

The Role of Immigration as a Social Network on Shaping Entrepreneurship Tendency: A Research on Balkan Immigrant Entrepreneurs in Turkey

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Abstract

The main purpose of the current study is to explain immigration concept and the effects of social networks occurring in the grounds of immigration on the entrepreneurship tendencies of immigrant entrepreneurs especially for the sampling of Balkan immigrant entrepreneurs. Keeping this main purpose in mind, interviews were made with 17 Balkan immigrant entrepreneurs. First of all, the data obtained from this research show that social networks occurring in the grounds of immigration are used by immigrant entrepreneurs in a specific way for forming work conception, providing necessary information and support to set up business, supplying with required finance and choosing the staff. Besides, the results of this research display that Balkan immigrant entrepreneurs living in Turkey would rather make use of group dynamics and sources on the basis of individual pragmatism than keep and protect them as a closed social network.

Key words: Immigrants; Immigration entrepreneurship; Social networks; Balkan immigrants

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INTRODUCTION

Recent developments both lay the stress on the fact that immigration entrepreneurship is one of the

important components of economic growth and show that social networks play a crucial role in immigration entrepreneurship activities (Chand & Ghorbani, 2011). Stemming from the mentioned situation above, the interest towards the studies which tried to explain the effects of social networks shaped by immigration ground on the immigrants' entrepreneurship activities and the success of these activities has started to increase considerably since the second half of 1980s (Marger, 2001; Nee & Sanders, 2001; Zhou & Bankston, 1994; Nee & Sanders, 1987). The studies in the related literature were based on the situations in U.S.A, England, Germany, Canada and France which is relatively less than the others. The fact that the existing studies were carved out in the mentioned countries which are so limited is one of the vital inadequacy of the related literature. As it is known, business management activities are run in an organizational field. It is a well-known fact that every organizational field constructs an immigration reception which is unique and it also builds a self- entrepreneur profile and social network creation-usage typology. What's more, both the styles of entrepreneurs' energizing & carrying out their activities and the fact that which sources have a more functional role in the context of social network vary according to the organizational field they take part in.

Another point that organizational fields vary in their special features is the effects of group sources on entrepreneurial activities. As it is clearly known, immigrant groups have the capability of creating prominent group sources, which is a result of being immigrant. (Bonacich & Model, 1980; Sanders & Nee, 1996; Sequeira, Mueller & McGee, 2007). Both the effect of group sources on entrepreneurship and immigrant groups' capability of creating the mentioned sources vary according to the organizational field they take part in. It can be explicitly stated that diversification of the regions and countries where immigrant entrepreneurs and

social network phenomena are investigated will make a considerable contribution to enrich the related literature.

With keeping the mission of increasing the effectiveness of the related literature in mind, the current manuscript aims to explain the effects of social networks which were based on immigration concept on immigrants' entrepreneurship activities and the success of these activities via Balkan immigrant entrepreneurs living in Turkey. In the frame of this main purpose, the following questions were tried to be answered in the research: What are the direction and level of the effects of immigration group based social networks in immigrant entrepreneurs' setting up business, getting information to found the business, supplying the necessary finance, detecting and choosing suppliers? Can a social network classification be made via Balkan immigrant entrepreneurs?

This research is comprised of three parts. In the first part, the implications of the models, trying to explain immigrant entrepreneurship and being related to the social networks, were evaluated. The second part of the research tried to reveal social network concept and social network approaches' effects on entrepreneurship facilities by examining them in depth. In the third part, interview results which were made for the purpose of learning social network usage styles and entrepreneurial processes of Balkan immigrant entrepreneurs in Turkey can be found.

THE MODELS RELATED TO EXPLAIN IMMIGRANT ENTREPRENEURSHIP

It is a bare fact that there are three different models attempting to explain the backgrounds of immigrant or ethnical group members' entrepreneur behaviors. Like other approaches and models in social studies, none of the models mentioned above is sufficient alone to describe immigrant entrepreneur behaviors and the pathway they followed in the process of becoming an entrepreneur. Especially, the fact that every organizational field has a specific immigrant reception and entrepreneurship tendency restricts the expressiveness of these models. When the mentioned three models are examined, this factor will appear more clearly.

OWNERSHIP MODEL

Ownership model was developed by Struder (2003). This model explicitly puts forward the connections between immigrant entrepreneurs' suppliers and their customers. While this model tries to explain the role of immigrant concept on entrepreneurship activities (Struder, 2003), it strongly implies that immigrant concept has a function of creating a social network . without stating clearly.

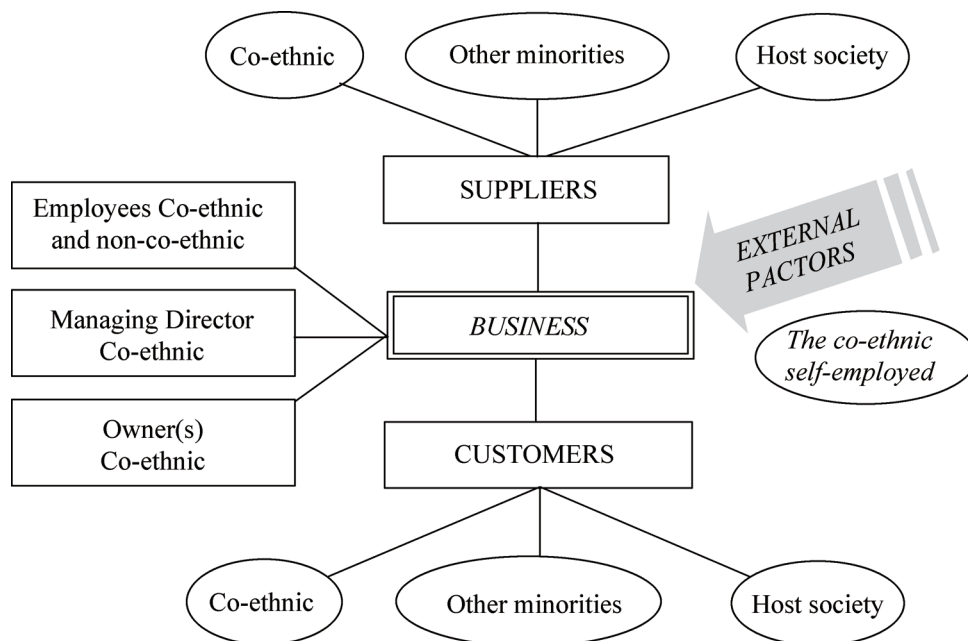


Figure 1
A Model of the Ethnic Ownership of Business
Source: Struder 2003

When Figure 1 is examined, it is evidently seen that ownership model regards immigration concept as an important identifier in shaping activities and applications such as the selection of suppliers, managers and employees. Moreover, this model keynotes that the degree and role of immigration concept on entrepreneurship activities are shaped according to social, economic and politic conditions of host country (Struder, 2003). In fact, the mentioned topic is an emphasis related to the influence power on organizational field that the mentioned business operates. Although ownership model emphasizes the effect of organizational field on management activities, there is not a clear explanation about what kind of a role immigration concept and social networks play in supplying management facilities of the factors related to organizational field and required sources.

INTERACTIVE MODEL

When interactive model is compared to ownership model, it can be easily recognized that interactive model presents a stronger framework on explaining immigrants' entrepreneurship tendency and the role of immigrant concept in these tendencies. Primarily, this model keynotes that entrepreneurship activities of immigrant groups are shaped on the basis of immigration policies of the

country they live in. Secondly, it is underlined that ethnic origins of immigrants, their specific way of life and cultural heritage, they bring with, play an important role on their entrepreneurship activities. More than underlining, it is explicitly remarked that immigrants' entrepreneurship activities are natural products of their specific way of life, resources and cultural heritage. In accordance with the explanations interactive model presents, it can be said that interactive model considers immigration and social networks which were shaped on the ground of immigration as an important variable in supplying the required sources for entrepreneurship activities and shaping the way of carrying out management facilities. Interactive model regards business opportunities, market conditions and legal environment of the immigrated country as the main identifiers of the immigrants' entrepreneurship activities while the model explains immigrant entrepreneurs' behaviors. In addition, the model regards the cultural traditions and possessed social networks of immigrants as crucial identifiers of entrepreneurship activities' style and success. Furthermore, the model describes the possessed strategic tendencies of immigrants as significant identifiers, which design entrepreneurship activities and their style (Pütz, 2003; Waldinger *et al.*, 1989, 1990a; Waldinger *et al.*, 1990b).

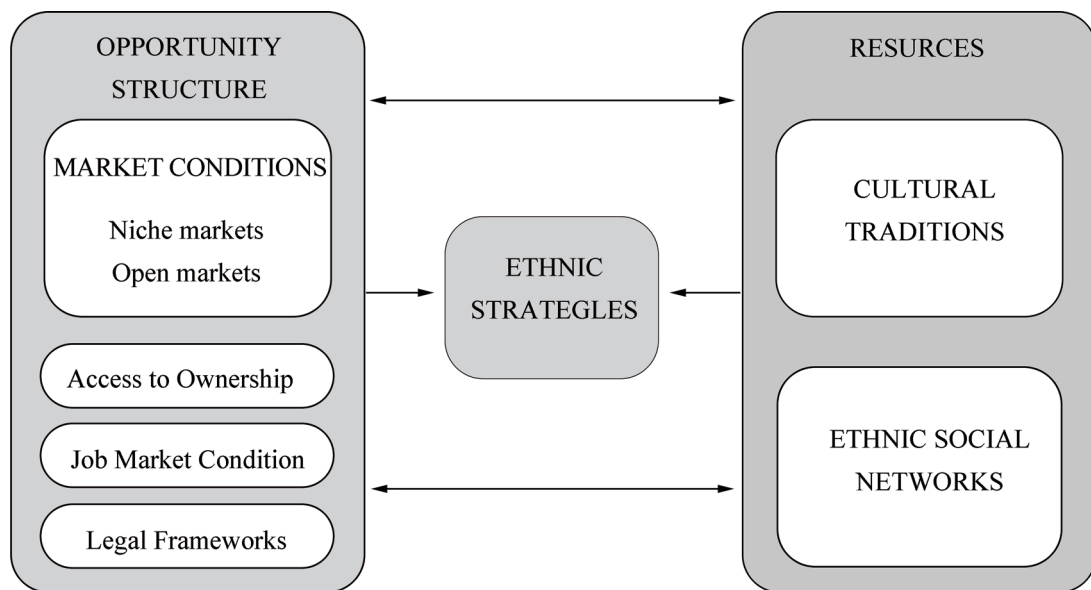


Figure 2
Interactive Model of Ethnic Entrepreneurship Development; Adapted from Pütz
 Source: Waldinger *et al.* (1990).

Different from ownership model, interactive model clearly purports determinative role of social networks, flourished in the grounds of immigration, in entrepreneurship activities. Besides, the emphasis, this model makes on cultural traditions, is the phenomenon what makes this model more expressive when compared with other models. According to this model, cultural traditions take place as important identifiers on many activities such as setting up & running of business enterprises and immigrant entrepreneurs' market tendencies which are primarily concerned (Kirca, Cavusgil & Hult, 2009). Moreover, the model remarks that cultural traditions could differentiate immigrants' social network creating, using and maintaining skills and styles (Chand & Ghorbani, 2011). In fact, this is one of the reasons why Balkan immigrant entrepreneurs were selected as a research subject. As every organizational field forms a specific immigration reception and social network profile, every immigrant group takes different positions with regard to possessed cultural traditions in the organizational field in which it takes part.

THE MIXED STATIONARY MODEL

The mixed stationary model concentrates on the interaction between immigrant entrepreneurs and institutional, political and socio-economic background of the host country. Volley (2007) interprets this model as the advanced mode of sources and opportunities. In such kind of environment, financial sources can be easily transferred from one financial activity to the other without legal interference, having marketing, branding, bargaining and cartelization problems. After the realization of these transfers, markets will be re-designed and re-balanced every time. As this case compasses all local actors in a country, it also compasses immigrants (Volery, 2007, p. \35). Taking the explanations of the mixed stationary model into consideration, it can be put forward that both immigration concept and the relations of immigrants are shaped by stationary social networks.

As it is implied in the models developed for clarifying immigrant entrepreneurship, the groups coming together under the concept of immigration can be regarded as social networks which give chance to different sources and abilities of different individuals for cooperation and source trading inside the groups. By making emphasize on the contribution of the social networks for the given case, Hall (1999) stated that social networks had the potential of providing immigrants with important sources. Especially in first years of immigration, the social networks, based on immigration concept, play an important role in supplying immigrants information and other sources about the markets in which they intent to get into the act. Also, all models seriously imply that the roles of immigration concept and social networks, based on immigration concept, on entrepreneurship activities are shaped according to the organizational field they take part in. The

implications of these models display that it is necessary to diversify the studies about immigrant entrepreneurs with keeping different immigrant groups in mind in different organizational field.

THE CONCEPTS OF SOCIAL NETWORK AND SOCIAL CAPITAL

Social networks are defined as the synthesis of relations which include social actors' connections in a large social form and keep a special content (Varol, 2002). Departing from the definition above, it can be claimed that a social network is a combination of the relations built by the actors who are complementary and compatible with each other (Citci, 2006).

Just like in the definitions of social capital, there appears a diversification in social network definitions. Once the definitions in the related literature are generally evaluated, social networks can be defined as a set of connections which were designed for an intended result with gratitude and expectation drives (Citci, 2011, p.67).

The concept of gratitude has a broader meaning than the concept of mutualism. Mutualism is the state of partners' continuing the relation with the same or similar intentions (Tichy, 1979, p.508). However, gratitude has a meaning in which the social actors feel themselves in debt rather than creditor in terms of economic concerns and cooperation. Expectation is a kind of a desire supposed to be realized and it drives the actions of people in social life. Either via expectation or gratitude drive, actors build conscious and purposeful restraints with being rational and pragmatic, and these restraints turn into networks by time. Surely, it is not relevant to describe all restraints of social actors as deliberateness; however, this claim should be accepted reasonable because entrepreneur managers group is the subject of the current study. As it is known, entrepreneur managers are separated from professional managers in terms of some behavioral (success-oriented, taking initiative, creative and etc.) and personal(rational and intuitional thinking, reassurance, the desire of being pioneer, taking risk and etc.) features and these features of them coincide with the state of deliberate restraint building. For instance, putting a kind of innovation into practice could mean social networks which will be deliberately built or swept away. Schumpeter (1934) defines entrepreneur as a person dedicated to make innovations despite being aware of the fact that he will be excommunicated as a result of his desire and this definition advocates the mentioned standpoint.

By building bridges between social actors that both seem to be irrelevant and relevant with each other in obtaining information and sources of business life, social networks are able to convert some ordinary situations into opportunities for entrepreneur managers. To illustrate the point with an example, it becomes easier to stand in right

place on right time for obtaining necessary information with intended connections (Nicolaou & Birley, 2003).

Once the mentioned opportunities for obtaining information and source are considered as a whole, it becomes possible to touch on individual social capital. At this point, social capital concept and social network concept interlock with each other because of the phenomena they try to explain. Individuals enrich personal social capital via possessed and to be possessed networks, and they succeed in getting the share in collective social capital.

THE CLASSIFICATION OF SOCIAL CAPITAL AND NETWORK APPROACHES

When the studies related to social capital and network field are scanned, different perspectives which differentiate in form and usage can be seen.

The classification which is mostly-recognized and relatively less confusing belongs to Adler and Kwon (2002). The perspectives and classifications which cause above-mentioned classification to come out can be summarized in the following sentences.

According to Adler and Kwon (2002), the source of social capital lies in social structure in which the actor is situated. As stated above, individuals can use social capital by social networks and the qualification of social networks is designated by the position in social structure. To express the situation in short, social capital means reachable sources as a function of location in social structure for individuals.

“What’s the importance of the relations (social networks) and how does social capital shift depending on the difference of the relations?”. Three kinds of relations are keynoted: Market relation, hierarchical relation and social relation. Market relations can be defined as the relations in which money and goods are exchanged. Hierarchical relations involve the relations which are carried out with the depended authority. And, social relations are the ones that are prolonged inside the society itself mutually or one-sided. Adler and Kwon advocate that third kind relation constitutes mile stone of social capital. There is no doubt that market and hierarchy based relations support the forming of social capital but social relations which are based on being a part of social life present more extended and deeper facilities for social capital.

Besides, Adler and Kwon (2002) put forward that there is a variety of different social capital definitions in the related literature due to the fact that social scientists uncover different angles of social capital in every dissimilar attempt. And, they remarked that the interpretations of the relations in terms of social capital alter as the definitions of social capital shift. As a result of the situation above, three kinds of social

capital alternatives were discussed in their study. The first group is social capital or internal social capital. The interpretation of internal social capital (social-centered) focuses on how interpersonal relations are managed in a society. Second kind social capital is external social capital. The interpretation of this social capital type (ego-centered) concentrates on how social capital is created and what kind of sources social capital provides. In this standpoint, social capital is especially regarded as a source that is possible to be utilized and the existence of this source depends on the formation of the relations among the individuals in the network. In competition environments, the differences in benefiting from collective social capital are effective for individuals and organizations to reach different success level. For this reason, it is vital for both individuals and organizations to appoint with what kind of people they are in a kind of relationship. The third kind of interpretation includes inter forms which are known to exist in reality. In other words, social capital is neither a form to be made use of collectively nor a form to be used individually but a reality between two of them. For example, Nahapiet and Ghoshal (1998) regard social capital a means of an asset which owns stable or potential sources for relations and gives chance to be used collectively or individually. Within the context of the current research after analyzing interview data, it was discussed that which classification would be more expressive for immigrant entrepreneurs.

RESEARCH METHODOLOGY AND DATA COLLECTION PROCESS

As it was stated at the beginning of the research, the aim of this study is to explain immigration concept and the effects of social networks occurring in the grounds of immigration on the entrepreneurship tendencies of immigrant entrepreneurs especially for the sampling of Balkan immigrant entrepreneurs in Turkey. The needed data to realize the aim of this research were obtained via the interviews made with Balkan immigrant entrepreneurs in Turkey. In identifying the entrepreneurs to make interview with, research questions of the current study were determined as criteria. The content and qualifications of research questions required interviewee immigrant entrepreneurs to be especially founder and manager entrepreneurs. Because, the role of immigration concept as a social network on entrepreneurship activities in this research requires to analyze many considerations such as the intention of a business firm’s to keep on the market and choosing supplier and staff, which are too complex and need to be analyzed in a process including the present situation and past situation of the firm. Undoubtedly, the founders of the firms would be right people to collect the data needing such kind of mentioned hard analysis. Also, strict attention was paid to choose the firms,

belonged to the interviewee founder entrepreneurs, to be the ones which have to work at least with one supplier. Because, it is one of the focused issues of the present research whether social networks, shaped on the ground of immigration, play a role in selecting suppliers and determining the relations with suppliers. If social networks play such kind of a role, it is one of the concerns of this research to indicate the extent and aspect of this role.

Taking the mentioned criteria into consideration, an interview list for 36 people was created. During the process of creating the list, the researchers got into contact with Rumeli Culture and Education Health Foundation's and Rumeli Turkish Immigrants Culture and Cooperation Foundation's branches such as Sakarya branch, the pioneering one, Bursa branch, İstanbul branch and İzmir branch. Interviews were selected by considering the level and qualification of the expected answers of research questions with keeping the organizations' founders information about their members in mind. The list created with the help of the organizations' administrators consists of 36 people, and the researchers asked the determined 36 people for an appointment. Of these 36 people, five of them stated they were ill and four of them stated they were abroad, so these people automatically refused the call for interview. And, the rest of interview body was 27, unfortunately ten of them disappeared after the first interview. The researchers did not evaluate the data taken from the mentioned ten people. For all the reasons discussed above, 17 of 36 people were able to be interviewed. While some amount of the data was collected in the time during September 2010 – January 2011, the other part of the data was collected in the time during September 2011 – December 2011. The researchers made interview with 17 people twice and each interview lasted nearly three hours. Taking the administrators of the organizations as a reference both helped the researchers make an appointment from interviewees and direct the interviewees to answer the questions intimately. The interviews were based on a form with 8 questions (except from demographical questions) which were prepared in the frame work of this research's main aim. The question form was sent to each interviewee nearly a week before the interview section for a more time saving interview. What's more, interviewee entrepreneurs presented some documents, newspapers, business contracts and photos related to the interview questions to the researchers in order to hinder some misunderstandings about the questions and the answers given to the interview questions.

FINDINGS AND COMMENTS

It is really significant to point out when the interviewed Balkan immigrant entrepreneurs immigrated to Turkey and analyze the time they spent as entrepreneurs in Turkey. Table 1 displays the demographic features of the interviewed entrepreneurs in the described framework.

Table 1
Demographic Features of the Interviewees

	Age	Immigration date to Turkey	Operating period	Education level
I 1	66	1960 (Yugoslavia)	40	Secondary School
I 2	61	1958 (Yugoslavia)	37	High School
I 3	65	1978 (Bulgaria)	25	Vocational High School
I 4	58	1969 (Bulgaria)	32	University
I 5	63	1956 (Yugoslavia)	35	Primary School
I 6	46	1969 (Bulgaria)	28	High School
I 7	58	1961 (Yugoslavia)	20	High School
I 8	41	1990 (Yugoslavia)	18	University
I 9	52	1991 (Yugoslavia)	17	High School
I 10	49	1989 (Bulgaria)	21	University
I 11	61	1989 (Bulgaria)	19	Primary School
I 12	68	1970 (Yugoslavia)	30	Primary School
I 13	46	1960 (Greece) (Family)	23	University
I 14	42	1960 (Greece) (Family)	25	High School
I 15	51	1934 (Greece) (Family)	30	University
I 16	59	1970 (Yugoslavia)	27	Secondary School
I 17	58	1969 (Bulgaria)	30	---

Firstly, it is vital to express that the dates the participants immigrated to Turkey coincide with the period of intensive immigration to Turkey from Balkan countries. Turkey welcomed many immigrants from Greece during the periods of 1933-1960 and 1960-1970, from Bulgaria between 1934-1952, in 1970 and in 1989, and from Yugoslavia, once upon a time ruling a large area in Balkans, during the periods of 1923-1933, 1934-1960, 1960-1970 and in 1990s. When we examine the interviewees' immigration dates and home lands, it is consistent to claim that we made interviews with people coming from different Balkan countries at different immigration periods. This situation shows that sampling context is really suitable for obtaining the needed data of the research, because research design requires the analysis of a historical process. The purpose of such kind of an analysis is to exhibit whether immigration concept and social networks, shaped on the basis of immigration, are determinant in immigrant entrepreneurs' activities and success. Demographic Features of the sampling group are really convenient for making such an analysis. If research results point that the immigrants who come to Turkey at different times and at different ages have tendency of using similar social network relation, it can be put forward that Balkan immigrant entrepreneurs in Turkey share a common logical texture. Revealing such a logical texture means that astonishing results related to the focus point of the research were brought into the open.

THE ROLE OF IMMIGRATION BASED SOCIAL NETWORKS IN START-UP PROCESS OF BUILDING ENTREPRENEURIAL INTENTION AND CARRYING OUT MISSIONS

No matter how the interviewees seem to emphasize different points related to this theme, it is easily understood that immigration concept and group sources which are shaped by immigration concept are vital determinants in immigrants' setting up and running business. Also, the statements of the interviewees point out that immigration based social networks have sometimes significant effects in ordering the business management and running the facilities of the firm in a systematical way

after the days following the set up of the firm. As it is seen in Table 2, a considerable number of the interviewees use immigration based social networks in many operational works, primarily in start-up phase of judicial processes and in solving of some strategic business stuff. Besides, we can see that social networks are really effective in developing business intention of the participant I10, which is an important evident of social networks' becoming so crucial factor in the process of being an entrepreneur.

Table 2
The Statement of the Interviewees on the Role of Immigration Based Social Networks' in the Process of the Business Firms' Foundation and Development

I1	I was nearly 20 years old when I first encountered with city life but I had no problems there. Because I I had some relatives. My friends helped me a lot in setting up business in many ways. Especially, in the last business brief, my employees could not solve what to do with formal procedures in getting quality certificate but my friends showed us the way to carry out formal procedures.
I2	Of course, there must have been the advantages of social networks in running my business but I do not remember at all.
I3	While founding our business, a close friend of mine helped us very much. Also, this friend with whom we decided to export goods made many useful participations to our company with his friends working in chamber of industry. You know, running a business alone is something like impossible.
I4	I managed to do everything alone in business management.
I5	Although my friends, here in Turkey, did not do something very useful for me, they inspired me trust.
I6	The mother of my father's boss came from the same village like my father and they were kind of relatives for us. They all guided me in business life. Now, that man has a son who is an engineer, I still meet with him and ask him for an advice about business matters.
I7	We call our best friends when we have hard problems. I am happy to see them with us, because we share the same fate.
I8	We are in food business. Especially, I have difficulty in catching up with new regulations related to our business. The son of my immigration friend is good at this kind of things, he follows the formal procedures for me! It is really hard for us to understand formal procedures of new regulations correctly...
I9	We cannot remember everything related to business. Although we know what to do, it is really hard to find the right way. We couldn't succeed in getting support from the government; in other words, we couldn't complete the necessary procedures. Later, a member of our organization who is working in governmental aid for immigrants foundation gave us a useful seminar. That seminar was a guide to us for the forthcoming governmental support for the immigrants. In the end, we managed to get the support!..
I10	My close friends helped me a lot while starting business life. In the very beginning phase of my business life, a friend of mine who is working in the ministry urged me to take part in this business. He was the manager of our organization in Ankara, I used to stay in his house whenever I went to Ankara. Once I went to Ankara for medical reasons, he advised me to launch out this business. After starting the business, I called him whenever I had a problem. He was always helpful to me! Now, I am trying to direct the people near me for business! ...
I11	Our job is really hard and sometimes we have trouble, especially in export issues to find new clients. I don't know how to export goods, either. One day, I learned that the son of my friend who is in Ankara was an advisor in export business. I found him and he introduced me with many new people and I got a self-confidence after that event. Thanks to him, I managed to do exporting. He taught me the importance of state relations... He is our son...
I12	I had an acquainted lawyer in Turkey when I immigrated here. His family had immigrated before us. Unfortunately, he died. I remember that he always wrote petitions for me and took me to introduce with new people.
I13	Actually, we didn't need a support. But, we are rarely in need of some bureaucratic support. I ask for an advice to my childhood friends or some other friends.
I14	Everything is changing very rapidly in Turkey. It is a matter of a minute for us to be in good situation or in a trouble. For this reason, it is impossible to be stable in business without friends. Thanks God, we have some friends who are always with us in some problematic issues. These friends are people whom we know for a long time or friends from the same home town. Some of them or my friend or my father's friend from Balkans... Our close friends...
I15	We did not receive specific help from other people. But, the existence of our friends is enough for us. Because, we always have some people to ask something.
I16	To speak frankly, I helped people more than they helped me. In Turkey, I introduced people with technology and computers. I took them to Europe, it is important to know foreign languages. I really helped many people here.
I17	While we were launching our business, a member of our village council helped us a lot. Later, this friend became one of our relatives. He really had an extensive knowledge of where to search for something and how to carry out important business missions. In other words, he took us by the hand!.

Nearly all the interviewees needed information and personal connections of the people around them in different times starting the foundation of the business and in the period of becoming an entrepreneur. Generally, they overcame their problems via the networks based on immigration concept. In fact, immigrant entrepreneurs' feeling the need for information & different sources in setting and running their firms and their coping with these kinds of problems via social networks are reflections of the organizational field operating in Turkey. It is primarily important to express that social networks have a crucial basement on entrepreneurship activities in Turkey. When the nature of the relationships between the state and business firms is considered, it is seen that entrepreneurs give a considerable amount of importance to the social networks. Moreover, it is a well-known fact that judicial rules and procedures related to business sector change rapidly in Turkey like in many other fields. The mentioned case caused a troublesome legal environment to appear especially for entrepreneurs. The mentioned troublesome legal environment in Turkey pushes many entrepreneurs to get formal

or informal judicial and financial support particularly in the foundation process of their firms. To evaluate the issue for the entrepreneurs who immigrated to Turkey, they need information and guidance more than the local entrepreneurs.

In the described context above, immigration grounded social networks play a crucial role in providing immigrant entrepreneurs with information about how to set up a business and carry out formal procedures in the following phases after the foundation of their firms.

THE ROLE OF IMMIGRATION CONCEPT AND SOCIAL NETWORKS IN THE SELECTION OF EMPLOYEES

As it is understood in Table 4, immigration concept and social networks, grounded by immigration, play different kinds of roles in selecting employees; although, some of the interviewee entrepreneurs claimed that they preferred to approach the issue professionally while employing people in their firms.

Table 3

The Opinions of the Interviewees on the Identifying Role of Immigration Concept and Immigration Grounded Social Networks in the Selection of Employees

I1	Nearly all the workers in our firm are the young people of our village. They are a part of our family...
I2	We are trying to select our employees with a professional perspective.
I3	Once upon a time, I was really careful to select my workers from my surroundings but I changed my style of considering the issue by time. Frankly speaking, immigration concept is still an important factor while choosing employees for my firm.
I4	We employ the people with whom we think to cooperate best. Whoever is closer to us, he is generally the best person we work with...
I5	Trust is really important in the selection phase of workers, so we work with the employees whom we know well. If you are acquainted with somebody before employing him, it is really useful for work place order. For example, 20 of our workers come from the same home town like us...
I6	Well, Turkey is our homeland but I know the problems of immigrants. Therefore, immigrants are privileged for me. For instance, there are 15 workers in my firm who migrated from Bulgaria.
I7	Competition in business has increased recently, we are searching for both qualified and trustworthy workers. But we are trying to employ the people who applied to our firm with the reference of our friends. For example, I cannot refuse the requests of the head of our organization.
I8	While choosing workers to be employed in our firm, we take our friends references into consideration. Our neighborhood is like us, they are immigrants. We can say that immigrants become reference for other immigrants...
I9	Business market is really difficult to cope with but we have no specific concern. If someone comes to me to ask for a job and says that he is from Kosovo, I really get impressed. But, this cannot be the only reason for me to employ him.
I10	I do not have a personal desire to employ immigrants, we are professional in this aspect.
I11	I have never thought to employ just immigrants in my company; however, it is an undeniable fact that they understand us better than the others and we understand them better than other employers. Therefore, I do my best to employ the people who are acquainted with me.
I12	Immigration concept can be criteria to be employed in my company if that person has required other skills for our job as well. Yet, there is not a human resources policy governed by this concern in our firm.
I13	I have never had the thought of just employing immigrants. But it is a fact that we work with people who are immigrants like us. I want to keynote that we employed this people because of their talents in our business sector not for being just immigrant...
I14	We employ people with the reference of trustworthy people around us. If somebody does not have reference to show us, he cannot work with us in this company.
I15	In our firm, there are my school friends, my townsmen and some relatives as workers. Almost all of us are immigrants.
I16	The minority of my employees is immigrant. Good work is important for me! This is my criteria...
I17	We work with the people who share the same historical background with us. Once upon a time, the fathers of our current workers used to do the same business with us. Now, their children are still working in our company...

It can be put forward that immigration grounded social networks are not important determinants for some entrepreneurs in the selection of staff. To illustrate the point with a sample; I2, I9 and I10 stated that they behaved in a professional manner while selecting their personnel and it was impossible for them to employ a person just because he is an immigrant. By laying stress on the competition in business life, they expressed that the qualifications of their employees are really significant for them. On the contrary, I1, I3 and I6 were found to be interested in employing immigrants in their work places. If the table above is examined carefully, it can be explicitly seen that the majority of the staff working in the firms of I1, I3 and I6 is immigrant. As it is clear in Table 3, the interviewee entrepreneurs emphasized 2 points in the selection of their staff. One of these points is the reference concept. Of the participants in this research; I7, I8 and I14 stated that having reference is really vital while choosing their workers. Surely, the sources of the mentioned references are generally immigrants like the entrepreneurs themselves. As a parallel issue, the people who show the references of immigrant people to the entrepreneurs are immigrants. The other point that interviewee entrepreneurs laid stress on is trust. I5, I7, I11, I13, I15 and I17 made emphasis on the concept of trust as a determinant in selecting their staff with similar sentences. Here, it can be set forth that immigration and immigration grounded social networks are important mechanisms that supply entrepreneurs with required trust in selecting their personnel. In fact, the emphasis of the participants, encoded as I7, I8 and I14, plays an important role in building trust.

When we consider the answers of all interviewees about the questions related to the selection of staff, it can be concluded that immigrant entrepreneurs exhibit three

kinds of main behaviors. Some of them behave professionally while employing workers in their firms, some of them talk about an optional standpoint or correlate the issue with existing conditions and some of them feature immigration concept via trust and reference terms. As it is known, one of the main characteristics of Turkey and the countries that Balkan immigrants came from is the fact that these countries have low degree of trust. The main feature of the countries with low degree of trust is that the citizens of these countries build required high trust with acquaintanceship level. Here, immigration grounded social networks and the life style which was formed via immigration concept play the role of an important mechanism in setting up acquaintance which is necessary to build trust. For this reason, the entrepreneurs in the last group should not be regarded as entrepreneurs who are out of rational thinking.

THE ROLE OF IMMIGRATION AND IMMIGRATION GROUNDED SOCIAL NETWORKS IN THE SELECTION OF SUPPLIERS

When the answers of the interviewee entrepreneurs about the questions related to the factors considered in the selection of suppliers are taken into account, it can be said that immigration grounded social networks are not very determinative in the selection of suppliers. Also, it can be drawn that market conditions are more determinative while choosing suppliers. The statements of the interviewees explain the mentioned situation more clearly in Table4.

Table 4
The Opinions of the Interviewees on the Identifying Role of Immigration Grounded Social Networks in the Selection of Suppliers

I1	None of our supplier firms are immigrants. Actually, the executive manager of one of our suppliers is immigrant like us but he has just started to work with that supplier.
I2	Today, there are a lot of standards which we need to keep up with. Therefore, quality is really important for our firm. There is a lack of suppliers producing high quality goods. We are depended on good ones and none of them is immigrant.
I3	Our supplier is an immigrant like us but he is the best one in our market. For this reason, we work with him...
I4	We don't make business with suppliers that do not possess ISO 9001 and CE certificates. The suppliers having these certificates are really limited. Cost, quality and stability are vital while choosing suppliers.
I5	Our supplier lives in abroad, so this question is out of our interest...
I6	The best supplier is the one that provides the best property in good price and in the shortest time. It is not important whether he is immigrant or not.
I7	We have been working with our supplier for a long time. When we first founded our business, we had no acquainted supplier firms. There was just one supplier firm in Turkey. Then, many supplier firms appeared in the market but we didn't change our supplier firm.
I8	Just two of our suppliers are relative of us. We selected the other suppliers according to the market conditions. We do not make business for someone's sake, the market has no mercy towards unwise businessman.
I9	It is our policy to buy qualified goods. The tiniest mistake causes us to lose our clients. Therefore, we behave professionally towards this issue while selecting our suppliers.
I10	For the cheapest product, qualified and cheap input is a must. We select our suppliers with keeping the mentioned criteria in mind.

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| I11 | We have just one supplier. We have been working with him for a long time. He is kind of our share-holder. He is not an immigrant, he is from Black Sea region of Turkey. He works seriously and sells qualified goods. |
| I12 | The guidance of our friends helped us a lot in selecting our suppliers but we changed many suppliers by time so as to find the best one. We have been working with our present supplier for five years. |
| I13 | Immigration concept is not criteria that I take into consideration while selecting my suppliers. Competition in the market is really smashing. We try to behave carefully. |
| I14 | The owners of our supplier firm are our family friends. They supported us very much to set up this business. They had immigrated to Turkey from the same place like us. Even, we are distant relatives. |
| I15 | Our supplier is an international firm. Our clients conducted us to work with that firm. We have to work them somehow. |
| I16 | We are not depended on just one supplier. Our suppliers change by time, we consider the conditions and change our suppliers. |
| I17 | Our production philosophy is specified by our clients. Under this term, we cannot decide independently while selecting our suppliers. |

When we consider the opinions of the interviewees about the selection of suppliers for their firms, it is seen that market conditions which were partially mentioned before and the guidance of interviewee entrepreneurs' clients are very important determinants while selecting suppliers. To express the issue in different words, entrepreneurs need to choose their suppliers by taking market conditions and their clients' suggestions into account. I8 and I12 claimed that they had started their business life with immigrant suppliers but they adopted a professional approach in the selection of suppliers as time passed. What's more, I14 emphasized a different kind of relation by mentioning that he became an entrepreneur thanks to his supplier. To conclude the discussion by considering all 17 interviewees' statements, it can be expressed that immigration grounded social networks do not have the capability of presenting sources and opportunities which will give immigrant entrepreneurs the chance of competition superiority about

suppliers. Here, it can be easily inferred that a social network cannot possess the skill to produce sources in every field of business, no matter in which ground a social network is based.

THE ROLE OF IMMIGRATION GROUND SOCIAL NETWORKS IN SUPPLYING THE REQUIRED FINANCE IN THE FOUNDATION PHASE OF THE FIRM AND LATER

It is seen that immigration grounded social networks are effective in different ways both in the start-up phase of the business and in the development process of the business. The opinions of the interviewee entrepreneurs on this topic can be found in Table 5.

Table 5
The Opinions of the Interviewees on the Effect of Immigration and Immigration Grounded Social Networks in Providing Required Finance in the Foundation Phase of the Firm and Later

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| I1 | We are trying to finance our firm by ourselves as far as it is possible. In setting up process of our business, our close friends helped us a lot. When we are in Trouble, we always ask them for a help. For instance, I borrowed a considerable amount of money from our family friend. |
| I2 | I have not borrowed any money from an immigrant, I have always been careful in my expenses. But I have many immigrant friends who guided me to get incentive credit from the state. Although they did not help me as lending money, I really appreciate their help for guiding me to find necessary finance for my business. |
| I3 | When we immigrated to Turkey, we had good amount of saving, this saving was enough for us to open our company. Thanks to God, we did not encounter big financial crisis after founding our firm, we have always been careful! ... |
| I4 | We generally use the banks to support our firm financially. In the selection of banks, we use our friendship affairs. For example, I have been working with the same bank for 15 years. There is my childhood friend in that bank. Now, he is the manager of that bank and I think that he guides me very well in financial matters. |
| I5 | My friends who helped you find me to make interview supported me very much! Once upon a time, I was in a real serious trouble. I succeeded in overcoming that problem with the help of my friends. If they had not helped me, I would have had to pay a great deal of interest. With the help of my experiences, I am behaving more cautious nowadays. |
| I6 | It is really hard to ask someone for a loan of money nowadays. As a company, we have always believed the importance of disposition. I know the meaning of being in trouble very well and I am aware of the fact that we can encounter a problem in any time of our business life. Therefore, I have a slogan: disposition, disposition, disposition... |
| I7 | If we are in a hard situation, we darken our friends' door. Being immigrant is a kind of being brother with other immigrants. Our friends have always been with us in our hard times. For instance, I went to our manager of immigration organization many times to ask for a help. |
| I8 | In launching our business, we borrowed some money from our kith and kin. I made them shareholders of our company with small portions. Our partnership is still active. I wouldn't have set up this business firm if they had not been near me... |

To be continued

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I9	We have many alternatives to find money in Turkey such as our kinsmen, our colleagues and our friends. These are the people whom we can demand help whenever we are in a trouble. However, we prefer formal ways of getting money in case we need. Surely, we borrow and lend money or share our bills of exchanges when we are in a hard situation. Cooperation is really important in difficult times. We generally go to our relatives when we have problems.
I10	Until recently, I used to accept borrowed cheques, but I do not accept them anymore. Especially in the setting up phase of my firm, my close friends and my relatives helped me so much. Nowadays, we are getting financial support from the banks. The son of our close relative is a senior manager in a bank, he is really helpful in any kind of our banking.
I11	As immigrant entrepreneurs, we know what shortage and challenge mean. We have the experience of standing still in hard times and succeeding to survive alone. I never spend more than my income. But I borrow money when I am in need of money very much...
I12	I think that we are leading professional shop keeping. Today, everything in the business sector is document-based. At this point, I can say that being an immigrant is determinative for me in the selection of bank.
I13	We have never interfused money and friendship. But it is inevitable that we borrow and lend money among our close friends.
I14	I would rather be far away from financial exchanges among close friends; however, this does not mean that we never borrow or lend money.
I15	Financial matters are serious topics, so we try to be careful in these matters. On the other hand, we surely apply to our friends in case we are lack of money.
I16	We always keep some money for stormy days! Of course, we have strong family bonds to solve our financial problems when we are in a real financial problem.
I17	Sometimes we need money. Especially our friends with whom we often meet support us financially in hard times.

When we examine the statements of the interviewee immigrant entrepreneurs related to their inclinations about supplying finance in Table 5, it can be said that two important points become prominent. The first point is about the reflection of becoming an immigrant on life and business concept. As it is known, the people who have to immigrate need to bare many troubles as a nature of immigration. These troublesome events leave permanent traces in people's life and work style. As a reflection of these permanent traces, the interviewees keynoted that it was really significant to be careful about financial issues and become thrifty. This way of thinking represents main characteristics of immigrants. Besides, these characteristics both affect immigrants' behaviors in business life in many aspects and become effective in their perspective of financial matters. The second important point is related to the features of organizational field in Turkey, which both shape work life and people's lives. Several informal institutions in Turkey such as primarily family, friendship, being townsman and ideological groups have determinative effect on many activities, primarily in shop keeping. No matter on which ground this effect is based on, it makes emphasis on the effect of social network in many fields. In such a kind of organizational field, it is so ordinary for interviewee entrepreneurs to use immigration grounded friendship and immigration grounded family affairs which are stronger in different styles for supplying the finance they need.

To sum up, immigrant entrepreneurs in Turkey use social networks, named as friendship and fellowship grounded by immigration, in different ways while supplying their financial needs as a reflection of social networks' determinative effect in business life. Moreover, immigrant entrepreneurs use immigration based social networks as bridge to supply financing for themselves with the help of some relationships they set up thanks to social networks.

RESULT: THE EVALUATION OF BALKAN IMMIGRANT ENTREPRENEURS IN TURKEY IN TERMS OF SOCIAL NETWORK CLASSIFICATION

In the light of obtained data, when the behaviors of Balkan immigrant entrepreneurs are examined in the context of entrepreneurship models, it can be put forward that there is a similarity between the behaviors of Balkan immigrant entrepreneurs and the behaviors of immigrant entrepreneurs who came from different countries. However, it could be a wrong inclination to interpret this similarity as a common immigrant entrepreneur behavior in all organizational fields and institutional environments. Also, research data display that Balkan immigrant entrepreneurs in Turkey make use of immigration grounded social networks both in becoming an entrepreneur and continuing some entrepreneurial activities in different ways and levels. The results obtained after research data analysis can be summarized as follows:

Although Balkan immigrant entrepreneurs have different behavior sets in choosing their staff, immigration grounded social networks have a reassuring function while selecting personnel. In addition, interviewed entrepreneurs display three different kinds of behavior sets such as professional behavior, ethnic similarity and optional behavior in the selection of their employees. Professional behavior which does not regard staff choosing as immigration grounded means rational evaluation in personnel selection. In the behavior set which features ethnic similarity alternative, entrepreneurs make an immigration grounded evaluation. Optional behavior model which accepts both of the mentioned models above displays a personnel selection model that is similar to professional staff selection

model and ethnic similarity staff selection model. The behavior sets which Balkan immigrant entrepreneurs show in the selection of their staff point out a broad array which extends from personal benefit to collective benefit. This array is parallel to triple capital classification of Adler and Kwon (2003). Professional behavior coincides with external social capital, ethnic similarity coincides with internal social capital and optional behavior coincides with interim form social capital.

Research findings indicate that immigrant entrepreneurs have a professional manager mentality with rational perspective in choosing supplier. This situation is an indicator of social networks' (either immigration grounded or not) being used with the principle of individual pragmatism.

As it is known, the way of utilizing from immigration grounded social networks changed in the matter of supplying finance on the progressing days of entrepreneurship. Here, it was inferred that immigration is an important input while dealing with problems and social networks were mostly used as steps in order to reach new sources. The current situation points out that immigration grounded social networks are directly or indirectly used for individual aims. Social networks' being used directly or indirectly for individual profits means external social capital usage.

As it was stated before, another contribution of this research to the related literature was whether a social network usage classification could be made on the basis of Balkan immigrant entrepreneurs. The data evaluated in the mentioned context reveal important results about the validity of Adler and Kwon (2002)'s classification. Because, it was observed that immigrant entrepreneurs made use of immigration grounded social network position for individual purposes in many facilities such as business set up inspiration (in intention and start-up phases), overcoming bureaucratic handicaps, solving operational problems and making up judicial deficiencies. The mentioned situation displays that immigrant **entrepreneur internalize external social capital** style in the classification of Adler and Kwon (2002).

The findings of this research support the statement that entrepreneurship activities are shaped according to the country features in which entrepreneurship activities are realized in the sampling of entrepreneurship activities of Balkan immigrant entrepreneurs in Turkey. Because, Balkan immigrant entrepreneurs naturally make use of the social networks they possess like many entrepreneurs in Turkey where the possessed social networks are sometimes strong determinants on entrepreneurship activities. However, the environment which immigrants take part in Turkey does not force Balkan immigrants to keep and protect group dynamics and sources as closed social networks. Because, such kinds of behaviors are seen in the countries where immigrants and foreigners live in hard conditions and have many problems. Unlike that, Balkan immigrant entrepreneurs generally utilize from immigration grounded social networks for individual benefits in Turkey.

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