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Acculturation Dynamics and Entrepreneurial Pathways for Community Development: A Comparative Analysis of Immigrant and Native Entrepreneurs in Greece

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Abstract

Immigrant entrepreneurship significantly contributes to socio-economic development, particularly within service sectors like tourism. Despite extensive research, literature often overlooks how migration experience and adaptive processes shape entrepreneurial pathways and community contributions. This study addresses this gap by examining entrepreneurial dynamics in Greece's tourism sector, comparing immigrant and native entrepreneurs. Drawing on acculturation theory, we analyse how acculturation conditions, orientations, and outcomes impact entrepreneurial outcomes. Using fuzzy-set Qualitative Comparative Analysis (fsQCA) and Necessary Condition Analysis (NCA), we identify distinctive pathways through which entrepreneurs contribute to local communities, shaped by structural conditions, institutional frameworks, and individual coping strategies. Results show that both immigrant and native entrepreneurs share a reliance on proactive orientation and adaptive coping. Immigrants, however, uniquely leverage ethnic networks and heightened emotional resilience toward community development. These findings show the interconnectedness of acculturation, adaptive orientations, and community outcomes, offering policymakers insights to develop inclusive entrepreneurial ecosystems and optimize community impact.

Keywords: community development; immigrants; entrepreneurial activity; tourism; Greece

Introduction

Entrepreneurship is widely recognised as a springboard for economic development and innovation. Within this domain, immigrant entrepreneurship has gained significant attention for its potential to drive socio-economic integration and foster community resilience. Immigrants, through their diverse experiences and cultural insights, contribute uniquely to local economies, creating businesses that often bridge gaps in services and bring innovative practices to their sectors (Bhachu, 2017). Despite these contributions, the academic discourse has yet to fully address how immigrant entrepreneurs navigate systemic challenges and how their contributions compare to those of local entrepreneurs, particularly within service-intensive industries like tourism (Vershinina, & Rodgers, 2023).

Tourism serves as a vital sector for entrepreneurship globally, offering abundant opportunities for innovation and local engagement. In Greece, tourism contributes over 19 per cent to the national GDP and provides a platform for entrepreneurial activity that supports economic and regional development (INSETE, 2022). As a country with a high influx of immigrants, immigrant entrepreneurs are key players in this landscape, leveraging their cultural diversity and industry expertise to establish businesses in areas such as food services, accommodations, and guided tours. Although foreign-born founders constitute a relatively small share of Greece's self-employed, they cluster in urban accommodation–food and travel-mediation niches that extend opening hours, add multilingual brokerage, and diversify gastronomy (OECD, 2022). These ventures enrich the tourism ecosystem, introducing new offerings and enhancing service diversity (Calero-Lemes & García-Almeida, 2021; David & Terstriep, 2025; García-Almeida & Hormiga, 2017). Yet, this entrepreneurial dynamism is paralleled by that of Greek nationals, whose deep familiarity with local markets and regulatory frameworks allows them to address sectoral demands effectively (Yasin & Hafeez, 2023).

However, immigrant entrepreneurs face systemic challenges that often constrain their potential. Barriers such as restrictive immigration policies, limited access to financial resources, and societal biases disproportionately affect immigrants compared to their local counterparts (Hatziprokopiou, 2008; Yendaw, Baatiema, & Ameyaw, 2023). In the tourism domain, as immigrant entrepreneurs gain more experience with their destination, they develop a better understanding of the actual conditions for being immigrant entrepreneurs and the additional difficulties they need to overcome compared to local national entrepreneurs (Xue & Sun, 2024). As a result, many are forced to rely on informal networks, adaptive strategies, and resilience to overcome these hurdles (Bhachu, 2017; Duan, Kotey, & Sandhu, 2023; Simba et al., 2025).

The concept of community development through entrepreneurship encompasses economic, social, and cultural dimensions. More specifically, the entrepreneurial activity substantially contributes to the economic development of a region (Knollenberg Arroyo, Barbieri & Boys, 2021), and strengthens the local society's values and culture (Liñán, Urbano, & Guerrero, 2011). Those contributions occur due to the fact that entrepreneurs contribute not only by generating income and employment but also by fostering inclusivity, collaboration, and local engagement. Immigrants, in particular, have been shown to catalyse community-building efforts, often acting as cultural

intermediaries and introducing practices that promote intercultural understanding (Knollenberg et al., 2021; Abd Hamid & Everett, 2023), leading to a substantial contribution for building a competitive and strong tourism sector (Xiong, Zhang, & Lee, 2020). However, the extent to which these contributions differ from or complement those of local entrepreneurs remains unclear (Vershinina & Rodgers, 2023).

Despite the growing interest in immigrant entrepreneurship, research remains fragmented, often focusing exclusively on either immigrant or local entrepreneurs without considering their interplay. A comprehensive understanding of how these groups operate in shared spaces, particularly in a high-stakes sector like tourism, is necessary to inform policies and practices that support inclusive and sustainable entrepreneurship (Matarrita-Cascante & Suess, 2020; Xue & Sun, 2024). Moreover, such an analysis can uncover the pathways through which different entrepreneurial strategies contribute to community development, highlighting the configurations of factors that lead to successful outcomes.

Drawing on acculturation theory (Berry, 1997), this study examines how the migration experience shapes entrepreneurial pathways and community contributions, comparing immigrant and native entrepreneurs in Greece's tourism sector. Specifically, acculturation provides a process lens linking conditions (host-context structural and cultural characteristics) and orientations (behavioural and psychological strategies) to outcomes (psychological and sociocultural adaptation) (Berry, 1997; Arends-Tóth & van de Vijver, 2020; Ward, 2008). While acculturation theory primarily explains how immigrants adapt to new cultural and institutional environments, its underlying dimensions - conditions, orientations, and outcomes - are also useful for examining entrepreneurship more broadly. In this study, we therefore use acculturation theory as a comparative framework to analyse how both immigrant and native entrepreneurs operate within the same host-country context. For immigrant entrepreneurs, the framework captures the dual process of adapting to the host society while pursuing venture creation (Berry, 1997; Ward, 2008; Arends-Tóth & van de Vijver, 2020). For native entrepreneurs, it reflects their interaction with the same structural and cultural conditions and the strategic orientations they adopt to succeed in that environment (Kloosterman & Rath, 2001; Mickiewicz, Hart, Nyakudya, & Theodorakopoulos, 2019). This framing allows us to compare the two groups on equal analytical terms: focusing on how shared host conditions and individual strategies combine to produce different entrepreneurial outcomes and community contributions (Dabić et al., 2020; Dheer, 2018; Dheer & Lenartowicz, 2020).

This comparative use of acculturation theory also addresses a persistent literature gap (e.g. Dabić et al., 2020). Research on immigrant entrepreneurship has only sporadically mobilised acculturation as a mechanism linking migration-specific adaptation to entrepreneurial strategy and outcomes - and even more rarely in comparison with natives within the same context (Dabić et al., 2020; Dheer, 2018; Dheer & Lenartowicz, 2020; Glinka, 2018). However, acculturation offers a ready-made, process-oriented framework (conditions–orientations–outcomes; Arends-Tóth & van de Vijver, 2020) which might have strong validity for entrepreneurship, yet it has

seldom been leveraged to explain how shared host conditions translate into group-differentiated entrepreneurial orientations and outcomes. By explicitly situating both immigrants and natives within this structure - and by testing configurations of conditions and orientations that predict outcomes - we clarify the distinctive influence of the migration experience on entrepreneurial pathways and community contributions.

The study employs fuzzy-set Qualitative Comparative Analysis (fsQCA) and Necessary Condition Analysis (NCA), which allow for the exploration of complex, non-linear relationships among these factors (Baroncelli et al., 2024: Dul, 2016; Woodside, 2013). These methods are particularly suited to capturing the diversity of entrepreneurial pathways and identifying the necessary and sufficient conditions for achieving community development outcomes (Baroncelli et al., 2024; Gabay-Mariani et al., 2024). Our findings reveal that while both immigrant and native entrepreneurs rely on proactive orientation, adaptive coping strategies, and positive self-evaluations, immigrants distinctively leverage ethnic networks and emotional resilience to overcome structural barriers. These differences highlight the importance of considering migration-specific factors in entrepreneurship research and policy development.

The study makes several contributions to theory and practice. First, it advances immigrant entrepreneurship theory by illuminating the interconnectedness of acculturation conditions, adaptive orientations, and community outcomes. Second, it provides actionable insights for policymakers aiming to develop inclusive entrepreneurial ecosystems that accommodate the diverse needs of both immigrant and local entrepreneurs. Finally, by offering a comparative perspective, this research contributes to the broader discourse on immigrant entrepreneurship, underscoring its potential to drive innovation, foster socio-economic cohesion, and address systemic inequalities in tourism-dependent economies like Greece.

Theoretical context

Immigrant Entrepreneurship

Immigrant entrepreneurship has long attracted scholarly attention, with early research focusing on the number of immigrant-founded firms, the strategic role of ethnic networks, and the influences of cultural heritage on entrepreneurial tendencies (Wadhwa et al., 2011; Yoon et al., 1996). Subsequent studies expanded these insights by examining mixed embeddedness and intercultural competencies - factors shown to affect venture formation and growth trajectories (e.g. Cobas et al., 1991). Meanwhile, scholarship on entrepreneurial internationalisation has demonstrated how immigrant entrepreneurs leverage dual cultural identities to capitalise on cross-border opportunities (Bolzani & Boari, 2018; Sui et al., 2015). Although these strands of work have enriched our understanding of immigrant entrepreneurship, they potentially overlook the broader migration experience and the complex adaptations that distinguish immigrants from native-born entrepreneurs (Dabić et al., 2020; Glinka, 2018; Glinka & Brzozowska, 2015; Kushnirovich, 2015).

Therefore, contemporary research increasingly argues that such contributions, while valuable, offer only a partial view of the complexity inherent in immigrant entrepreneurship (Dabić et al., 2020; Dheer, 2018; Dheer & Lenartowicz, 2020). Specifically, scholars suggest that immigrants may differ from native entrepreneurs not just through their ethnic identities and cultural values, but also because of the cultural, social, and psychological adaptations they undergo during the migration process (Fee & Gray, 2012; Kushnirovich, 2015; Leung et al., 2008; Maddux & Galinsky, 2009). In this vein, there is growing interest in *how* the migration experience itself shapes an entrepreneur's path and *why* immigrant-founded ventures often display distinct forms of innovation, resilience, and community impact compared to those of native-born entrepreneurs (Dheer, 2018; Dheer & Lenartowicz, 2020; Gatt et al., 2020). Recent studies therefore highlight the value of improving comparisons between immigrant- and native-founded ventures by merging entrepreneurial theories with migration-specific theoretical perspectives: gaining insights from approaches that shed light on the unique interplay between socio-cultural adaptation, institutional context, and both firm-level outcomes and broader economic contributions (Dabić et al., 2020; Glinka, 2018; Glinka & Brzozowska, 2015; Kreuzer et al., 2018; Zlobina et al., 2006).

Indeed, unlike native entrepreneurs, who typically operate within familiar cultural norms and institutional frameworks, immigrant entrepreneurs must navigate unfamiliar social values, regulatory systems, and policies, often encountering obstacles such as discrimination or inadequate institutional support (Ryder et al., 2000; Tadmor et al., 2009a; van Oudenhoven & Benet-Martínez, 2015; Ward, 2008). This adaptation process can significantly affect not only the decision to engage in entrepreneurship but also the outcomes of the entrepreneurial journey (Bolzani et al., 2021; Bolzani & Boari, 2018; Dheer & Lenartowicz, 2020). As existing research highlights, immigrant entrepreneurship is far from monolithic, requiring careful attention to the interaction between immigrant entrepreneurs and the distinct contexts in which migration and subsequent business ventures take place (Dabić et al., 2020; Dheer, 2018; Dheer & Lenartowicz, 2020). Indeed, the relative ease or difficulty of adaptation is shaped by a range of factors - including host-country conditions, the coping strategies individuals deploy, and the extent to which these strategies foster genuine socio-cultural and economic integration (Arends-Tóth & van de Vijver, 2020; Berry, 1997; Ward, 2008). Together, these elements can profoundly influence both entrepreneurial performance and the broader contributions immigrant-founded ventures make to the host society (e.g. Bajaba et al., 2022; Mueller, 2014).

To capture how these crucial aspects of migration impact entrepreneurial outcomes, we draw on insights from applied psychology regarding the migration experience, specifically the acculturation theory (Berry, 1997). Acculturation theory illuminates the process by which individuals adapt to unfamiliar cultural environments, and thus highlights what differentiates immigrant founders from native-born entrepreneurs: the migration experience itself, marked by distinct challenges and enablers, as well as the coping strategies required for successful adaptation (Arends-Tóth & van de Vijver, 2020; Berry, 1997a; Ward, 2008). Following Arends-Tóth and

van de Vijver (2020), we conceptualise acculturation in three interconnected stages: acculturation conditions, orientations, and outcomes.

Conditions refer to environmental, structural, and cultural characteristics of the host society that shape immigrant experiences, influencing opportunities, constraints, and integration dynamics (Berry et al., 2010; Jamieson et al., 2013; Schwartz et al., 2010; Tadmor et al., 2009b). Acculturation orientations, in turn, represent the coping strategies adopted by individuals to balance their cultural heritage with participation in the host society's values, norms, and practices, ranging from ethnic community reliance to active integration strategies (Ashourizadeh et al., 2022; García-Cabrera et al., 2020; Zhang & Chun, 2018). Finally, the theory distinguishes between two forms of acculturation outcomes: psychological and sociocultural, capturing individuals' subjective adaptation experiences as well as their social integration within the broader community (Arends-Tóth & van de Vijver, 2020; Ward, 2008). Although the acculturation process is formulated to explain adaptation per se, in its conditions-orientations–outcomes chain, its components align closely with entrepreneurial mechanisms. In a host economy, conditions not only structure immigrants' adaptation but also delineate the opportunity and legitimacy environment for venture creation and growth for all entrepreneurs (Kloosterman & Rath, 2001; Mickiewicz, Hart, Nyakudya, & Theodorakopoulos, 2019; Berry, Guillén, & Zhou, 2010). Orientations correspond to the coping strategies and resource-allocation logics that entrepreneurs deploy under those conditions; these orientations are salient for immigrants' adaptation and likewise necessary for natives to navigate entrepreneurial barriers (Lumpkin & Dess, 1996, 2001; Rauch, Wiklund, Lumpkin, & Frese, 2009; Ashourizadeh, Li, & Wickstrøm, 2022; García-Cabrera, Lucía-Casademunt, & Padilla-Angulo, 2020). Finally, outcomes encompass psychological efficacy and sociocultural embeddedness, which are crucial drivers of entrepreneurial outcomes (Bandura, 1997; Ward, 2008; Arends-Tóth & van de Vijver, 2020; Liñán, Urbano, & Guerrero, 2011; Fairlie & Lofstrom, 2015; Huang & Liu, 2019), both for native and immigrant entrepreneurs.

Drawing from these theoretical premises, our study specifically examines societal values, regulatory quality, poor policies, coping strategies, entrepreneurial orientation, perceived success, and community development as key elements shaping entrepreneurship among both immigrant and native entrepreneurs. Societal values represent broader perceptions regarding entrepreneurial legitimacy and desirability, while regulatory quality and poor policies reflect institutional dynamics influencing resource availability, market conditions, and entrepreneurial feasibility (Bandura, 1997; Garrido & Olmos, 2009; Mickiewicz et al., 2019). Coping strategies capture entrepreneurs' practical and psychological responses to the encountered barriers and opportunities, highlighting the adaptive approaches individuals employ, including leveraging networks and maintaining psychological resilience. While, entrepreneurial orientation, in turn, reflects the entrepreneur's strategic posture and behavioural tendencies in the conduct of their venture, which have been widely linked to firm-level success and adaptation in dynamic environments (Bandura, 1977; Lumpkin & Dess, 1996, 2001; Rauch et al., 2009; Yu et al., 2021). Lastly, perceived success and community development measure entrepreneurial outcomes at the individual and

community levels, emphasizing subjective entrepreneurial satisfaction, self-efficacy, as well as the broader socioeconomic contributions that entrepreneurial ventures generate (Dabić et al., 2020; Malerba & Ferreira, 2020; Mayuto et al., 2023). Collectively, these variables enable us to explore how various elements interact in shaping meaningful entrepreneurial pathways and broader social impacts among immigrants and native. Yet, the way these dimensions combine and acquire salience might differ depending on the entrepreneur's background. In particular, the migration experience introduces an additional layer of adaptation that shapes how these conditions, orientations, and outcomes unfold in practice (Berry et al., 1997). Indeed, although entrepreneurs operate within the same cultural–institutional environment and mobilise strategic responses under those conditions, the migration experience alters how these processes unfold. Immigrant entrepreneurs engage with venture creation while simultaneously navigating acculturation; that is, adapting to host-country norms and institutions that are initially unfamiliar (Berry, 1997; Arends-Tóth & van de Vijver, 2020; Ward, 2008). This dual adaptation introduces systematic variation in how opportunities and constraints are perceived and managed. Accordingly, what distinguishes immigrants from natives is not the presence of the same analytical dimensions - conditions, orientations, and outcomes - but the degree and nature of adaptation each dimension entails for the two groups.

In terms of conditions, immigrants might perceive higher frictions in regulatory quality and the salience of poor policies, partly owing to linguistic, informational, and social-access barriers (Ryder et al., 2000; Tadmor et al., 2009a, 2009b; van Oudenhoven & Benet-Martínez, 2015; Dheer & Lenartowicz, 2020). Regarding orientations, both groups deploy coping strategies and entrepreneurial orientation, but immigrants' strategies are more frequently shaped by acculturation processes - e.g., greater reliance on transnational/co-ethnic networks - whereas natives' strategies more commonly reflect institutional familiarity and locally embedded ties (García-Cabrera et al., 2020; Ashourizadeh et al., 2022; Bajaba et al., 2022; Mickiewicz et al., 2019; Glinka, 2018). Differences may also extend to outcomes: immigrants can place stronger emphasis on perceived success markers such as legitimacy, stability, or intergenerational continuity alongside community development, reflecting the additional task of establishing standing within the host society (Mueller, 2014; Dabić et al., 2020; Malerba & Ferreira, 2020; Mayuto et al., 2023).

Adopting this acculturation-informed lens enables a like-for-like configurational comparison across groups: it clarifies how similar conditions can produce different entrepreneurial pathways because orientations are acculturatively shaped for immigrants, yielding potentially different outcomes (Berry, 1997; Arends-Tóth & van de Vijver, 2020; Ward, 2008). In other words, while native entrepreneurs do not undergo acculturation in the cultural sense, they are included within this framework as the reference group, operating under the same host-country conditions and enacting orientations to acquire entrepreneurial outcomes. This framing enables acculturation theory to function as a comparative lens, illuminating how the entrepreneurial process unfolds differently for immigrants and natives within a shared socio-institutional context.

Examining the interconnectedness among acculturation conditions, orientations and outcomes (Arends-Tóth & van de Vijver, 2020; Berry, 1997; Ward, 2008) we aim to offer valuable insights into which sets of enablers and obstacles facilitate robust entrepreneurial activity, central to advancing both theory and practice in immigrant entrepreneurship research. Moreover, this acculturation-based lens reveals which specific configurations of conditions and strategies most effectively drive community development: knowledge crucial for policymakers, support organizations, and local stakeholders aiming to harness the positive societal impact of immigrant enterprises. Consequently, our research not only refines the theoretical underpinnings of immigrant entrepreneurship but also provides practical insights into how to foster inclusive, vibrant economic ecosystems.

Immigrant entrepreneurship in Greece

According to the OECD and European Union (2019), 29.1% of Greece's working population was self-employed in 2018, significantly above the European Union (EU) average of 13.5%. This gap extended across various demographics - women (22.9% vs. 9.6%), youth (12.6% vs. 6.5%), and seniors (41.8% vs. 17.7%). However, the self-employment rate for immigrants in Greece - at 6.8% - lagged behind the EU average of 8.0%. This discrepancy underscores the restrictive nature of Greece's immigrant administrative, regulatory, and policy environment, which contrasts with other southern European nations, such as Italy and Spain, where more than 10% of immigrants are self-employed (Eurostat, 2022). Structural inefficiencies - including a cumbersome public administration, problematic integration strategies, and limited entrepreneurial incentives - exacerbate these challenges (Vlachopoulos, 2024). Moreover, restrictive immigration rules often channel newcomers into wage employment rather than entrepreneurship (Hatziprokopiou, 2008), explaining why the rise in immigrant entrepreneurship has been comparatively muted despite substantial inflows of migrants (OECD/European Union, 2019).

In line with the conceptualisation of acculturation conditions as the environmental, structural, and cultural factors shaping immigrant adaptation (Arends-Tóth & van de Vijver, 2020; Berry, 1997; Ward, 2008), Greece presents a distinctive setting for examining how these conditions affect entrepreneurial pathways. Not only do societal values in Greece reflect deep-rooted cultural norms and attitudes toward entrepreneurship, but regulatory quality and restricted policies have also been identified as barriers that can prevent immigrant entrepreneurs' access to formal support and resources (Vlachopoulos, 2024). Consequently, immigrant founders might be constrained to adopt coping strategies to bridge gaps in institutional support and mitigate sociocultural frictions. While these strategies can shape an entrepreneur's sense of perceived success, they might also be pivotal in determining whether immigrant ventures contribute meaningfully to community development and if difference exist among natives and immigrants.

One sector where these dynamics might play out particularly is tourism, which makes up over 19% of Greece's GDP (INSETE, 2022) and thus draws a sizable portion

of immigrant workers. Initially, many immigrants join the industry in wage-based roles - for instance, in hotels, restaurants, or travel services - where they gain hands-on experience and acquire sector-specific knowledge (Janta et al., 2011). Over time, this blend of practical expertise and prior cultural know-how positions some immigrants to launch their own ventures, such as taverns, cafés, or tour operations (Calero-Lemes & García-Almeida, 2021). Empirical evidence suggests that immigrant entrepreneurs in tourism not only bring fresh perspectives but also drive continuous innovation, effectively enriching local service offerings and meeting diverse customer preferences (Collins & Shin, 2014). Furthermore, community members often view these immigrant-led businesses as a source of novel ideas and varied choices, contributing to an atmosphere of cultural exchange and enhancing the competitive edge of Greece's tourism sector (García-Almeida & Hormiga, 2017). Through this lens, the tourism industry stands as a microcosm of how acculturation conditions intersect with individual's drive and strategies, ultimately shaping both entrepreneurial outcomes and community development in Greece

Therefore, a comparison of the perspectives between Greek and immigrant entrepreneurs in tourism, can provide useful insights concerning their entrepreneurial activity and its contribution to community development.

Study tenets

Building on the acculturation framework - where host-country conditions intersect with individual coping strategies to influence entrepreneurial outcomes - this study concentrates on the perspectives of Greek and immigrant entrepreneurs in the tourism sector of Greece. Drawing on recent calls to explore configurational complexity in entrepreneurship (Baroncelli et al., 2024; Dabić et al., 2020; Nazareno et al., 2019), we adopt the notion of "tenets" (Pappas, 2023) to capture how multiple factors can combine in non-linear ways to shape both perceived success and community development outcomes. Rather than imposing linear hypotheses or seeking consistent metrics, we employ a configurational lens (Ordanini, Parasuraman, & Rubera, 2014; Wu, Yeh, & Woodside, 2014) to investigate how various antecedents may coalesce into different "recipes" leading to entrepreneurial success. The use of tenets is selected because they have the ability to build blocks of causal configurations (Skarmeas, Leonidou and Saridakis, 2014), whilst the need to be meaningful and number limited so as to provide interpretable sufficient patterns.

The examination of such conditions does not consider hypotheses and metrics of consistency as it is the case in a linear approach, but investigates the generation of complex scores of outcomes and their respective adequacy (Wu, Yeh, and Woodside, 2014). As Ordanini, Parasuraman and Rubera (2014) suggest, the theory of configuration indicates that different outcomes can be produced by the same factors. Considering the complex environment and decision making that the entrepreneurial activity is formulated (Dabić et al., 2020; Nazareno et al., 2019) and its subsequent derived complex systems (Gabay-Mariani et al., 2024) create the importance to investigate the configurational existence that can lead to the desired outcome (in our

case community development). Thus, the study examines the complex perspectives of Greek nationals and immigrants concerning their tourism-oriented entrepreneurial engagement in Greece in terms of community development. Therefore, it follows the studies of Gabay-Mariani and colleagues (2024) and Woodside (2013) for the formulation of the following tenets:

T1: Each of the examined simple conditions should appear in at least one pathway.
T2: Each configuration should include two or more antecedents in order to create a complex solution (recipe principle).
T3: A minimum of two pathways that can lead to the same outcome should be produced (equifinality principle).
T4: No simple condition should be included in all the generated solutions (contrarian case analysis).
T5: None of the configurations should generate a high score of outcome.
T6: None of the configurations should include all the cases under examination.

The formulation of those tenets is also connected with the strengths of the selected methodological approach (fsQCA). This method can assume causal causation and capture the combinational association of multiple conditions (recipes), it has the ability to explore diverse causal paths, rather than providing one main explanation (equifinality). It bridges quantitative precision with qualitative reasoning, it allows case diversity whilst still producing pattern generalisation (contrarian cases), and it can differentiate success and failure paths.

Methods

Sampling

Since this was the first study comparing the perceptions of Greek national and immigrant entrepreneurs, respondents' perceptions were unknown a priori. We therefore adopted the most conservative response distribution (50/50), assuming half of responses would be positive and the other half negative. Following Sekaran and Bougie (2020), we set the Z-value (cumulative probability) at 1.96 for a 95% confidence level, allowing a maximum statistical error of 5%. This yielded the following sample size calculation (Akis, Peristianis, and Warner, 1996):

$$N = \frac{\mathrm{Z}^2(\mathrm{hypothesis})}{\mathrm{S}^2} \Rightarrow N = \frac{1.96^2(0.5)(0.5)}{0.05^2} \Rightarrow N = 384.16$$

We employed stratified sampling to ensure adequate representation of both Greek national and immigrant entrepreneurs. This approach was necessary because Greek nationals comprise more than 90% of entrepreneurs in Greece (Eurostat, 2022), which would result in over-sampling of this group under simple random sampling. We therefore set the target sample at 400 questionnaires (n=200 per group), recognizing

that sampling error is determined by sample size rather than population size (Kumar, Leone, and Aaker, 2020).

Data Collection Procedure

Data collection occurred from January to mid-March 2025 and targeted entrepreneurs operating in the broader tourism sector in Greece. We distributed a structured questionnaire via a nationwide email campaign. Entrepreneur contact information was obtained from the Union of Hellenic Chambers (https://uhc.gr), specifically from its business directory portal (https://www.businessportal.gr). Both the invitation emails and questionnaire were administered in Greek.

We distributed more than 4,000 emails to achieve the target of 400 complete responses (response rate: approximately 10%). This distribution volume was necessary to account for non-response and ensure an adequate sample size in both strata.

A small number of questionnaires contained missing values. We conducted diagnostic tests to assess the missing data mechanism and confirmed that data were Missing Completely at Random (MCAR). Under MCAR conditions, the most appropriate and versatile approach is list-wise deletion (Kang, 2013; Raghunathan, 2020). We therefore excluded partially completed questionnaires from analysis, reducing potential bias while maintaining the integrity of the dataset. This resulted in the final analytical sample of 400 complete responses.

Measures

The questionnaire first included a classification question asking respondents to state their nationality status (Greek nationals or immigrants). This was followed by 43 Likert scale statements (1: Strongly Disagree; 5: Strongly Agree) derived from established research. Specifically, entrepreneurial orientation and society values were adopted from Liñán et al. (2011); regulatory quality and poor policies from Suarez-Ortega and García-Cabrera (2022); coping strategies from Yendaw, Baatiema and Ameyaw (2023); perceived success from Yigit, Rantamaki-Lahtinen and Sipilainen (2024); and community development from Knollenberg, Arroyo, Barbieri and Boys (2021).

Analytical Approach

We employed fuzzy-set Qualitative Comparative Analysis (fsQCA) combined with Necessary Condition Analysis (NCA) to examine how different configurations of conditions lead to community development. FsQCA was selected because it is considered the most appropriate method for evaluating perceptions characterized by high levels of complexity and for identifying multiple pathways to the same outcome (Olya and Al-Ansi, 2018). FsQCA has been widely used to investigate the entrepreneurial phenomena (Baroncelli et al., 2024; Gabay-Mariani et al., 2024). The research examines the perspectives of Greek and immigrant entrepreneurs regarding six

antecedents: entrepreneurial activity, society values, regulatory quality, poor policies, coping strategies, and perceived success.

We conducted preliminary correlation analysis to assess whether symmetric or asymmetric analysis was appropriate. As presented in Table 1, all correlation values between simple conditions were lower than .6, indicating general asymmetry. Following Skarmeas et al. (2014), this pattern necessitated asymmetric configurational analysis rather than conventional regression approaches.

Please insert **Table 1**

Step 1: Data Calibration. Following Ragin's (2008) direct calibration method, we transformed raw Likert scale data into fuzzy-set membership scores ranging from 0 (full non-membership) to 1 (full membership), with 0.5 representing the crossover point of maximum ambiguity. We calibrated each individual item separately before aggregating them using the averaging method, as the items are considered equally important indicators of their respective constructs. The calibration thresholds were set at the 5th percentile (full non-membership = 2), 50th percentile (crossover point = 3), and 95th percentile (full membership = 4). These thresholds were selected to: (a) provide adequate coverage across the distribution of values, (b) reduce the influence of outliers at extreme ends, and (c) align meaningfully with the 5-point Likert scale structure, where values of 2, 3, and 4 serve as natural cut-points between response categories (Xie and Wang, 2020).

The calibrated fuzzy-sets were designated as: entrepreneurial activity (f_ea), society values (f_sv), regulatory quality (f_rq), poor policies (f_pp), coping strategies (f_cs), perceived success (f_ps), and the outcome—community development (f_cd).

Step 2: Necessary Condition Analysis. Before examining sufficient conditions, we tested whether any single condition or its absence was necessary for community development using Necessary Condition Analysis (NCA). NCA was selected over fsQCA's necessity assessment because it provides more precise necessity measurements and calculates effect sizes for each antecedent (Bol and Luppi, 2013; Dul, 2016). Following Dul (2022), we treated necessary conditions as essential components that must appear in any sufficient configuration; pathways lacking a necessary condition were excluded from further analysis.

Step 3: Truth Table Construction and Analysis. We constructed a truth table containing all logically possible combinations of the six causal conditions (2^6 = 64 configurations). With a sample of 37 cases, we set the frequency threshold at 1, meaning configurations had to be observed in at least one case to be included in the analysis. This decision aligns with recommendations for small-to-medium sample sizes (Ragin, 2008). To determine which configurations were sufficient for the outcome, we applied a consistency threshold of .74, following Skarmeas et al. (2014). Configurations meeting or exceeding this threshold were coded as sufficient (assigned a value of 1 in the truth table); those below were coded as insufficient (assigned 0).

Step 4: Sufficiency Analysis and Solution Derivation. We employed logical minimization to identify the simplest combinations of conditions consistently leading

to community development. The analysis generated three solution types: complex (no simplifying assumptions), parsimonious (maximum simplification), and intermediate (theoretically guided simplification). We report the intermediate solution as it balances parsimony with theoretical plausibility by incorporating only those simplifying assumptions supported by existing literature.

Step 5: Evaluation of Solution Quality. We assessed the quality of the final solution using two parameters: Consistency and Coverage. Consistency measures the degree to which cases sharing a configuration consistently display the outcome (analogous to statistical significance). We retained only configurations with consistency ≥ .74. Coverage indicates the empirical relevance of each pathway by measuring how much of the outcome is explained by a given configuration (analogous to R^2). Following Skarmeas et al. (2014), we considered configurations informative when coverage ranged from .25 to .65. Both raw coverage (the proportion of outcome cases uniquely covered by each pathway) and solution coverage (the total proportion explained by all pathways combined) are reported.

Results

The descriptive statistics of the study are illustrated in Table 2. In terms of society values, the findings showcase that immigrant entrepreneurs generate higher values that the Greek nationals. Several mechanisms can account for it: first, immigrants might evaluate the social value of entrepreneurship against their countries of origin, where institutional and cultural support for self-employment may be weaker, making the Greek tourism sector appear comparatively more opportunity-rich and supportive (Dabić et al., 2020; Nazareno et al., 2019; Fairlie & Lofstrom, 2015). Furthermore, tourism rewards diversity, multilingualism, and long working hours - characteristics often associated with immigrant entrepreneurs - thereby generating stronger signals that entrepreneurship is valued for this population (OECD, 2022; Calero-Lemes & García-Almeida, 2021; Janta et al., 2011). Finally, immigrants might be especially attuned to positive social cues such as customer appreciation and local partnerships, which reinforce perceptions of social acceptance and belonging within the host community (Kloosterman & Rath, 2001; Mickiewicz et al., 2019; Ward, 2008; Arends-Tóth & van de Vijver, 2020).

In the rest of the examined simple conditions the trends of the expressed perceptions appear to relatively be at the same level.

Please insert **Table 2**

The measurement model has been validated with Confirmatory Factor Analysis (CFA). Almost all items have generated efficient loadings (>.4), whilst two of them (PS6; PS7) have been excluded from further analysis due to low commonality, this signifies that the specific variable does not share much variance with the other variables via the common factors (Table 3). Cronbach's A showcased that internal consistency exists in all the examined antecedents, since is was higher than the minimum acceptable

level of .7, as it is designated from the study of Nunnally (1978). As indicated from the studies of Huang, Wang, Wu and Wang (2013) and Kim (2014), in all cases the generated values for the Average Variance Explained (AVE) were higher than .5, and Composite Reliability (CR) was consistently higher than AVE.

Please insert **Table 3**

Complex pathways

The analysis through fsQCA has produced six sufficient complex configurations (Table 4), those solutions have a coverage between .25 and .75 and a consistency higher than .74. The first solution includes the nationality status of the respondents and generates high outcome scores for entrepreneurial activity, society values, and perceived success. The second configuration produces high outcome scores for the antecedents of regulatory quality and poor policies. The third pathway includes the status of the respondents and produces high scores for entrepreneurial activity, poor policies, and coping strategies. The fourth solution includes the respondents' status and generates high outcome scores for entrepreneurial activity, and perceived success. The fifth solution produces high scores of outcome for the simple conditions of coping strategies and perceived success. Finally, the sixth pathway includes the status of the examined entrepreneurs and produces high outcome scores for poor policies, coping strategies, and perceived success.

Please insert **Table 4**

Necessity analysis

As previously indicated, the necessity analysis was employed through the use of NCA. Dul (2020) suggests that when an antecedent has size effects (d) and a sufficient p-value (<.05) is considered necessary (Table 5). According to Dul (2022, p.3), when evaluating sufficient fsQCA pathways, an acceptable solution is when "a factor that is a necessary condition for the outcome must be part of each sufficient configuration". In terms of the necessity logic, a configuration can still produce an acceptable outcome even if one or some of the configurational elements are not necessary (Dul, 2022). However, a necessary condition (in our case the entrepreneurial activity) should be present in order to accept a generated pathway (Dul, 2016). The plots generated by the NCA are illustrated in Figure 1. As per the findings of the study, the simple conditions of entrepreneurial activity, society values, poor policies, and perceived success generate size effects. However, only the antecedent of entrepreneurial activity appears to produce an acceptable p-value. As a result, from the six sufficient configurations, one three of them (fist, third and fourth pathway) are acceptable.

Please insert **Table 5**

Please insert **Figure 1**

Discussion

Confirmation of tenets

The tenet confirmation is based on the findings of the fsQCA (generation of sufficient configurations) and should not be connected with the outputs of the necessity analysis (Pappas, 2021). As a result, all the six set tenets are confirmed. More specifically, each of the examined antecedents (entrepreneurial activity; society values; regulatory quality; poor policies; coping strategies; perceived success) is included in at least one sufficient pathway that can lead to community development (T1 confirmation). Conversely, none of them is included in all solutions (T4 confirmation). Three pathways (2^{nd}; 4^{th}; 5^{th}) include two simple conditions, and three of them (1^{st}; 3^{rd}; 6^{th}) include three antecedents (T2 confirmation). In total, six different combinations of the examined antecedents appear to be able to lead to the desired outcome (community development) (T3 confirmation). The highest unique coverage (.113) appears in the fifth sufficient configuration, which cannot be considered as a high outcome score (T5 confirmation). Moreover, the highest raw coverage (.339) appears in the third complex pathway, providing clear evidence that none of the pathways include all the examined cases (T6 confirmation).

Acceptable solutions

After the necessity analysis, three of the generated sufficient complex configurations can be considered acceptable.

Configuration 1: Societal endorsement, high entrepreneurial orientation and perceived success

This first acceptable solution highlights how supportive society values, high entrepreneurial orientation, and high perceived success - considering the entrepreneur's status (Greek or immigrant) - coalesce to drive community development. Within our acculturation framework, society values represent an external condition reflecting the degree of cultural and social acceptance of entrepreneurship, whereas entrepreneurial drive denotes the entrepreneur's proactive engagement in running and growing a venture, based on personal fulfilment, friend and family endorsement, and practical knowledge collectively. Perceived success, in turn, serves as a psychological outcome, capturing how satisfied and efficacious entrepreneurs feel in their roles (Bandura, 1997; Arends-Tóth & van de Vijver, 2020).

Drawing on our results, for both native and immigrant entrepreneurs culturally favourable attitudes can bolster entrepreneurial commitment and confidence (Mickiewicz et al., 2019; Nazareno et al., 2019). When coupled with robust entrepreneurial orientation - measured here by personal satisfaction, knowledge readiness, and perceived approval - entrepreneurs appear more likely to develop a sense of achievement and self-efficacy, central to perceived success (Dabić et al., 2020). Notably, the interplay of supportive society values and strong entrepreneurial orientation underscores a pathway where individual fulfilment converges with socially

endorsed practice, and this combination is associated with higher likelihood of community development (Knollenberg et al., 2021).

Finally, the presence of both native and immigrant entrepreneurs in this configuration suggests a pathway in which supportive societal endorsement, combined with strong entrepreneurial orientation, is associated with perceived success for both groups. In our sample, immigrants who perceive a welcoming cultural climate display a level of satisfaction comparable to their native counterparts. This pattern reinforces the idea that perceived success is not solely the product of institutional or policy-related factors but is also linked to cultural openness and personal agency (Bandura, 1997). In sum, Configuration 1 points to the significance of an encouraging social environment, proactive entrepreneurial engagement, and positive self-evaluation as a configuration associated with the collective gains that characterize community development.

Configuration 2: Entrepreneurial orientation, poor policies, and coping strategies

The second acceptable solution accounts again for the entrepreneur's national background (Greek vs. immigrant), and shows how poor policies and coping strategies, in conjunction with entrepreneurial orientation, support community development. Within our acculturation-based model, poor policies correspond to adverse host conditions characterized by inefficiencies and inequities in the public administration and policy structures. Coping strategies, by contrast, function as the orientation entrepreneurs adopt to navigate these obstacles - ranging from leveraging social networks (family, ethnic) to managing stress via optimism and self-care (Berry, 1997; Arends-Tóth & van de Vijver, 2020).

Drawing on the descriptive data (Table 2), it is evident that policy-related challenges - such as perceived administrative inefficiency or funding constraints - are widely recognized by both Greek and immigrant entrepreneurs. However, this configuration suggests that adaptive coping strategies enable entrepreneurs to navigate environments marked by poor policies. This aligns with prior research indicating that higher self-efficacy and resilience often propel entrepreneurs to innovate or form alternative pathways despite systemic hurdles (Joussen et al., 2025; Omorede & Axelsson, 2022). Notably, entrepreneurial orientation again emerges as crucial for mobilizing adaptive responses: when individuals commit to their ventures proactively, they transform institutional barriers into opportunities for collaborative problem-solving and resource sharing (Nazareno et al., 2019). Consequently, Configuration 2 affirms that even in environments marked by policy shortcomings, a blend of persistent entrepreneurial drive and strategic coping can yield meaningful contributions to local communities, thus reinforcing the importance of agency within challenging host-country conditions.

Configuration 3: Entrepreneurial orientation and perceived success

The third acceptable solution consider the entrepreneur's national background (Greek vs. immigrant) and captures how entrepreneurial orientation - combined with perceived success - can foster community development. Within an acculturation framework, entrepreneurial orientation again serves as the proactive orientation that fuels venture growth, while perceived success represents a psychological outcome reflecting how fulfilled and efficacious entrepreneurs feel in their role (Berry, 1997; Arends-Tóth & van de Vijver, 2020).

Unlike the previous configurations, society values is absent here, suggesting that entrepreneurs who derive considerable personal satisfaction from their ventures can advance local development even without pronounced external support or cultural endorsement. This idea resonates with the notion of entrepreneurial prestige, where high self-efficacy and reputational standing further motivate business owners to invest resources and engage in socio-economic initiatives (Dabić et al., 2020). As evidenced in the descriptive data (Table 2), both Greek and immigrant entrepreneurs reported relatively strong levels of perceived success, implying that a positive self-view of one's entrepreneurial achievements can translate into community-oriented outcomes (Mayuto et al., 2023).

In this light, Configuration 3 underscores that a fulfilling personal journey in entrepreneurship, for both immigrants and native, can galvanize broader communal gains - such as job creation, stakeholder collaboration, or enhanced local services. By highlighting the synergy of entrepreneurial orientation and perceived success, this pathway affirms that an individual's sense of accomplishment and commitment to their venture can be powerful drivers of community development, even when external environmental factors are not overtly favourable.

General discussion

These three acceptable solutions collectively underscore the complex interaction between acculturation conditions, individual coping mechanisms, and acculturation outcomes - aligning with the growing consensus that immigrant entrepreneurship cannot be fully explained without considering specific migration theories (Dheer & Lenartowicz, 2020; Glinka, 2018). In this line, our findings demonstrate how acculturation conditions meaningfully interact with the orientations entrepreneurs adopt - ranging from leveraging social capital to fostering resilience - thus producing distinct entrepreneurial paths and outcomes (Berry, 1997; Arends-Tóth & van de Vijver, 2020). Indeed, although our core fsQCA findings reveal equifinal paths to community development for both Greek and immigrant entrepreneurs, the descriptive data (Table 2) underscore subtle but meaningful differences in how these groups perceive and navigate their entrepreneurial environments. For instance, immigrants consistently report higher scores on items related to society values, suggesting they may feel a more welcoming cultural atmosphere than might be presumed - particularly for statements regarding how "colleagues value entrepreneurial activity." This somewhat counterintuitive pattern could reflect the tourism context in Greece, where intercultural exchanges and customer diversity reward newcomers' unique skills and perspectives

(Collins & Shin, 2014; García-Almeida & Hormiga, 2017). As expected, differences also emerge in coping strategies. Immigrants report higher reliance on immigrant networks, whereas Greek entrepreneurs indicate slightly greater reliance on family support. While the direction of these differences is unsurprising, what matters for our analysis is how these distinct coping orientations relate to community development outcomes. Immigrants' stronger use of co-ethnic networks might represent a form of bonding support (Aldrich & Waldinger, 1990; Light & Gold, 2000) that can help stabilise entrepreneurial activity in contexts where formal institutional support is weak or where administrative barriers are perceived as higher (Williams & Vorley, 2015; Bruton et al., 2010). Such support may enable entrepreneurs to maintain operations, recover from setbacks, and continue contributing to local economic and social life - consistent with the community development indicators in our scale and with prior work linking entrepreneurial persistence to community-level benefits (Peredo & Chrisman, 2006).

Greek entrepreneurs, in contrast, rely more on family-based support within the host community, which may reflect their longer-term embeddedness and familiarity with local administrative or business practices. This type of local embeddedness has been widely associated with trust-based exchange and smoother interaction with local institutions (Jack & Anderson, 2002; Johnstone & Lionais, 2004). These forms of support do not necessarily differ in their effectiveness but rather in their orientation: immigrants draw on networks developed through shared migration experiences (Kloosterman, Van der Leun, & Rath, 1999), whereas Greeks rely on more established local ties. Both sets of coping strategies support continuity and functioning of entrepreneurial activity, in line with acculturation and coping perspectives emphasising adaptive orientations to the host environment (Berry, 1997; Arends-Tóth & van de Vijver, 2006). This, in turn, is reflected in similarly high community development scores across groups. The implication, therefore, is that different coping orientations allow different groups of entrepreneurs to sustain their ventures and remain engaged in their communities, albeit through different forms of social support. differences are also apparent in coping strategies, where immigrant entrepreneurs record higher reliance on immigrant networks or ethnic resources, whereas Greek entrepreneurs may lean more on existing local ties. This aligns with acculturation theory (Berry, 1997a) by illustrating how immigrants often develop transnational or community-based support systems to offset limited formal backing (Omorede & Axelsson, 2022). Moreover, the item "I had faith in God and optimism" is rated slightly higher by migrants, hinting that spiritual or emotional resilience can be salient for newcomers adapting to unfamiliar institutional settings (Ward, 2008).

A further notable difference arises within perceived success measures. Immigrant entrepreneurs display a greater propensity for the "intergenerational transfer" of their businesses, contrasting with Greek entrepreneurs who place more emphasis on criteria like revenue growth when defining success. This difference suggests that some immigrant entrepreneurs may perceive their ventures as long-term legacy projects, linking opportunities in the host country to their family aspirations, while Greek entrepreneurs prioritise more financial performance benchmarks (Dabić et al., 2020;

Mayuto et al., 2023). Nevertheless, both groups show similar attitudes towards their contributions to community development, consistently promoting regional economic and social well-being.

When looking at the different configurations, Configuration 1 reveals that a favourable cultural environment can mitigate typical disadvantages faced by immigrants, reflecting how societal endorsement not only validates entrepreneurship but also reinforces the entrepreneur's sense of fulfilment and efficacy, allowing community development (Mickiewicz et al., 2019; Nazareno et al., 2019). In contrast, Configuration 2 illustrates the adaptive potential of both Greeks and immigrants when confronted with poor policies, highlighting how coping strategies (e.g., reliance on family, ethnic networks, or self-care) can transform adverse institutional contexts into opportunities for collaboration and resource sharing (Omorede & Axelsson, 2022). Configuration 3, by focusing on entrepreneurial orientation and perceived success in the absence of pronounced external supports, underscores the pivotal role of agency - a notion consistent with theories of migration-specific innovation and resilience (Dabić et al., 2020; Maddux & Galinsky, 2009).

By illustrating several routes to entrepreneurial outcomes, our findings contribute to immigrant entrepreneurship research along three lines. First, we extend the use of acculturation theory in this field by mobilising its conditions–orientations–outcomes structure (Berry, 1997; Arends-Tóth & van de Vijver, 2020; Ward, 2008) as a framework applicable to the context of entrepreneurship. Rather than treating acculturation solely as a migrant-focused adaptation process, we show that host-context structural and cultural characteristics (conditions) and behavioural and psychological strategies (orientations) can be conceptualised as antecedents of entrepreneurial outcomes for both immigrant and native entrepreneurs operating within the same country context. Second, we specify how the migration experience alters the salience and unfolding of these dimensions. While immigrants and natives are exposed to the same cultural–institutional environment, immigrants engage in venture creation while simultaneously navigating acculturation to initially unfamiliar norms and institutions (Berry, 1997; Arends-Tóth & van de Vijver, 2020; Ward, 2008). This dual adaptation introduces systematic variation in how conditions are perceived, which orientations are mobilised, and how outcomes are evaluated and granted. What distinguishes immigrants from natives, therefore, is not the presence of different analytical dimensions, but the degree and nature of adaptation each dimension entails for the two groups (Berry et al., 1997). Third, the configurational analysis demonstrates that entrepreneurial success and community-oriented outcomes arise through multiple, group-differentiated yet equifinal pathways. Rather than a single dominant model, we identify several sufficient "recipes" - for instance, strong entrepreneurial orientation and supportive societal values, or coping strategies activated under poor policies - that reflect different ways entrepreneurs, immigrant or native, navigate contextual conditions. This refinement emphasises that immigrant entrepreneurship cannot be understood through linear effects alone; instead, it emerges from the intersection of acculturation-related conditions and adaptive orientations that jointly shape diverse pathways to entrepreneurial outcomes. In doing so, the study responds to calls to

incorporate cross-disciplinary frameworks - particularly adaptation and acculturation theories - into immigrant entrepreneurship research, allowing these perspectives to shed light not only on individual adjustment but also on the entrepreneurial processes unfolding within shared host-country contexts (Dabić et al., 2020; Dheer & Lenartowicz, 2020). It further addresses appeals to move beyond firm-level performance and consider community-oriented outcomes (Baroncelli et al., 2024; Nazareno et al., 2019; Matarrita-Cascante & Suess, 2020).

Managerial and policy implications

The findings of this study carry meaningful implications for both policymakers and industry stakeholders aiming to foster inclusive and sustainable entrepreneurial ecosystems, particularly within the tourism sector, especially in economies that rely heavily on tourism as a cornerstone of economic activity.

First, in line with Configuration 1, our results indicate that a combination of supportive societal values, strong entrepreneurial orientation, and high perceived success is linked to favourable community outcomes. Policy efforts should therefore not only target regulatory reforms, but also work on the social and psychological conditions that sustain this configuration. On the one hand, cultivating positive social norms around (immigrant) entrepreneurship is essential: public campaigns and recognition schemes that make immigrant and native entrepreneurs visible as legitimate local actors, as suggested in work on entrepreneurial culture and role models (Liñán, Urbano, & Guerrero, 2011; OECD/European Union, 2019), and anti-discrimination initiatives that reduce stigma in customer-facing sectors where minority entrepreneurs are often exposed to bias (Ram & Smallbone, 2003; Vershinina & Rodgers, 2023). On the other hand, entrepreneurship support should also strengthen both entrepreneurial orientation and perceived success by investing in programmes that build opportunity recognition, self-efficacy and intrinsic satisfaction (e.g., mentoring, role-model encounters, and training in strategic and financial skills), in line with research on entrepreneurial efficacy and subjective success (Liñán & Chen, 2009; Newman et al., 2019; Dabić et al., 2020). Recognising non-financial indicators such as pride, reputation, and community contribution in evaluation and support schemes can further reinforce the kinds of perceived success that, in our findings, co-occur with supportive societal values and community-oriented outcomes (Peredo & Chrisman, 2006). Second, Configuration 2 shows that when entrepreneurs operate under poor policies, coping strategies combined with strong entrepreneurial orientation can still support positive outcomes. This configuration reflects a context in which structural barriers - such as bureaucratic inefficiency, funding gaps, or discriminatory taxation - remain salient and must be actively navigated by both immigrant and native entrepreneurs. Research on entrepreneurship under institutional voids highlights that in such environments entrepreneurs frequently rely on improvisation, informal networks, and emotional resilience to buffer the effects of weak governance (Bruton, Ahlstrom, & Obloj, 2010; Williams & Vorley, 2015). In practical terms, policymakers should prioritise reducing these structural burdens by simplifying administrative procedures, increasing

transparency in licensing and taxation, and improving access to financial support - measures particularly important for immigrant entrepreneurs, who tend to face higher institutional barriers (Hatziprokopiou, 2008; OECD/European Union, 2019; Vlachopoulos, 2024).

At the same time, because this configuration also highlights the role of coping strategies, support programmes can play a role in strengthening constructive coping mechanisms. Examples include peer-support groups that offer shared problem-solving, well-being and stress-management initiatives that promote healthier coping (Stephan, 2018), and advisory services that help entrepreneurs transform informal networks - whether family-based or immigrant-based - into more stable collaborative arrangements (Uy, Foo, & Song, 2013). Such interventions can complement, rather than substitute, structural reforms by improving entrepreneurs' capacity to navigate policy-related challenges. Third, Configuration 3 demonstrates that entrepreneurial orientation and perceived success can sustain meaningful outcomes even when external supports - such as favourable policies or strong societal endorsement - are limited. This configuration emphasises the importance of internal resources: opportunity recognition, proactiveness, risk-taking, confidence, and subjective evaluations of success. Prior research shows that such psychological and strategic orientations are central predictors of persistence, innovation, and founder well-being in resource-constrained environments (Liñán & Chen, 2009; Newman et al., 2019; Dabić et al., 2020). Policy and support programmes should therefore incorporate interventions that strengthen these internal capabilities. This includes mentoring schemes that foster self-efficacy and long-term aspiration-setting, training programmes on strategic planning and opportunity development, and recognition schemes that validate non-financial indicators of success such as community contribution, legacy, and personal fulfilment (Peredo & Chrisman, 2006; Stephan, 2018).

The latter is crucial, since relying solely on individual resilience or strategic posture may risk reinforcing systemic inequities, especially because overrepresented segments in entrepreneurship, such as immigrant entrepreneurs, often possess fewer resources to sustain their ventures in challenging environments, while simultaneously managing the additional burdens associated with minority status (Arends-Tóth & van de Vijver, 2020; Ward, 2008). Therefore, policy reforms are needed to reduce structural burdens, particularly for immigrant entrepreneurs who often face disproportionate administrative and financial constraints (Hatziprokopiou, 2008; Vlachopoulos, 2024). As discussed, examples in this direction are those policy actions aimed at simplifying bureaucratic procedures, expanding access to funding, and strengthening integration initiatives to foster more equitable participation in entrepreneurial activities (OECD/European Union, 2019).

From a managerial perspective, tourism operators and support organisations should recognise that immigrant and native entrepreneurs contribute to local ecosystems in broadly similar ways, yet rely on partially different support structures (David & Terstriep, 2025). Our results show that both groups report comparable levels of community development, while differing mainly in the types of social support they draw upon – with immigrants more likely to rely on immigrant networks and natives

somewhat more on family-based local ties. Beyond these structures, there are also nuanced differences in how entrepreneurs define success and cope with uncertainty: immigrant entrepreneurs show a stronger inclination towards intergenerational transfer as a marker of success, whereas Greek entrepreneurs place relatively more emphasis on revenue growth, and immigrants report slightly higher reliance on faith and optimism as coping resources. Rather than treating these differences as deficits, support initiatives can build on them by offering tailored pathways – for example, distinguishing between growth-oriented and continuity/legacy-oriented trajectories in mentoring and training programmes, and integrating low-threshold well-being or peer-support components that acknowledge the emotional and existential dimensions of entrepreneurial activity, particularly for those navigating migration-related challenges. Practically, business associations, chambers of commerce and destination management organisations can organise mixed networking events, peer-learning groups and small collaborative projects that bring together entrepreneurs embedded in different networks, allowing them to share contacts, information and practices in ways that reinforce the community-oriented outcomes identified in our configurations (Knollenberg et al., 2021). In addition, advisory and training services can help entrepreneurs – especially immigrants – to strategically leverage their acculturative resources, such as community-based networks, multilingual skills or culturally distinctive offerings, as deliberate elements of their market positioning (Kreuzer et al., 2018; Berry, 1997), while also supporting native entrepreneurs in broadening their networks beyond long-standing local ties when beneficial. Ultimately, integrating these differentiated support structures within inclusive business networks and local tourism strategies can cultivate resilient, vibrant ecosystems that draw strength from entrepreneurial diversity.

Conclusions

This study explores how immigrant and native entrepreneurs contribute to community development through their engagement in Greece's tourism sector, a setting marked by both economic dependence on tourism and growing cultural diversity. Drawing on acculturation theory from immigrant entrepreneurship literature, we adopt a configurational approach to investigate how various elements - including societal values, regulatory conditions, coping strategies, entrepreneurial orientation, and perceived success - combine to support community-oriented outcomes.

Our findings challenge simplified narratives of immigrant entrepreneurship by showing that both immigrant and native entrepreneurs contribute to community development through distinct yet occasionally converging pathways. Some configurations reveal how favourable societal endorsement and high entrepreneurial orientation enhance personal efficacy and foster wider socio-economic benefits. Others show how, even in contexts defined by policy inefficiencies, coping strategies can sustain entrepreneurial activity and lead to meaningful community impact.

A key insight is the resilience and adaptability of immigrant entrepreneurs. Despite encountering regulatory inefficiencies and societal biases, they employ coping mechanisms such as leveraging transnational networks and informal practices to

navigate barriers. In contrast, local entrepreneurs benefit from institutional familiarity and established networks, which provide easier access to resources. This duality underscores the complex interplay between entrepreneurial approaches and the wider socio-economic environment.

From a theoretical perspective, our work expands the application of acculturation theory in entrepreneurship research, showing how adaptation processes unfold not only through host-country conditions but also through strategic orientations and coping mechanisms and outcomes. Furthermore, by comparing immigrant and native entrepreneurial configurations, we demonstrate the need to frame immigrant entrepreneurship as embedded in both structural and cultural dynamics, not as a homogeneous or isolated phenomenon. This study enriches the discourse on immigrant entrepreneurship by advancing theoretical perspectives and offering practical insights for policymakers. It advocates for inclusive frameworks to address systemic barriers and foster diverse entrepreneurial ecosystems.

Nonetheless, our study presents some limitations. First, while fsQCA and NCA provide valuable configurational insights into the complex relationships between entrepreneurial antecedents and community development outcomes, these methodologies cannot fully capture the dynamic, processual nature of entrepreneurial adaptation. Longitudinal approaches would be valuable in capturing how entrepreneurial strategies evolve over time. Second, our focus on the tourism sector in Greece, while theoretically and contextually rich, may limit generalisability to other sectors or Countries with different institutional and cultural settings. For example, further research could expand to other service vs. non-service sectors or employ cross-country comparisons. Third, our survey design relied on self-reported measures, which could introduce potential response biases, particularly when comparing how these measures are interpreted by immigrant and native respondents who may have different cultural frames of reference. Additionally, while our study distinguishes between immigrant and native entrepreneurs, it does not account for the heterogeneity within these groups. Immigrants from different countries of origin, with varying lengths of residence, legal statuses, and cultural distances from Greek society, may exhibit distinct entrepreneurial behaviours and adaptation strategies. Similarly, native Greek entrepreneurs from different regions or socioeconomic backgrounds might display varying entrepreneurial approaches. This granularity could provide further insights into the nuanced ways acculturation processes shape entrepreneurial outcomes.

Future research should deepen comparative explorations of native and immigrant entrepreneurship across contexts, extend this inquiry to other sectors beyond tourism, and further examine how individual-level adaptation interacts with structural change. Our conceptualisation of community development primarily captured economic and social dimensions. Future research could expand this construct to include environmental sustainability, cultural preservation, and other aspects of holistic community wellbeing, particularly relevant in tourism contexts where over-development can strain local resources and cultural authenticity. By continuing to disentangle these dynamics, scholarship can more effectively inform policies and practices that foster inclusive, resilient, and diverse entrepreneurial ecosystems.

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Table 1: Correlation matrix

		1	2	3	4	5	6	7
1	Entrepreneurial activity	1						
2	Society values	-.020	1					
3	Regulatory quality	-.028	.120	1				
4	Poor policies	.060	-.052	-.003	1			
5	Coping strategies	-.030	.069	-.083	-.060	1		
6	Perceived success	.035	.025	-.007	.027	-.016	1	
7	Community development	.011	-.024	.077	.021	-.114	-.053	1

Source: Authors' own elaboration

Table 2: Descriptive statistics

	Statements	Mean			SD
		Total	*Greeks*	*Migrants*	
	Entrepreneurial activity				
EA1	Being an entrepreneur gives me great satisfaction.	4.03	4.01	4.05	.616
EA2	My friends approve of my decision to be an entrepreneur.	4.15	4.08	4.23	.661
EA3	I always had as a professional goal to be an entrepreneur.	3.68	3.75	3.62	.974
EA4	Being an entrepreneur implies more advantages than disadvantages to me.	3.86	3.85	3.86	.777
EA5	I know all about the practical details needed to be an entrepreneur.	3.84	3.83	3.84	.792
	Society values				
SV1	My family values entrepreneurial activity above other activities and careers	3.28	3.09	3.28	.821
SV2	My colleagues value entrepreneurial activity above other activities and careers.	3.26	2.95	3.26	.862
SV3	Most people in my country consider it acceptable to be an entrepreneur.	3.57	3.43	3.57	.887
SV4	The culture in my country is highly favourable towards entrepreneurial activity.	3.09	2.44	3.09	1.143
SV5	In my country, entrepreneurial activity is considered to be worthwhile, despite the risks.	3.43	3.26	3.43	.838
	Regulatory quality				
RQ1	As an entrepreneur I frequently have to handle lack of suppliers.	3.66	3.66	3.66	.789
RQ2	Several times I have to resolve inefficient customs procedures.	3.83	3.83	3.83	.799
RQ3	I frequently have to handle discriminatory tariffs.	3.57	3.29	3.84	.958
RQ4	The lack of qualified suppliers creates problems is something that I often have to face.	3.74	3.76	3.72	.790
RQ5	I frequently have to handle delays by customs officers.	3.63	3.48	3.78	.843
RQ6	I usually face restrictions on investments for political reasons.	3.59	3.39	3.80	.924
	Poor policies				
PP1	I perceive that there is an inefficient public administration.	4.20	4.22	4.17	.625
PP2	I believe that there is a lack of expertise in planning or managing tourism at the national level.	4.12	4.10	4.14	.713
PP3	I believe that there is a lack of funding to support tourism development.	4.31	4.32	4.30	.628
PP4	I believe that there is a lack of funding to support tourism promotional activities.	4.46	4.50	4.42	.628
PP5	In Greece there is a lack of effectiveness of free competition defense policies.	4.03	4.03	4.03	.725
PP6	The Greek taxation system embeds discriminatory taxes.	4.15	4.07	4.24	.682
PP7	I often have to face favouritism in government officials' decisions.	3.94	3.87	4.02	.799
	Coping strategies				
CS1	I got support from family members.	3.22	3.24	3.20	.817
CS2	I got support from friends.	3.46	3.47	3.45	.900
CS3	I have relied on migrant networks for support.	3.14	2.75	3.53	.993

CS4	I had faith in God and optimistic about the future.	3.00	2.91	3.09	.884
CS5	I have utilized natural talents acquired to earn a living.	3.34	3.37	3.32	.813
CS6	I had to self-medicate in order to reduce fatigue.	3.21	3.10	3.32	.858
	Perceived success				
PS1	I am proud for my activity as an entrepreneur.	4.46	4.48	4.45	.583
PS2	Being an entrepreneur gives me personal satisfaction.	4.24	4.32	4.15	.807
PS3	Being an entrepreneur provides me a good reputation.	4.24	4.23	4.25	.819
PS4	My business provides me an adequate standard of living for myself and my family.	4.07	4.01	4.12	1.018
PS5	My business is successful when it has a financial profitability of operations.	4.53	4.54	4.52	.543
PS6	My business is successful when I am able to increase its size.	3.31	3.43	3.19	.781
PS7	A revenue growth entails the success of my business.	3.52	3.93	3.10	.931
PS8	I intend to transfer my business onto the next generation.	3.18	2.93	3.43	1.198
	Community development				
CD1	My business contributes to the community development of the area it operates.	3.99	3.99	4.00	.732
CD2	My business contributes to the economic development of the region.	3.84	3.82	3.86	.761
CD3	My business contributes to the tourism development of the region.	4.16	4.16	4.17	.719
CD4	My business contributes to the entrepreneurial activities' development of the region.	4.09	4.10	4.09	.760
CD5	My business fosters the collaboration among the stakeholders of the region.	3.86	3.82	3.89	.817
CD6	My business is involved with the local community.	3.85	3.75	3.94	.837

Source: Authors' own elaboration

Table 3: Factor analysis

	Loadings	A	AVE	CR
Entrepreneurial activity		.823	.595	.880
EA1	.886			
EA2	.761			
EA3	.700			
EA4	.761			
EA5	.738			
Society values		.876	.667	.908
SV1	.901			
SV2	.884			
SV3	.693			
SV4	.778			
SV5	.810			
Regulatory quality		.913	.701	.933
RQ1	.943			
RQ2	.822			
RQ3	.727			
RQ4	.858			
RQ5	.833			
RQ6	.828			
Poor policies		.906	.655	.929
PP1	.953			
PP2	.807			
PP3	.869			
PP4	.715			
PP5	.801			
PP6	.786			
PP7	.706			
Coping strategies		.900	.679	.926
CS1	.940			
CS2	.783			
CS3	.670			
CS4	.803			
CS5	.859			
CS6	.864			
Perceived success		.795	.500	.856
PS1	.675			
PS2	.663			
PS3	.713			
PS4	.849			
PS5	.599			
PS6	.052*			
PS7	.092*			
PS8	.719			
Community development		.936	.756	.949
CD1	.963			
CD2	.860			
CD3	827			
CD4	.886			
CD5	.839			
CD6	.835			

*: The item has been extracted from further analysis due to low commonality (<.4)

Source: Authors' own elaboration

Table 4: Sufficient configurations

Complex Solution	Raw Coverage	Unique Coverage	Consistency
Model: f_cd=f(f_s,f_ea,f_sv,f_rq,f_pp,f_cs,f_ps)			
f_s,f_ea,f_sv,~f_rq,~f_pp,~f_cs,f_ps	.31398	.09583	.83920
~f_s,~f_ea,~f_sv,f_rq,f_pp,~f_cs,~f_ps	.29384	.07949	.82934
f_s,f_ea,~f_sv,~f_rq,f_pp,f_cs,~f_ps	.33928	.09038	.80785
f_s,f_ea,~f_sv,~f_rq,~f_pp,~f_cs,f_ps	.28030	.10393	.80291
~f_s,~f_ea,~f_sv,~f_rq,~f_pp,f_cs,f_ps	.30282	.11382	.79483
f_s,~f_ea, ~f_sv,~f_rq,f_pp,f_cs,f_ps	.33027	.08583	.78942
Solution Coverage: .34594 Solution Consistency: .81036			

Note: f_s: Status; f_ea: Entrepreneurial activity; f_sv: Society values; f_rq: Regulatory quality; f_pp: Poor policies; f_cs: Coping strategies; f_ps: Perceived success; f_cd: Community development.

Source: Authors' own elaboration

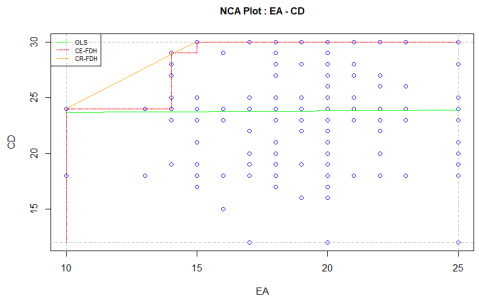
Table 5: Size effects

	ce_fdh	ce_fdh	p
Entrepreneurial activity - Community development	.093	.054	.046
Society values - Community development	.061	.043	.125
Regulatory quality - Community development	.000	.000	1
Poor policies - Community development	.050	.035	.566
Coping strategies - Community development	.000	.000	1
Perceived success - Community development	.074	.037	.535

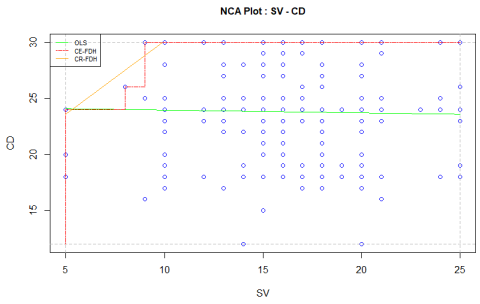
Source: Authors' own elaboration

Figure 1: NCA plots

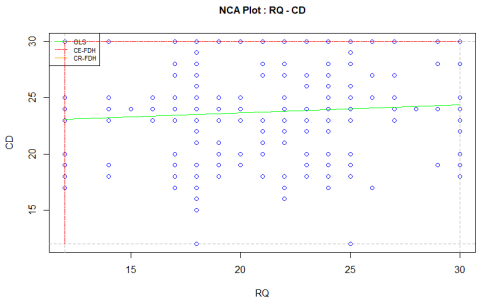
Entrepr. activity – Com. development



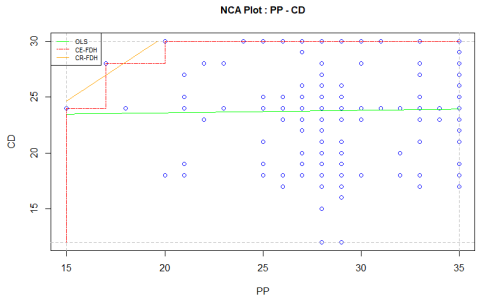
Society values – Com. development



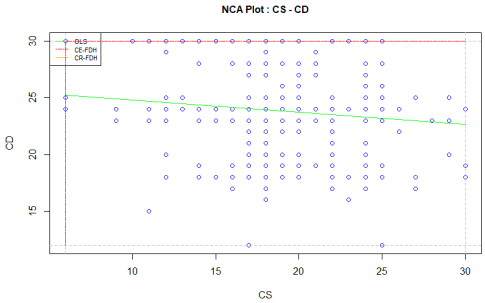
Regul. quality – Com. development



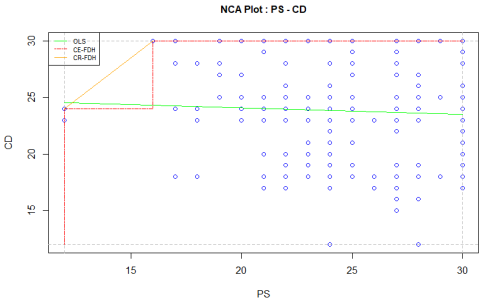
Poor policies – Com. development



Coping strategies – Com. development



Perceived success – Com. development



Source: Authors' own elaboration