

Immigrant entrepreneurs may embrace SBSR to gain legitimacy of local business networks towards their business because they rely on them for finding business opportunities and resources. For example, in a study by Spence (2003), the business owners were actively developing and sustaining their social capital networks by engaging in various practices ranging from volunteerism and charitable donation to civic service as elected councillors. Immigrants like to maintain close relationships with their networks in the host country to ensure trust, honesty and reciprocity (Worthington *et al*., 2006), all of which resonates well with the SBSR literature (Spence and Rutherfoord, 2003; Portes and Zhou, 1993). Recent research has depicted the mixed nature of second-generation immigrants' integration in the host country (Beckers and Blumberg, 2013). A qualitative study on Dutch second-generation immigrants shows that they closely resemble the native Dutch population in many aspects (Rusinovic, 2006). Also, second-generations have become more integrated with the wider community; they have developed complex relationships with both co-ethnic and mainstream community (Janjuha-Jivraj, 2003). The above review reveals that second-generation immigrants are better integrated than first-generation in host countries and their SBSR behaviour is likely to be influenced more by host country factors.

Proposition 2a: Immigrant entrepreneurs are likely to learn from the social and institutional environment in the host country which is likely to influence their SBSR behaviour.

Proposition 2b: The host country contextual factors are more likely to influence SBSR learning of second generation immigrant entrepreneurs compared to first generations.

The Influence of Personal Characteristics and Values

Understanding the personal characteristics and values of immigrant entrepreneurs as a component of the mixed embeddedness approach in relation to SBSR is important even if "CSR takes place at the organisational level of analysis", it is "individual actors… who actually strategise, make decisions and execute CSR initiatives" (Aguinis and Glavas, 2012, p. 953). It becomes especially important for immigrant entrepreneurs as they largely come from developing countries where the external pressure, for example, manpower management and environmental conservation, are minimal as compared to developed country settings (Fassin *et al*., 2014). Also, most immigrant firms are small or medium-sized (SMEs) (Collins, 2003, 2008), thus some literature on SMEs aligns well with immigrant firms (Azmat Zutshi, 2012). Being SMEs, immigrant firms are likely to be owner-managed and highly personalised, which provides greater scope for individual beliefs and moral decision-making to affect the practice of the business as a whole and SBSR in particular (Spence and Rutherfoord, 2001). SMEs are mostly managed by a sole owner which makes them able to shape their

organisational practices according to their values (Spence, 1999). Apart from profit thinking, SMEs' owner-managers also get an opportunity to introduce their personal values to their firms (Curran and Blackburn, 2001; Spence, 1999; Spence and Rutherfoord, 2001) which in turn may drive them to embrace SBSR practices more intensely than others. Benefiting from their small size, these firms exhibit their owners' personal values as the owners also enjoy the autonomy to use their discretion in managing their businesses. In a study by Fassin *et al.,* (2005), the authors found that personal values are essential and a powerful driver of ethics and standards in the company.

The distinctive natures of individuals result in differences in perceptions, and differences in their willingness to accept SBSR practices, which eventually affects the choice of their SBSR practices. Some previous studies have also embedded the individual beliefs and the personal values of entrepreneurs to include and implement the SBSR process in business practices (Spence and Rutherfoord, 2003; Spence and Schimdpeter, 2003; Bansal, 2003; Fassin *et al*., 2014).

The role of personal characteristics has received less attention in immigrants' SBSR literature. In a conceptual study on the impact of home culture on immigrants' SBSR by Azmat (2010), she proposed that age and education of immigrant owner-manager influences the impact of home culture on their SBSR behaviour. Howard-Grenville (2005) argued the importance of personal values based on the premise that external pressures can only partly explain the varying intensity of firms in SBSR practices. Owner-managers who are highly committed to ethics personally have broader and more deeply rooted SBSR practices (Spence and Schimdpeter, 2003; Child and Tsai, 2005; Fassin *et al*., 2008).

Proposition 3: Immigrant entrepreneurs who are personally highly committed to ethics have broader and deeply rooted SBSR practices.

Based on the above review of the literature, the conceptual framework is summarised in the form of the comprehensive model in Figure 1.

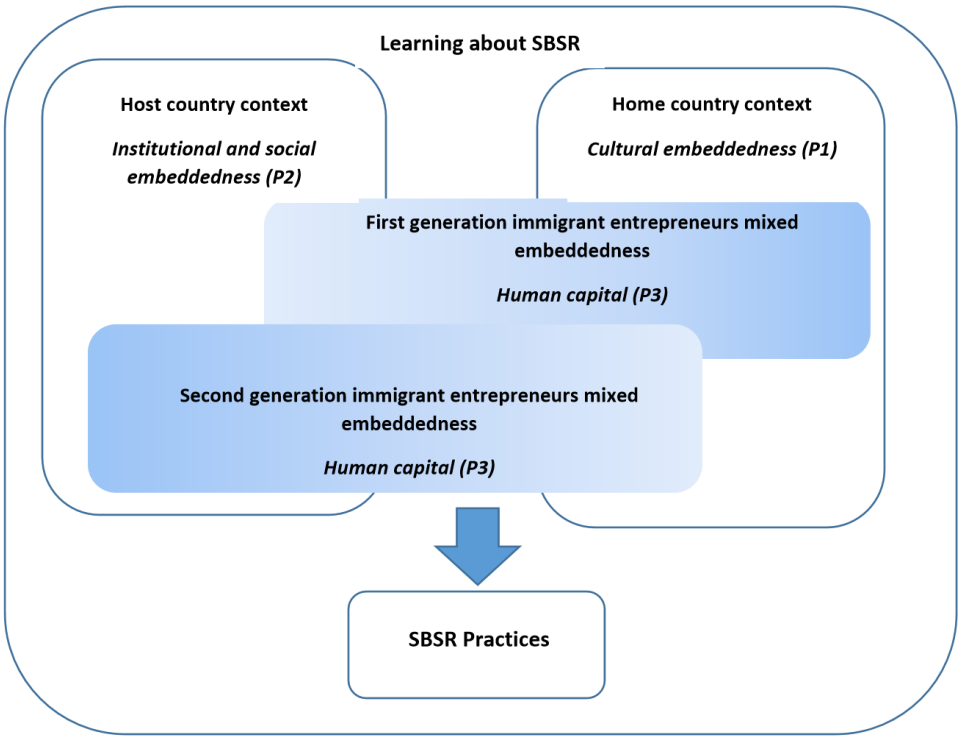

Fig. 1: Learning about SBSR among first and second generation immigrant entrepreneurs - Conceptual framework using a mixed embeddedness approach

Contributions, limitations and implications

This paper offers an initial step towards understanding intergenerational differences in learning about SBSR among immigrant entrepreneurs. From a theoretical perspective, exploring intergenerational differences/similarities in learning about SBSR adds to the literature in the field by: i) introducing second-generation immigrants to the SBSR literature, and ii) studying how SBSR is acquired, integrated and learned by second-generation immigrants compared to first-generation immigrants. The focus of mixed embeddedness developed by Kloosterman *et al.,* (1999), has so far been on the institutional environment of host country (Azmat, 2012). Only a few recent studies have acknowledged the role of home country learning (social and institutional embeddeness) in driving immigrant entrepreneurship behaviour (Bagwell, 2018; Giacomo, 2019). This paper aims at broadening the scope of the mixed embeddedness approach by focusing on learning from both home and host country in a SBSR context.

The paper also could have practical implications for different generations of immigrants wishing to embrace SBSR. It would create a better understanding of how home culture, host environment, and personal attributes interact with immigrants learning to influence their SBSR decision making that may translate into innovative practices. Finally, the study may have policy implications for both aligning and appreciating the SBSR efforts undertaken by immigrant entrepreneurs. It calls for policy formulation to educate immigrant entrepreneurs if their SBSR is not well aligned with the host country expectations, thus allowing for the enactment of enabling policies. Also, this study may shed light on how to provide support to immigrant entrepreneurs who have aligned their SBSR practices with the host country context but wish to do more.

The proposed framework needs to be tested empirically to assess the validity of the suggested propositions. Since immigrants are strongly embedded in their own respective culture, tests on SBSR learning and practices should be conducted with various groups of immigrant entrepreneurs and compared not only intergenerationally but also cross-culturally.

The proposed framework contributes towards stimulating future research on immigrant entrepreneurs' SBSR learning and practices by understanding intergenerational differences/similarities on SBSR. It also contributes to the little known immigrant SBSR literature by going beyond the first-generation and acknowledging the integrated role of individual characteristics and embeddedness in both home and host country in influencing SBSR learning and practices. Furthermore, the immigrant SBSR model can serve host country entrepreneurs to develop cross-cultural SBSR practices that meet the expectations of diversified community stakeholders. Understanding a unique source of social development like immigrant social responsibility practices will help immigrant as well as host country entrepreneurs further develop their social responsibility initiatives by bridging gaps of diversity and fulfilling the social development for both, ethnic and natives' communities.

The study could also have policy implications. The findings might encourage policy makers to consider more effective ways to align the SBSR practices of immigrant firms with the host country context. Agencies tasked with supporting immigrant entrepreneurs and sustainability might encourage those immigrant entrepreneurs who are able to engage in SBSR practices to also consider home culture values in innovative ways. For example, influenced by their home culture, if the immigrant firms are building trust and personal relationships with their co-ethnic employees but are discredited for their environmental impact as expected by the host environment, it can have a negative impact on the sustainability of their business. Therefore, to ensure the sustainability of immigrant businesses, it is necessary for entrepreneurs to align their SBSR practices according to the host environment.

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