

**IBN HALDUN UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF ECONOMICS**

MASTER THESIS

**ECONOMIC ENGAGEMENT OF REFUGEES
ANALYZING SUCCESS FACTORS AND BARRIERS OF
SYRIAN REFUGEE ENTREPRENEURS IN TURKEY:
CASE OF ISTANBUL**

DOUAA ABBARA

THESIS SUPERVISOR: ASSIST. PROF. OMAR KACHKAR

ISTANBUL, 2020

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by

DOUAA ABBARA

**A thesis submitted to the School of Graduate Studies in partial
fulfillment of the requirements for the degree of Master of Arts in
Economics**

THESIS SUPERVISOR: ASSIST. PROF. OMAR KACHKAR

ISTANBUL, 2020

APPROVAL PAGE

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Economics.

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I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work

Name and Surname: Douaa Abbara

Signature:



ÖZ

MÜLTECİLERİN EKONOMİYE ENTEGRASYONU
TÜRKİYE'DEKİ GİRİŞİMCİ SURİYELİ MÜLTECİLERİN BAŞARI
FAKTÖRLERİNİN VE ENGELLERİNİN ANALİZİ: İSTANBUL OLGUSU

Yazar: Abbara, Douaa

Iktisat Yüksek Lisans Programı

Tez Danışmanı: Assist. Prof. Dr. Omar Kachkar

Temmuz 2020, 109 sayfa

Bu tezin asıl amacı, Türkiye'deki girişimci Suriyeli mültecilerin, başarı faktörlerini ve engellerini keşfetmektir. Literatüre göre, dört kategori belirlenmiştir: bireysel başarı faktörleri, çevresel başarı faktörleri, bireysel engeller ve çevresel engeller. İstanbul'daki Suriyeli mülteciler üzerinden yürütülen anketler, toplamda kırk bir bağımsız değişken kullanılarak incelenmiştir. Çok terimli regrasyon kullanılarak toplamda 244 girişimci incelenmiştir. Bulgular gösteriyor ki, sermayeye ve işle ilgili bilgiye ulaşmak gibi çevresel başarı faktörleri, Türkiye'deki Suriyeli girişimcilerin başarısına büyük ve pozitif katkıda bulunur. Ancak, eğitime erişim, yaş, sosyal statü gibi bireysel başarı faktörleri ve Suriyeli girişimcilerin başarısı arasında negatif bir ilişki gözlemlenmiştir. Engeller bakımından, sonuçlar gösterdi ki, girişimcilerin başarısı ve çevresel engeller; yerel halkın Suriyeli mültecilere karşı olumsuz bakış açısı, ev sahibi ülkenin medyasının Suriyeli mültecileri olumsuz tanımlaması ve iş piyasasında yerel halkın şiddetli rekabet anlayışı, arasında önemli bağlantılar vardır. Bireysel engellere düşük eğitim seviyesi, diplomalar arasında denksizlik ve ev sahibi ülkenin dil yeterliliği dahildir. Bu çalışmadaki bulgular, özellikle ev sahibi ülkelerin politika oluşturanları ve mülteci ilişkileriyle ilgilenen hissedarları için önem arz etmektedir. Mültecilerle ekonomik birleşmeyi ilgilendiren programlar, daha kapsamlı bütünleşme açısından, bu çalışmadaki bulgular ışığında daha iyi tasarlanabilir.

Anahtar Kelimeler: Girişimciler, Girişimcilik, Mültecilerin Ekonomiye Entegrasyonu, Başarı Faktörleri ve Engeller, Suriyeli Mülteciler, Türkiye.

ABSTRACT

ECONOMIC ENGAGEMENT OF REFUGEES ANALYZING SUCCESS FACTORS AND BARRIERS OF SYRIAN REFUGEE ENTREPRENEURS IN TURKEY: CASE OF ISTANBUL

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MA in Economics

Thesis Supervisor: Assist. Prof. Omar Kachkar

July 2020, 109 Pages

The main purpose of this thesis is to explore the success factors and barriers of Syrian refugee entrepreneurs in Turkey. According to the literature, four categories have been identified: individual success factors, environmental success factors, individual barriers, and environmental barriers. In total, forty predictors were examined by conducting a survey with Syrian entrepreneurs in Istanbul. A total of 244 entrepreneurs have been analyzed using multinomial regression analysis. Findings suggest that environmental success factors including access to capital and access to information related to the business are major and positive contributors to the success of Syrian entrepreneurs in Turkey. However, educational attainment, age, and social status are individual success factors that showed a negative relationship on the success of Syrian entrepreneurs. In terms of barriers, the results suggested a significant relationship between the success of entrepreneurs and the environmental barriers including the negative perception of Syrian refugees among locals, Negative portrayal of Syrian refugees in host Country's media, and locals' sense of intense competition in the labor market. Individual barriers include a low level of education, equivalence of degrees, and host country language proficiency. The findings of this study are important to policy makers in the host countries in particular and to all stakeholders interested in the refugee affairs. Programs on the economic engagement of refugees, as part of a more comprehensive integration of refugees, could be better designed in light of the finding of this study.

Keywords: Entrepreneurs, Entrepreneurship, Refugees Economic Engagement, Success Factors and Barriers, Syrian Refugees, Turkey.

DEDICATION

I dedicate my master's dissertation to my family and friends who have supported me throughout the process. I will always appreciate all they have done.



ACKNOWLEDGEMENT

First, I thank Allah, the Almighty who gave me the health and energy to perform this thesis. I would like also to express my very great appreciation to my supervisor Dr. Omar Kachkar for his valuable and constructive suggestions during the planning and development of this research work.

Douaa Abbara

İSTANBUL, 2020

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CHAPTER I

INTRODUCTION

1.1. Overview

In the past few years, the refugee situation has become a daily issue that is often mentioned in the news due to the continuing increase in the number of refugees and also because of the economic downturn. Therefore, Refugees cause an enormous challenge to the moral, political, and economic levels for hosting countries. According to the United Nations High Commissioner for Refugees (UNHCR, 2017), the number of refugees who were searching for protection and asylum around the world was over 22.5 million, and the major country of origin of these refugees is Syrian. The number of refugees coming from Syria reached 6.7 million in 2018. Turkey is one of the main countries to face these challenges and it hosts a large number of Syrian refugees around 3,622,400 in 2018 (UNHCR, 2019).

According to the UNHCR, it is very difficult for the refugees to return to their country before there is an end to the fighting or some kind of settlement. Therefore, the possible solutions recommended by the UNHCR are either resettlement into third countries or engagement in the host country or a combination of both. However, "It is also unlikely that there will be any major resettlement from Turkey beyond some symbolic numbers involving particularly vulnerable refugees and maybe those refugees with close relatives in resettlement countries" (Kirişçi, 2014). Hence, engagement is a good solution in this case.

In fact, a large number of Syrian refugees have started the engagement in the Turkish market by establishing successful businesses. Therefore, they should not be regarded as temporary, and at the same time, they themselves want to stay in Turkey. According to the Tepav survey (2018), 72 percent of the Syrian entrepreneurs do not desire to go back to Syria even if the war were over. Acknowledging this possibility, the economic

engagement of Syrian refugees into the Turkish market is becoming a significant phenomenon.

The economic engagement process is a comprehensive process that should involve both refugees and the host societies. The entrepreneurship process is an effective part of this engagement. However, its policies should take into account the differences among subgroups of refugees. Refugees may have common socio-cultural values, but regarding other characteristics such as psychological capital or work experience may be heterogeneous (Alrawadieh et al., 2018).

The entrepreneurship, which is defined as a key tool for growth and revival of economies (Nissan, Galindo, & Méndez, 2011), is an effective way to integrate Syrian refugees in Turkish society and to minimize their reliance on Turkish government aid. Rather they will create job opportunities for both locals and refugees, particularly, if they are successful entrepreneurs.

Entrepreneurship and business establishment are essential in coping with the challenges Turkey now faces is the consequences of extensive displacement. Therefore, Syrians have started to be more and more active in building up their own enterprises in Turkey. This helps also to create a source of income for the entrepreneurs themselves and leads to job creation for other Syrians and Turkish fellows in Turkey if they succeed. Especially because some of the Syrian business-owners in Turkey are seasoned business people who can support Turkey with their expertise and human capital (Ingev, 2019). Moreover, compared to local business, foreign entrepreneurship generally is regarded as more successful (Waldinger, Aldrich, & Ward, 1990). Furthermore, there is general agreement that immigrant and refugee entrepreneurs lead to the economic growth of host countries (Goldin, 2016). The significant point to consider is that there is a difference between immigrant entrepreneurs and refugee entrepreneurs in terms of specific migration and entering contexts. Differentiating among them through focusing on the different success factors and barriers they have, leads to better entrepreneurial development.

The success of entrepreneurs is important in order to have productive economic engagement. Therefore, focusing on the success factors of entrepreneurs can facilitate the success of entrepreneurs, and thus, the engagement process. Success factors of

entrepreneurs have fundamental effects on enhancing entrepreneurial activities and on establishing and growth of SMEs. Boynton and Zmud (1984) define success factors as “those few things that must go well to ensure success for a manager or an organization, and, therefore, they represent those managerial or enterprise areas that must be given special and continual attention to bring about high performance (Boynton and Zmud , 1984).

Some of the success factors that can affect the entrepreneurs’ successes are education and experience. Educated entrepreneurs can be more self-confident in terms of facing challenges and reporting on the challenges they face. Portes and Jensen’s (1989) findings also support this idea where they proposed that the success of entrepreneurs is linked with the entrepreneurs’ superior business skills. In addition, access to social network and capital, government support, management skills, language, and technology can also be success factors for entrepreneurs.

The positive effects of successful refugee entrepreneurship for the owner-manager are having an income, capacity building, and livelihood while for employees the positive effect is improving their skills by acquiring informal training. For the community and local economy, the positive effects involve providing differentiated products, lowering the price supply of products and services in addition to the positive multiplier impact on their businesses (Lyon et al., 2007).

However, refugees may face more barriers than natives may or other immigrant entrepreneurs when running their businesses (Wauters and Lambrecht, 2008). Such barriers may include market opportunities, access to entrepreneurship, human capital, lack of information about trade and tax collection laws, lack of governmental and non-governmental support, social networks, the institutional and social environment, and discrimination (Bristol-Faulhammer 2017; and Demir 2018). Such challenges may prevent refugees from engaging in entrepreneurship or may affect their performance. Thus, the rising number of refugees, along with their unique needs, barriers, traits, and the factors that help some of them to become successful entrepreneurs, necessitates a greater concentration on refugee entrepreneurship as a promising solution for the successful engagement of refugees with the host societies.

1.2. Problem Statement

The subject of entrepreneurship has taken up attention in the past few years because of the role that enterprise has played in economic development and vitality. Determinants of enterprise and entrepreneur success have been examined extensively by a variety of entrepreneurship researchers under a rubric of entrepreneurial success and failure. In the literature, the focus was on the characteristics of entrepreneurs and the success factors that influence their enterprise's performance. These studies include (Benzing, Chu, & Kara, 2009; Trang, 2016; Krasniqi & Tullumi, 2013; Mehralizadeh & Sajady, 2005; Stefanovic, Prokic, Rankovic, 2010), and writing about immigrant entrepreneurs (Khan, 2014; Schmid et al., 2006; and Chrysostome, 2010). However, it has been argued that more than 90% of these enterprises fail and some of them collapse within the first few years of their establishing, some grow sharply, and some grow slowly (Al-Mahrouq, 2010; Giardino, Wang, & Abrahamsson, 2014). Therefore, it is important to determine the success factors for entrepreneurs as a way to avoid their failure in the business. The success factors could differ from one country to another, as there are economic, geographical, and cultural differences among countries, and it could differ according to the situation of entrepreneurs.

The majority of refugees must stay for long periods in the host countries, but the aids provided to them are designed for temporary situations. For these reasons, refugee entrepreneurs need sustainable solutions. Economic engagement through entrepreneurship is perceived as a solution to sustain their lives and to avoid having refugees rely on state support, especially, for those that have factors enabling them to succeed. However, their failure to startup a business can be a more problematic issue when compared with their indigenous counterparts due to the many barriers that they face in starting businesses.

Previous studies have defined refugee entrepreneurship and suggested that entrepreneurship can be a method to improve refugee engagement (ICC, 2019; Süngü, 2019; Kenanoğlu, 2019; Garnham, 2006; Fong et al., 2007; Gold, 1992; Lyon et al., 2007; Wauters & Lambrecht, 2006; Wauters & Lambrecht, 2008).

Syrian refugees in Turkey have started to set up economic identity through entrepreneurial activities. They are promoting new business establishment and job

creation. A recent estimate is that the number of Syrian companies have been established in Turkey has exceeded 10,000 since 2011 (Tepav, 2019). However, Syrian refugees may experience more challenges during starting their businesses compared to the locals Turkish counterparts. There are previous qualitative studies that highlighted Syrian refugees common traits and challenges for specific sectors in Turkey such as Alrawadieh et al, 2018; Wahlbeck, 2007; Kaya & Çakır, 2020; Demir 2018; Bristol-Faulhammer, 2017; Memişoğlu, 2018; Dincer, Karayilan, & Cifci, 2017; Kirişçi & Kolasin, 2019; Syrian Economic Forum, 2018; Kachkar; Ingev,2019). Moreover, few studies examined immigrant entrepreneurial successes in Turkey like Shinnar & Nayır (2019) with limited sample size and the sampling analysis. To the author's knowledge, however, there are no previous studies have examined the success factors of refugee entrepreneurs in Turkey. In fact, Immigrants are considered as economic actors by their labor power and entrepreneurial skills in Turkey (Shinnar & Nayır, 2019). Therefore, Syrian refugee's entrepreneurs who have more desire to stay in Turkey than other immigrants do can be effective economic actors.

Due to the lack of cross-sectors comparative studies about refugee entrepreneurs, there is limited information about refugee entrepreneurs' personal and organizational characteristics as well as limited perspectives from different sectors about what assisted these refugees to become successful entrepreneurs. Additionally, a lack of quantitative studies that include a large sample size; this research fills the gap by using questionnaires with a diverse group of Syrian entrepreneurs in Istanbul who have already started their businesses. The aim of this questionnaire is to focus on factors that helped refugee entrepreneurs to succeed and to expose the barriers that refugee entrepreneurs have faced.

1.3. Research Objective

This study is an attempt to highlight the following issues:

1. To explore the state of art on refugee entrepreneurs in Turkey (an overview of the latest labor laws and regulations).
2. To examine the success factors of refugee entrepreneurs among Syrian refugees in Turkey
3. To investigate the barriers to entrepreneurship that Syrian refugees encounter living in Turkey and the effects on their performance.

4. To develop recommendations and best practices to support refugee entrepreneurs.

1.4. Research Questions

Entrepreneurs' success has been a matter of extensive research. This research attempts to understand the external and internal factors associated with starting-up a business, the barriers faced from the first stages to the continuous stages of entrepreneurship, and the recommendations and support provide to entrepreneurs. (Mehralizadeh & Sajady, 2005).

In the case of refugee entrepreneurs, it is even more important to explore and explain the main factors related to the success of refugee entrepreneurs and the barriers they encounter in their businesses in Turkey. The role of refugee entrepreneurs is useful for the economic growth of refugees and their conditions differ significantly from normal immigrant entrepreneurs. Therefore, this research is going to answer the following questions:

1. What is the state of the art of refugee entrepreneurs in Turkey?
2. What are the success factors of refugee entrepreneurs among Syrian refugees in Turkey?
3. What are the barriers to refugee entrepreneurship among Syrian refugees in Turkey?
4. What recommendations could be made that might benefit Syrian entrepreneurs?

1.5. Outline of the Thesis

The following chapter explains the theoretical framework for this study. It includes the relevant literature on the state of the art of refugee economic engagement, refugee entrepreneurship, refugee success factors, and the barriers they encounter. The third chapter outlines the methodology, which consists of the conceptual framework, research design, population & sample design, data collection, and analysis methods. Chapter four presents the results using multinomial logistic regression. The fifth and final chapter includes the discussion and the conclusions of the study and provides best practices and recommendations.

CHAPTER II

LITERATURE REVIEW

This chapter provides an outline of relevant literature regarding the state of the art of refugees' economic engagement, refugee entrepreneurship, refugee success factors, and the barriers.

2.1. Overview on Refugees Globally

The term refugee as defined by UNHCR (1967) "A person who, owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinions, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country." According to Shellito (2016), the refugee crisis that the world encounters nowadays is the most extreme one in over 60 years. That is why this issue has obtained great attention at all levels of the community.

Globally, there were more refugees in 2011 than any time since 2000. The total number of people displaced in 2011 was 42.5 million. 15.2 million were refugees, 26.4 million were displaced inside their countries, and 895,000 were asking for asylum (Edwards, 2012). However, these numbers are increasing and the number has reached more than 17 million in 2016 (Figure 2.1.). This number is the largest number since 1990 and 1992 (Khoudour & Andersson, 2017).

The average of people looking for international protection from host countries in 2017 has grown by more than 70% (Suzuki, 2019; Khoudour & Andersson, 2017). This situation forces Europe and the United States' policymakers to reconsider strategies and prepare for an unusual inflow of people. International publications like the New York Times and Wall Street Journal have had a role in drawing the attention of millions of average inhabitants to the plight of refugees around the world (Shellito, 2016).This

growth in the numbers of refugees can lead to economic and social effects for host communities. A common point of view is that the host countries have a net cost on economic and social growth from refugees. Nonetheless, refugees can provide economic opportunities and positively assist in development (Khoudour & Andersson, 2017).

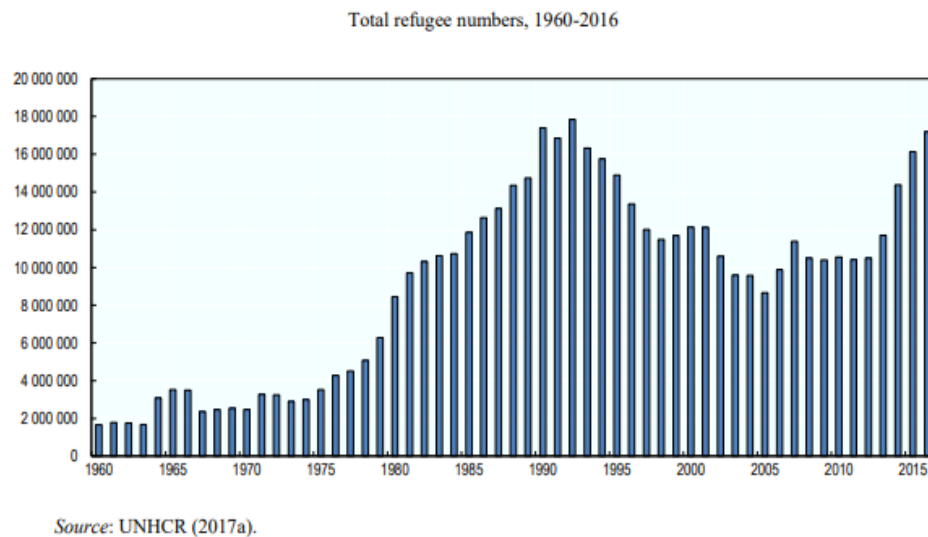


Figure 2. 1. The Number of Refugees Worldwide in 2016 (Khoudour & Andersson, 2017)

Regarding Syrian refugees, since the beginning of the war in Syria from 2011 till 2015, 4.6 million registered refugees have escaped from Syria, generally to Turkey by around 2.5 million, Lebanon by 1.1 million, Jordan by 635,000, Iraq 245,000, and to Egypt by 118,000, and evermore to Western Europe (Del Carpio & Wagner, 2015). According to the Center for Mediterranean Integration (CMI) (2015), “There are some 5.2 million (September 2017) registered Syrian refugees in the Mashreq and North African countries, while a significant number (970,316) has applied for asylum in Europe.” Moreover, UNHCR (2019) states that the refugees in each of these countries including “Syria, Afghanistan, South Sudan, Myanmar, and Somalia” account for over two-thirds of the refugees in the world. As we can see from the (Figure 2.2.) provided by UNHCR (2019) that the major origin country for refugees is Syrian country with 6.7 million in 2018.

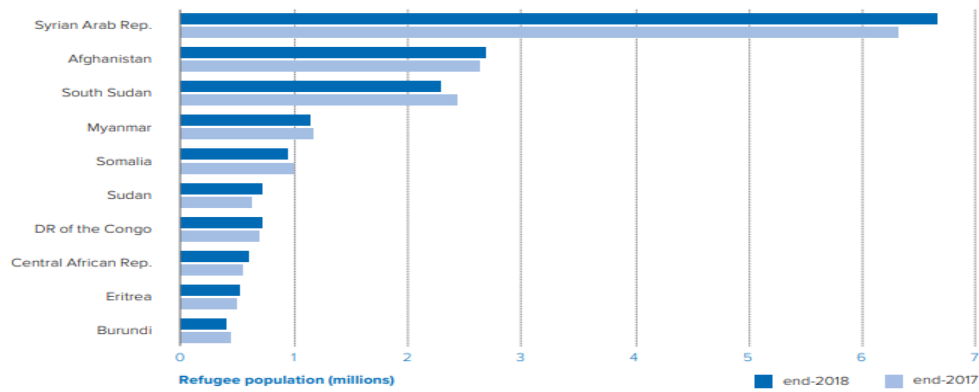


Figure 2. 2. Main Origin Countries of Refugees (2017-2018) (UNHCR, 2019)

Moreover, as it is shown from (Figure 2.3.), most of the host countries for refugees are low and middle income countries. Turkey is considered the main country that hosts a larger number of Syrian refugees with numbers reaching 3,622,400 at the end of 2018, which counts for more than 98 % of all refugees worldwide (UNHCR, 2019). As a result, in 2014, the Turkish government started to provide new identity cards to offer direct access for the important services for Syrian refugees such as aid, education, and health care outside of the camps (Del Carpio & Wagner, 2015). Furthermore, many developed areas like the United States and the European Union, have raised the capability to accept more refugees because of growing international consciousness and pressure or humanitarian mercy (Schwartz & Troianovski, 2015).

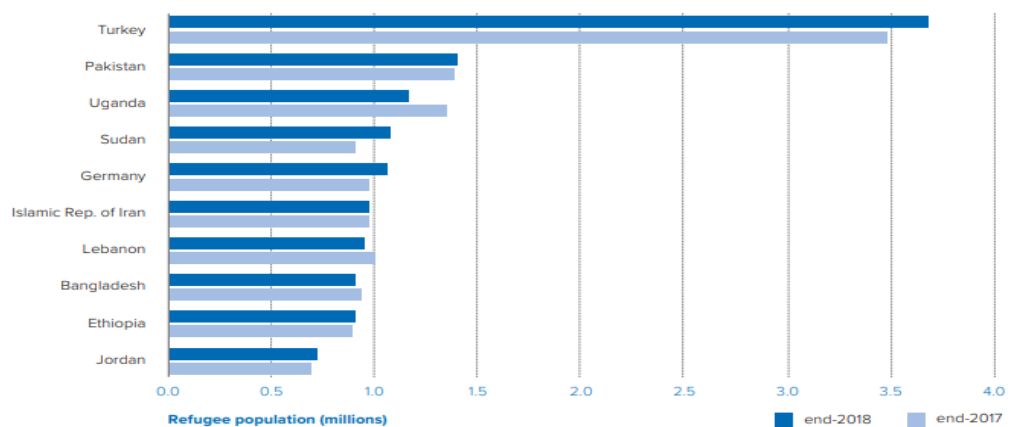


Figure 2. 3. Main Host Countries of Refugees (2017 -2018) (UNHCR, 2019)

The headmost 10 Turkish cities that host the highest number of Syrian refugees with their density in those cities are specified in Table 2.1 below based on Migration Management declared (2018). Istanbul is the city that includes the most Syrian refugees with 553.453 population and Kilis is the city that has a great ratio of the number of Syrian refugees comparing to the Turkish people with 95, 45%.

Table 2. 1. The Number of Syrian Refugees per Cities (Migration Management, 2018)

| CITY | NUMBER | COMPARISON BY CITY POPULATION |
|-------------------|---------|-------------------------------|
| İstanbul | 553.453 | %3,68 |
| Şanlıurfa* | 477.202 | %24,03 |
| Hatay* | 447.541 | %28,41 |
| Gaziantep* | 375.633 | %18,73 |
| Mersin | 205.240 | %11,44 |
| Adana* | 191.564 | %8,64 |
| Bursa | 142.791 | %4,86 |
| İzmir | 135.548 | %3,17 |
| Kilis* | 130.119 | %95,45 |
| Konya | 104.360 | %4,79 |

Therefore, besides the human rights factors that should be considered in a refugee crisis, looing for the positive or negative economic impacts of the unusual flow of refugees on host countries is a significant issue that academic discussions have focused on (Richard, 2014). “While refugee policy is often framed as a humanitarian or safety issue, it is often the economic impact of refugees that leaves the most enduring impression” (New American Economy, 2017).

Atasü-Topcuoğlu (2019) also claims that the important themes that have been investigated in Syrian asylum to neighboring countries are issues such as socioeconomic themes including government expenditure, unemployment rates, and inflation.

2.2. Economic Engagement of Refugees

2.2.1 Definition

Engagement of refugees is defined as "the mutual interaction of individuals and collectivities and their response to particular physical and social environments" (Goldlust & Richmond, 1974). It is also defined as "a situation in which host and refugee communities are able to co-exist, sharing the same resources - both economic and social - with no greater mutual conflict than that which exists within the host community" (Harrell-Bond, 1986).

Economic engagement's aim is to find stronger economic relationships by enhancing institutionalized bilateral trade, which helps to build deep trade involvement. Furthermore, this institutionalized bilateral trade also scopes to understand the global political environment from a similar viewpoint (Kahler & Kastner, 2006; Çelik, 2011). The economic engagement strategy is also described as "economic inducement, economic diplomacy, positive sanctions, positive economic linkage, or the use of economic "carrots" instead of sticks" (Mastanduno, 2001).

Economic engagement of refugees is defined as "economic self-sufficiency: once refugees have become independent of external assistance they are regarded as integrated into the national society." (Kuhlman, 1991). Refugees have especially vulnerable conditions compared with other migrants. These conditions are the inability to speak the language of the host country, having less economic resources and capital, lack of social networks, and supports, in addition to the possibility of exposure to trauma before and through immigration (Hynie, 2018).

Determining the economic dimension of refugee integration depends on achieving sufficient involvement in the economy, having an acceptable income to survive life, accessing goods and services equally with the host population, and confirming that the effect of refugees on the host country is equal to the position of the different socio-economic groups within the host population. Thus, it imputes as an attempt to change the attitude of the target state and develop mutual relations (Kuhlman, 1991).

2.2.2 Economic Engagement of Syrian Refugees in Turkey

According to UNHCR, integration is regarded as one of the available long-term solutions recommended to help alleviate the Syrian refugee issue in Turkey. Moreover, the Turkish Government and the international development community realize the significance of the engagement of Syrian refugees into the Turkish labor market (Demirci-Kunt, Lokshin, & Ravallion, 2019). However, there are main factors that hamper the integration of Syrian refugees like the great number and the demographic of refugee arrangements, the flow way, temporary protection, absence of regulations, and poverty (Dinçer et al, 2013; Bahçekapili & Cetin, 2015). Therefore, people are searching for methods that help in refugee issues on a wide scale. On the other hand, companies and businesses are looking for long-term cooperation, focusing on shared aims that are harmonious with the sustainable development aims. This provides a good opportunity for UNHCR to encourage the private sector to get involved in solving the issues of refugees and host communities in the framework of the global treaty on refugees (Standing Committee, 2018).

The private sector is considered a sector that provides a great ability for refugees to participate in the global economy because economic players, policy specialists, employers, and inventors, can provide win-win solutions that help the incorporation of refugees into the labor force and create value to the whole society (ICC, 2019). As a result, according to UNHCR, the engagement between refugees and the private sector makes a common value for all collaborators, starting from refugees and companies interested, to host countries, domestic economy, and the larger society in which refugees live (UNHCR, n.d.).

Operating with domestic and international private-sector is a new form of integration that helps to save costs, evaluate investment opportunities in host communities, and improve inventive technology. Thus, growing local businesses and microenterprises can be achieved that will create job opportunities for refugees and host community individuals, and provide products and services that are produced by the private sector for refugees (Standing Committee, 2018). Therefore, the International Chamber of Commerce (ICC) and the UN Refugee Agency (UNHCR) focused more on entrepreneurship as a way that can help refugees to integrate with host communities (ICC, 2019).

2.3. Refugee Entrepreneurship

Entrepreneurship as is defined by Hanson (2009) “someone is considered an entrepreneur if she or he owns a business, assumes the risks associated with ownership, deals with the uncertainties of coordinating resources, and is in charge of the day-to-day management of the business.” Thus, entrepreneurship is the action of finding out new methods of integrating resources. If the market value created from the connection of these resources is larger than the market value of them separately or in some different combination, the entrepreneur achieves a profit (Sobel, pp 1).

An ethnic entrepreneur group is defined as a “group who are not part of the most prevalent culture of any given society” (Garnham, 2006), or are no more than a combination of communications and typical types of cooperation through individuals who share a common communal background or emigration experience (Waldinger et al., 1990). The concept of emigrant entrepreneurship is also defined in the literature (Kosten, 2018; Ensign & Robinson, 2011; Kloosterman & Rath, 2001; Rath, 2006) as all new arrival groups building up businesses in other countries. Therefore, immigrant entrepreneurs are not only supporting themselves and their families but also are assisting in reinvigorating districts, cities, and areas that have seen economic decline. Refugee entrepreneurship is regarded as a type of immigrant entrepreneurship.

Several studies perceived refugee entrepreneurship as a nook of ethnic entrepreneurship (Garnham, 2006; Fong et al., 2007; Gold, 1992; Lyon et al., 2007; Wauters & Lambrecht, 2006, 2008). The differences between refugees and ethnic groups are their backgrounds. Refugees are often traumatized individuals who have experienced retrogression and they have come to a host country with very few assets; in addition, they need to start the integration journey from the beginning (Garnham, 2006; Fong et al., 2007).

Despite the flow of refugees that has happened several times recently around the world, the literature has for a long-time ignored the refugee entrepreneurs who started their businesses in the host communities they settled in (Wauters & Lambrecht, 2006; Shneikat & Alrawadieh, 2019). It is important to know that refugee settlers are forced migrants; most of their aspirations are to survive and to have a personal security for them and their families (Bizri, 2017; Chiswick et al, 2005), and most of the refugee

enterprisers normally face disadvantageous employment opportunity frameworks in the host countries. The thing that enforces emerging entrepreneurship is it offers another possibility to get over this issue (Wauters & Lambrecht, 2008; Bizri, 2017).

2.3.1. Entrepreneurship of Syrian Refugees in Turkey

In Turkey, the number of enterprises founded by Syrian partners gradually is rising, in 2011 the number of businesses was 81, then the number constantly increased to "165 in 2012, 489 in 2013, 1,257 in 2014, 1,599 in 2015", in 2016 1,764 companies had Syrian partners from 4,523 companies constructed with foreign partners (TOBB, 2016). These numbers can be multiplied if informal businesses have been included (TOBB, 2016; İçduygu & Diker, 2017).

Refugee entrepreneurs in Turkey makeup nearly half of the companies with foreign capital in 2016, which overrides Germany, Iraq, Iran, and Azerbaijan. We can find that from each forty businesses established in Turkey, one of them is Syrian. Specifically, in southeastern areas, where out of every six enterprises in Gaziantep or three in Kilos, we have one Syrian enterprise established by Syrian entrepreneurs (Gürsel, 2017).

The reasons that encourage Syrian refugees to establish a business in Turkey for first-time entrepreneurs, is that entrepreneurship is a workable choice compared with the weak integration procedures of the labor market, and it is also an opportunity to use their skills obtained in Syria. Around 20% of the first-time entrepreneurs confirmed that they established their businesses because they could not find a job, and 13% pointed out that they want to work formally or that they are working in the same line of work as they did in Syria. Other reasons including the desire of being one's own boss or responding to the demands of the market were given as reasons by 54% of respondents (Kenanoğlu, 2019). Hence, promoting the entrepreneurship volume of refugees could be more efficient for economic integration with host countries, than providing refugees with continual assistance in separated refugee camps (Alrawadieh et al, 2018).

Many studies have been conducted about the economic engagement of Syrian refugees in Turkey. The latest study of the Economic Policy Research Foundation of Turkey in 2018 revealed that in the last eight years, Syrians built around 10,000 companies, which employed almost seven people, 60 percent of them are Syrian. Thus, Syrian

entrepreneurs help to provide a living for 7 % of the 3.5 million Syrians refugees living in Turkey (Tepav, 2019), and around 59.4% of those Syrian entrepreneurs were successful, 55.4% of them are exporting, whilst only 30.9% of Turkish companies are exporting. The reason Syrian companies are more export-oriented might be due to the competitive advantage of the Turkish domestic market (Hürriyet Daily News, 2019). Many economists also claimed that Syrian entrepreneurs have promoted consumption increases in the Turkish economy. That's one of the elements that explains Turkey's GDP increased by 2.9% in 2016, in a time of a failed coup attempt, terror attacks, political disorder, and an important reduction in international capital investment, which is nowadays being encountered by all developing economies (Kachkar,2019).

In terms of the sector, many studies indicated that the sectors that Syrian entrepreneurs most concentrate on are restaurants, construction, trade, textile, real estate, travel, transportation, and foodstuffs industries (İçduygu & Diker, 2017; Karasapan, 2016); where “71% of the Syrian companies operate in services, 14% in retail and 15% in manufacturing. In comparison, 59% of the Turkish firms surveyed in the sample are active in services, while 22% operate in retail and 19% in manufacturing” (Daily Sabah, 2019). Besides, “39 percent see regional trade as the primary opportunity in Turkey followed by 23 percent each for serving Syrian refugees or the Turkish market” (Karasapan,2017).

Another study which depended on 24 in-depth interviews with Syrian refugee entrepreneurs in Turkey, who created businesses after 2011, emphasizes that “The migrant entrepreneur—in leveraging the available opportunities and forms of capital—generates not only a new business enterprise but also new goods, relations, appearances, places for coming together, and intercultural communication between host and immigrant populations.” (Atasü-Topcuoğlu, 2019). Moreover, Del Carpio & Wagner (2015) point out that using the goods and services by refugees leads to an increase in demand, especially, in the camps areas, which consider as significant channels to the influenced areas. In addition, there is a great investment of Syrian capital by establishing new companies in Turkey (World Bank, 2015).

In term of the characteristic of Syrian entrepreneurs in Turkey, Wang and Altinay study (2010) reported that Syrian refugee entrepreneurs are more likely to be young males who had higher education and experience in the same domain in their origin

country. Those factors are important because they have a positive impact on the orientation of the racial minority entrepreneurial success. On the other hand, previous studies argue that the average of women refugee entrepreneurs is low compared to the men (Portes & Jensen, 1989; Alrawadieh et al, 2018). Moreover, previous research also emphasizes that most of the refugee entrepreneurship is running their business by initial personal cash capital due to the lack of credit facilities for refugee entrepreneurs (Wauters & Lambrecht, 2008; Fong et al., 2007).

As illustrated in (Table 2.2.), Ingev in the 3RP livelihoods sector meeting (2019) stated the key facts about Syrian owned companies and in the (Table 2.3.) the key facts about Syrian business owners in Turkey, which are significant to facilitate economic engagement.

Table 2. 2.Key Facts for the Syrian Enterprises (Ingev, 2019)

| Description | Percentage % |
|----------------------------|---------------------|
| Number of employees | |
| Employ below 10 | 74% |
| Employ 10-49 | 24% |
| Employ 50 + | 2% |

Table 2. 3. Key Facts for the Syrian Entrepreneurs (Ingev, 2019)

| Description | Percentage % |
|-----------------------------|---------------------|
| Education level | |
| University degree | 67% |
| Turkish language | |
| No Turkish language | 30% |
| limited Turkish language | 55% |
| Business experience | |
| Had business in Syria | 71% |
| Started business in Turkey | 29% |
| Continue business in Turkey | 76% |
| Gender | |
| Female ownership | less than 3% |

It is important to study the current situation of Syrian entrepreneurship in Turkey because entrepreneurship can, in turn, enhance self-reliance and help to accelerate the integration progress of Syrian refugees in Turkey (Ekonomistler, 2017). Yayboke (2017) also states that the best way to integrate Syrians into the Turkish community and to leverage their existence into an economic expansion that in turn assists Turks is through entrepreneurship and investment. Therefore, this study focused on evaluating first the state of the art of Syrian entrepreneurs in the Turkish market. Then it measures the impact of economic engagement on Turkey by focusing on the Syrian entrepreneurs' success. The reason to concentrate on the success factors of Syrian entrepreneurs in Turkey is that "Success in running a company is of vital importance not only for entrepreneurs-business owners themselves but also for the society as a whole, since it leads to economic growth and job creation" (Razmus& Laguna, 2018). Therefore, it is important to identify the success factors of Syrian entrepreneurs in order to help them focus on a positive direction and to enhance the long-term survival of Syrian businesses in Turkey.

2.4. Entrepreneurs' Success

2.4.1. Definition

Success indicates the fulfillment of goals and objectives in any domain of a person's life. Determining success in business is not just by the firm's financial performance, but also it can be determined in several ways (Foley & Green, 1989). Some researchers measure entrepreneurs' success on firm performance and growth, personal wealth growth, profitability, or turnover (Perren, 2000; Dej, 2010; Amit et al., 2000). On the other hand, some researchers measure success depending on years of business continuity (Watson et al., 1998); or independence and repetition (Dej, 2010).

2.4.2. Indicators of Entrepreneurs' Success

Although the entrepreneurial success topic has been widely studied, there is no consensus in the literature on the specific indicators to measure entrepreneurial success. However, there is an argument that success is mostly defined by subjective perceptions or satisfaction of the entrepreneur about their success and business (Chowdhury, Alam, & Arif, 2013; Gorgievski et al., 2011; Fodor and Pinte, 2017; Razmus& Laguna, 2018; Fisher et al., 2014; Buttner & Moore, 1997). The reasons for

that are most entrepreneurs will not agree to give objective information, interpreting accountancy data is difficult and may be influenced if the sample is structured from different sector companies (Wang & Ang, 2004). Moreover, many studies regard the concepts of entrepreneurs' success and survival in the market on the same level (Bosma et al. 2004; Razmus& Laguna, 2018; Rogoff, Lee and Suh 2004).

This study, therefore, attempts to examine the relationship of entrepreneurs' success through entrepreneurs' perceptions about their business performance, their companies' expected growth and their companies' survival to individual and environmental success factors and barriers.

2.5. Success Factors of Entrepreneurs

2.5.1. Definition of Success Factors

Carland, et al., (1984) defined success factors as a structure of activities, events, and conditions that meet the personal concerns of entrepreneurs. When we mention migrant entrepreneurs, it is impossible to speak of a single success factor (Grey et al., 2004; Nijkamp, Sahin, & Baycan-Levent, 2010; Volery, 2007). Success factors for entrepreneurs can be a process, benchmarks, or components of a business to confirm the profitability and keep competitive in the market place. Nevertheless, determining the important success factors for entrepreneurs in SMEs is more complicated and varied due to contrasting or indecisive result in their outcomes (Lee, 2016).

2.5.2. Success Factors of Refugee Entrepreneurs

There are a few studies that have studied the success factors of refugee entrepreneurs in general (Bristol-Faulhammer, 2017; Fong et al., 2007; Shinnar & Nayır, 2019). Some of these success factors are an entrepreneurial spirit, commitment to hard work, desire for growth, flexibility and open-mindedness, confidence, education and training programs, previous experiences, language, and access to resources (Bristol-Faulhammer, 2017; Fong et al., 2007). Besides these factors, having an initial personal capital also appeared as a frequent trait for refugee entrepreneurship after facing the lack of credit facilities for refugee entrepreneurs (Wauters & Lambrecht, 2008; Fong et al., 2007). Moreover, although many refugee entrepreneurs cannot bring their money from their country, they can bring their relation networks, the culture of running

a business, and expertise of sector-specific managing. Therefore, those factors also form factors that help them to succeed (Sak, Kaymaz, Kadkoy, & Kenanoglu, 2017).

Chrysostome (2010) also explained the survival factors of necessity immigrant entrepreneurs, which are also success factors, through different theoretical perspectives. The iron cage perspective, focuses on the crucial component of commitment and the intention of the immigrant to succeed since entrepreneurship is the ultimate job alternative. From a cultural perspective, remigration entrepreneurial mentality, and the ethnic social network and niche market are the survival factors. From a neoclassic perspective, risk management, innovative ideas, managerial skills, educational degree, and job experience are survival factors. From an institutional perspective, the government pro-immigrant business programs are survival factors.

Some studies examined the success factors of immigrant entrepreneurial depending on their characteristics including seeking independence, enhancing financial position, self-implementation, and self-actualization. In addition, demographic determinants including age, gender, religion, education, work experience, and ownership pattern of ethnic entrepreneurs (Khan, 2014; Schmid et al., 2006) were examined.

Some studies also provided some common characteristics that affect ethnic entrepreneurs' success. For example, it has been argued by Levie (2006) that education and immigrant social status are one of the demographic characteristics of immigrants that affect the possibility of joining a new business activity. Besides, family support and strong relations with ethnic societies offered both mental and financial support and functioned as mediators to other stakeholders, which affected immigrant entrepreneurs' success (Schmid et al., 2006). Other studies that examined the success factors of entrepreneurs in general are (Chowdhury et al., 2013; Vallone, 2008; Lee, 2016; Benzing, Chu, & Kara, 2009; Trang, 2016; Krasniqi & Tullumi, 2013; Mehralizadeh & Sajady, 2005; Stefanovic, Prokic, Rankovic, 2010; Lampadarios, 2016).

In this study, the success factors divided into two sub-main success factors groups according to their importance in the academic literature. Those two groups are environmental success factors and individual success factors. Many studies mentioned the factors without dividing them into groups. However, some factors are regarded as

internal factors. These factors related directly to personal characteristics including demographic characteristics and common characteristics; these are grouped into individual factors. According to Kerr, Kerr, & Xu (2017), factors that influence entrepreneurial success based on personality are “demographics, household assets and financing constraints, measurable skills like work experience and education, and local environment”. Another group of factors that are tagged as external factors in some studies is environmental factors. Gnyawali and Fogel (1994) define the environmental factors as “the overall economic, sociocultural and political factors that influence people’s willingness and ability to undertake entrepreneurial activities”.

2.5.3. Environmental Success Factors

2.5.3.1. Marketing

Marketing is a crucial success factors (Lee, 2016; Al-Mahrouq, 2010; Lampadarios, 2016; Krasniqi & Tullumi, 2013; Vallone, 2008; and Chowdhury et al., 2013). Marketing is knowing how to execute strategies. These strategies help to promote the service or product and build a strong relationship with customers. In addition, marketing is a way to do the market analysis in order to structure the price-setting method and convince customers to use their product or service (Lee, 2016). Thus, marketing can be considered as a method to deliver the products or services of firms based on local markets and their raw materials to the targeted market segment. That is why it is perceived as an important factor (Al-Mahrouq, 2010; Lampadarios, 2016).

2.5.3.2. Government Support

Government support is perceived to be one of the environmental success factors or critical success factors as it is called in some literature (Al-Tit et al., 2019; Krasniqi & Tullumi, 2013; Mehralizadeh & Sajady, 2005; Stefanovic, Prokic, Rankovic, 2010; Chowdhury et al., 2013). The government has a vital role in helping entrepreneurs establishing a new business and in protecting them to continue in their business. The government should foster an "enabling economic environment". That can be by minimizing regulations and imposing feasible taxes to compliance, liberalized trade. It also should make available funds, be a facilitator for support and advisory centers, create the physical infrastructure, and basic skills training. Those facilities are important to an entrepreneurs’ success (Mehralizadeh & Sajady, 2005).

2.5.3.3. Access to Capital

Access to capital is marked as a significant factor in entrepreneurial success in many studies (Fong et al., 2007; Bristol-Faulhammer, 2017; Al-Tit et al., 2019; Krasniqi & Tullumi, 2013; Stefanovic, Prokic, Rankovic, 2010; Chowdhury et al, 2013; Vallone, 2008; Lee, 2016; and Wauters & Lambrecht, 2008). Some researchers who used a structuralist approach have determined access to capital, which is one of the environmental features, as a success factor for ethnic entrepreneurs (Grey et al., 2004; Sequeira & Rasheed, 2006), and refugees entrepreneurs (Bristol-Faulhammer, 2017, Fong et al., 2007).

2.5.3.4. Access to Information Related to Business

According to Mehralizadeh & Sajady (2005), Kristiansen (2002), Swierczek & Ha (2003), Lee (2016), and Trang (2016), access to new and useful information is fundamental for entrepreneurial success. Access to information about the business is important in order to understand the market behavior and industry. Access to information helps entrepreneurs to have suitable perceptions of the value of the opportunities that they meet and to know the capability that they have to benefit from these opportunities (Gatewood et al, 1995, Mehralizadeh & Sajady, 2005; Lee, 2016), and the absence of this information leads to a great challenge for the entrepreneurs.

2.5.3.5. Political Environment

Many studies have related entrepreneurial success to the political environment of the country such as Lampadarios, 2016; Chowdhury, 2007; Chowdhury et al., 2013; Larsen and Lewis, 2007; Lee, 2016; McDowell, 1997; Prahald, 2004; Mintoo, 2006; and Benzing et al. 2009.

2.5.3.6. Host Country Institutional Laws

Institutional laws including “(a) rules and trade regulations, (b) policies and programs, (c) clarity about administrative procedures were merged.” (Bristol-Faulhammer, 2017), and are regarded to be one of the success factors (Bristol-Faulhammer, 2017; Welter & Smallbone, 2011). The institutional environment has a role in developing entrepreneurial intentions (Berns, 2017) and an impact on risk regarding decisions among directors (Makhija & Stewart, 2002).

2.5.3.7. Technology

Several studies support the concept that technology is one of the environmental factors that have a relation to entrepreneurial success (Radzi et al 2017; Al-Tit et al., 2019; Lampadariou, 2016; Chowdhury, 2007; Chowdhury et al., 2013; Larsen and Lewis, 2007; McDowell, 1997; Minto, 2006; Gundry, Ben-Yoseph & Posig, 2002; Lee, 2016; Gibbons and O'Connor, 2003; and Khin & Lim, 2018). Technology has an important role in the establishment of competitive advantage regardless of the aspect of the organization or industry (Thomas et al. 2004).

2.5.3.8. Infrastructure

Wong (2005), Abdullahi et al. (2015), Chawla et al. (2010), Omri et al. (2015), Migdadi (2009), Vyas et al. (2015), Al-Tit et al. (2019), Mehralizadeh & Sajady (2005), Chowdhury et al. (2013), and Lee (2016) perceived infrastructure to be one of the crucial success factors that affect the entrepreneurs' success. Chowdhury et al. (2013) indicated that lack of infrastructure is one of the major factors that restricted the entrepreneurs' success in Bangladesh.

2.5.3.9. Market Opportunities

Some studies also consider market opportunities one of the success factors for entrepreneurs (Bristol-Faulhammer, 2017; Lee, 2016; and Khin & Lim, 2018). Market opportunities affect the entrepreneurs' decision to run a business; especially, refugees who prefer to enter the sector with few regulations rather than personal motivation or knowledge. Moreover, recognizing market opportunities are an important attribute that helps to increase the possibility of success in business (Mehralizadeh & Sajady, 2005; Khin & Lim, 2018).

2.5.3.10. Family/Friends Support

Al-Tit et al. (2019), Bristol-Faulhammer (2017), Pratt (2001), Krasniqi & Tullumi (2013), Mehralizadeh & Sajady (2005) were studies that perceived family/ friends support to be one of the success factors for entrepreneurs. Bristol-Faulhammer (2017) points out that the success of immigrant entrepreneurs was highly connected to family support, especially for those who have intensive family responsibilities (Mehralizadeh & Sajady, 2005). Alshagawi (2015) researched about women entrepreneurship success

and he found the family support factor is one of the determinants of success for women entrepreneurial success.

2.5.3.11. Social Networks with Specialists in the Same Field

Accessing social networks is regarded as a significant factor in the success of entrepreneurs (Bristol-Faulhammer, 2017; Elfring and Hulsink 2007; Stefanovic, Prokic, Rankovic, 2010; and Chrysostome, 2010).

Table 2.4 shows the summary of the environmental success factors.

Table 2. 4. Summary of Environmental Success Factors

| Environmental Success Factors | |
|---|---------------------------------|
| Marketing | Government support |
| Access to capital | Access to information |
| Political environment | Host country institutional laws |
| Technology | Infrastructure |
| Opportunities in the market | Family/Friends support |
| Social networks with specialist in the same Field | |

2.5.4. Individual Success Factors

2.5.4.1. Entrepreneurial Spirit

The entrepreneurial spirit is one of the elements of successful refugee entrepreneurs (Bristol-Faulhammer, 2017; and Fong et al., 2007).

2.5.4.2. Commitment to Hard Work

Commitment to hard work is an important factor for entrepreneurs' success (Bristol-Faulhammer, 2017; Fong et al., 2007; Omri et al., 2015; Migdadi, 2009; Vyas et al., 2015; and Al-Tit et al., 2019). 12 respondents in the survey study conducted by Bristol-Faulhammer, (2017) perceived commitment to hard work as a very helpful factor in the success of refugee entrepreneurs.

2.5.4.3. Risk Management Capabilities

According to the Chamber of Commerce of Metropolitan Montreal, risk management is considered a central factor of any business's strategic management because there are risks facing businesses all time and significantly and positively affected firm growth. (Boakye, 2017). Risk management enables business owners to recognize and address the risks they may face and increase the possibility of successfully reaching the business objectives (Chamber of Commerce of Metropolitan Montreal, n.d.).

2.5.4.4. Leadership and Management Skills

Management skills affect the success of entrepreneur businesses (Ramadani, 2015; Wong, 2005; Krasniqi & Tullumi, 2013; Lampadariou, 2016; Mehralizadeh & Sajady, 2005; Chrysostome, 2010; and Trang, 2016). Leadership is also a success factors that is very significant (Nieuwenhuizen, 2002).

2.5.4.5. Desire for Growth

The desire for growth for an existing business or new ones is one of the success factors for refugee entrepreneurs in many studies such as (Bristol-Faulhammer, 2017; Fong et al., 2007). Other studies called it a desire for achievement (Certo & Certo, 2005; Kupferberg, 2003; Petrakis, 2005; Johnson, 1986). These studies confirmed the harmonious relationship between the desire for achievement and entrepreneurship based on the importance of this factor in 20 out of 30 studies about entrepreneurs (Johnson, 1986).

2.5.4.6. Flexibility and Open-mindedness

One of the significant success factors for entrepreneurs is flexibility and open-mindedness (Certo & Certo, 2005; Kupferberg, 2003; Petrakis, 2005; Wauters & Lambrecht, 2008; Bristol-Faulhammer, 2017; Fong et al., 2007; Lampadariou, 2016; Brandstatter, 1997; Mehralizadeh & Sajady, 2005; and Trang, 2016). Entrepreneurs who have high flexibility and open-mindedness do not have a problem with change and they could make a decision and take action without having particular information (Olien 2012).

2.5.4.7. Charisma: Friendliness

Having a charisma or friendliness is perceived as success factors for an entrepreneurs' success (Krasniqi & Tullumi, 2013; and Stefanovic, Prokic, Rankovic, 2010).

2.5.4.8. Confidence

Confidence is another success factor for entrepreneurs (Certo & Certo, 2005; Kupferberg, 2003; Petrakis, 2005; Bristol-Faulhammer, 2017; Fong et al., 2007; Ramadani, 2015; Vallone, 2008; Trang, 2016). According to 24 questionnaires with woman entrepreneurs in Albania, 30 % of responses claim that self-confidence is a success factor (Ramadani, 2015), and is also a success factor for refugee and immigrant entrepreneurs (Fong et al., 2007).

2.5.4.9. Educational Attainment

Some scholars who examined entrepreneurial success based on personal characteristics point out that, educational attainment is a determinant of an entrepreneurs' success. (Lampadarios, 2016; Khan, 2014; Schmid et al., 2006; Bristol-Faulhammer, 2017; Fong et al., 2007; Ramadani, 2015; Yusof and Aspinwall, 1999; Al-Tit et al., 2019; Mehralizadeh & Sajady, 2005; Staw 1991; Meng and Liang, 1996; Chowdhury et al., 2013; Chrysostome, 2010; Shinnar & Nayir, 2019; Al-Mahrouq, 2010; and Trang, 2016). Moreover, educational attainment is found to be an important factor for women entrepreneurs by around 60% (Ramadani, 2015). It has been argued by Bristol-Faulhammer (2017) that entrepreneurs with a low education level found more difficulties in acquiring clients or finding an occupation suitable to their skills, and educated people are more inventive and they are always searching for anything uncommon to meet a demand or desire (Chowdhury et al., 2013).

2.5.4.10. Attending Training Programs

Numerous studies show the training of entrepreneurs as one of the variables that influence entrepreneurial success (Bristol-Faulhammer, 2017; Mehralizadeh & Sajady, 2005; Fong et al., 2007; Benzing, Chu, & Kara, 2009; Shinnar & Nayir, 2019; Mehralizadeh & Sajady, 2005; and Stefanovic, Prokic, Rankovic, 2010). Training programs are identified as "One of the main priorities is to stimulate the desire for an

entrepreneurial career, because entrepreneurs form the basis for building competitiveness and innovation in the country” (Ramadani, 2015).

2.5.4.11. Previous Experiences as an Entrepreneur

Previous experience is significant to entrepreneurs’ success (Bristol-Faulhammer, 2017; Fong et al., 2007; Lampadarios, 2016; Khan, 2014; Schmid et al., 2006; Chowdhury et al., 2013; Mehralizadeh & Sajady, 2005; Shinnar & Nayır, 2019; Stefanovic, Prokic, Rankovic, 2010; and Trang, 2016). “The greater the entrepreneurs’ previous experience the higher their entrepreneurial quality as the experience involved a learning process that helps entrepreneurs in identify opportunities, reduce their initial start-up inefficiency, as well as to improve their capacity in performing various task” (Lee, 2016).

2.5.4.12. Age

Age is regarded as one of the entrepreneurial success factors and has a great effect on business performance (Lampadarios, 2016; Khan, 2014; Shinnar & Nayır, 2019; Schmid et al., 2006; Chowdhury et al., 2013; Lee, 2016; and Trang, 2016). It has been argued that people between the age of 25 and 44 have the most probability of participating in entrepreneurial work (Reynolds et al, 2000), and that younger entrepreneurs are more likely to be risk-takers and inventors in order to develop their businesses (Sefiani, 2013).

2.5.4.13. Social Status

Success for entrepreneurs can be examined by social status. (Headd, 2003; Goodman, 1994; Vallone, 2008; Lau et al., 2007). Entrepreneurs who have a positive social status increase their chances of success (Vallone, 2008).

2.5.4.14. Ability to Speak Host Country’s Language

Knowledge of the languages of host countries for entrepreneurs is important to their success in the new businesses (Wauters and Lambrecht, 2008; Bristol-Faulhammer, 2017; Fong et al., 2007). This factor is the greatest challenge for refugee entrepreneurs if they did not learn the host country language (Fong et al., 2007).

Table 2.5 shows the summary of the individual success factors.

Table 2. 5. Summary of Individual Success Factors

| Individual success factors | |
|---|--|
| Entrepreneurial spirit | Commitment to hard work |
| Risk management capabilities | Leadership and management skills |
| Desire for Growth | Flexibility and open-mindedness |
| Charisma: Friendliness | Confidence |
| Educational attainment | Attending training programs |
| Previous Experiences as an Entrepreneur | Age |
| Social Status | Ability to Speak Host Country's Language |

2.6. Barriers of Syrian Refugee Entrepreneurs in Turkey

Turkey is asking to share the responsibility to be sure that the requirements of Syrians under Temporary Protection and host countries are met. Starting from this point, Turkey's public system is coming forward by delivering services to refugees. Thus, Syrians under Temporary Protection in Turkey are progressively approaching public services including schools and healthcare. However, due to the increase number of people to be served, the needs of the people exceed the capability of the institutions to provide, especially in the sectors of health, education, and social welfare services (FAO, 2019).

Starting from the main barriers of how to integrate completely such a large refugee community into the Turkish economy (Hürriyet Daily News, 2018), two sub-barrier groups have been highlighted based on some academics studies about the Syrian refugees in Turkey and world refugees. The studies include (Alrawadieh et al, 2018; Wahlbeck, 2007; Ingev, 2020; Demir 2018; Bristol-Faulhammer, 2017; Dincer, Karayilan, & Cifci, 2017; Memişoğlu, 2018; kirisçi & Kolasin, 2019; Ingev,2019;

Syrian Economic Forum, 2018; Kachkar, 2019; Fong et al., 2007; and Bristol-Faulhammer, 2017).

2.6.1. Environmental Barriers

2.6.1.1. Local Regulations

Laws and regulations controlling Syrian workforces negatively affect companies operated by Syrian refugees in Turkey (Tepa, 2019). “The legal status of refugees is reported to have limited refugee entrepreneurs’ mobility freedom, and consequently jeopardized their businesses” (Alrawadieh et al, 2018).

Obtaining work permits for self-employed as UNHCR stated can be by establishing and registering a legal enterprise in Turkey like any other foreigner according to the Turkish Commercial Code. Enterprises can be businesses such as a shop, and UNHCR efforts help in the registration and work permit application process and setting up the business (UNHCR, n.d). However, there is a rule for Syrian businesses stating that a company should appoint five Turks for every foreigner (Hürriyet Daily News, 2018). Thus, there is a 10% quota in a given firm even if the ownership structure of the company is Syrian for a Syrian workforce. This is a rule that restricts Syrian workforce integration into the labor market (Kirişçi & Kolasin 2019, and Güven et al 2018; Ingev, 2019).

The UNHCR in Turkey is dealing with Syrian refugees differently from typical refugee emergencies due to the special temporary protection legal status of Syrians in Turkey. Its function is limited to providing policy and technical advice to the Turkish government (Kachkar, 2019). Hence, Syrian refugees in Turkey were not able to register for actual refugee legislations, with a small number of exceptions; alternatively, they are named as foreigners under temporary protection. As a result, they have not been able to get work permits, and are only able to have the ability to work informally. This includes all Syrian refugees, regardless of their qualifications (Del Carpio & Wagner, 2015).

The total amount of work permits issued for Syrians is so low, because of great weaknesses and absence of incentives. In 2016, 65,000 Syrian refugees were given work permits, 3% of the overall working-age Syrian population (FAO, 2019). In March 2019, only 31,000 Syrian refugees had official work permits, which is 1.5% of

the total of 2.2 million working-age Syrian refugees and 1.5 million dependents (Demirguc-Kunt, et al 2019).

In the health and education sectors, Syrians need the Ministry of Health, the Ministry of National Education, or the Higher Education Council (YÖK) approval in order to get work permits. However, refugees have a shortage of information about these procedures (Memişoğlu, 2018). Furthermore, there is a necessity to renew these permits yearly and a six-month residency request to apply for it (Kirişçi & Kolasin, 2019).

2.6.1.2. Providing Sufficient Resources

Fong et al. (2007) and Bristol-Faulhammer (2017) pointed out that access to sufficient resources including financial resources or support resources like transportation, childcare, obtaining a driver's license, and buying a car to be one of the barriers linked to refugee entrepreneurial start.

2.6.1.3. Access to Finance

Accessing the finance systems is one of the most significant challenges restraining Syrian entrepreneurs' involvement in the Turkish economy. According to many studies, some of the critical barriers Syrian entrepreneurs are facing during establishing their firms, though they have a positive effect on the Turkish economy, are accessing finance, tax rates, and business laws (Güven et al., 2018; FAO, 2019; Slobig, 2017; Ingev, 2019; Alrawadieh et al, 2018). The Daily Sabah (2019) also stated that 27.3% of Syrian companies face difficulties with local money transfers, 19.7% faced difficulties in having individual bank accounts, and 15.9% had problems in gaining a letter of credit for the transactions.

2.6.1.4. The Rising Price of Public Utilities

The rising prices of utilities in Istanbul have a negative influence on Syrian entrepreneurs' profits and business processes (Demir, 2018).

2.6.1.5. Lack of Financial Support From the Government or NGOs

According to Demir (2018) interviews with Syrian entrepreneurs, there is no financial support from the government or non-governmental institutions, and their businesses were funded from their savings or their friends, families support, or somebody within their social network.

2.6.1.6. Economic Situation of the Host Country (Turkey)

In 2018, Turkey has faced a sharp growth in living costs due to depreciation of the Turkish lira and later inflation, which affected most vulnerable Syrian refugees and host countries (FAO, 2019). Even in 2019, the currency has dropped, inflation has risen, and unemployment has increased to more than 14 percent (Leghtas, 2019; Kirişçi & Kolasin, 2019). Respectively the prices of basic food items have been affected but income levels for the refugees remain the same because the monthly transfer value of ESSN continues to be the same (TUR 133 per month for each person). (FAO, 2019).

2.6.1.7. Locals' Sense of Intense Competition in the Labor Market

Regarding Turkey, the Turkish economy is based on "the free market principles of non-interference by the State in determining prices as well as supply or demand". As a result, there is a competition between companies and suppliers on the price. This can be a barrier for Syrian entrepreneurs because in Syria they were used to the monopoly of products and government intervention in the price setting. Therefore, the Syrian entrepreneurs have to enter the competition in the Turkish market and to be in direct competition with Turkish entrepreneurs, who often have larger financial capacity than Syrian entrepreneurs have and will not accept any new businesses that may be a competing business to enter the market (Syrian Economic Forum, 2018).

2.6.1.8. Negative Perception of Syrian Refugees among Locals

Syrians see their existence negatively recognized by the host community, which in turn affects their social and economic lives (Leghtas, 2017; Memişoğlu, 2018). According to Memişoğlu (2018) and Orhan & Gündoğar (2015) studies, locals believed that this intensified displeasure from the Syrian refugees' lengthened stay is because of socio-economic factors including the rents and labor market. Turkish people see refugees as rivals for their jobs, particularly those who live in economically depressed areas, and

due to “cheap labor provided by poor Syrian workers” (Orhan & Gündoğar, 2015). Other reasons to negative stereotypes of Syrian refugees in Turkey according to Orhan & Gündoğar (2015), coming many Syrian refugees from the rural areas and the presence of Syrian panhandlers on the street (Orhan & Gündoğar 2015).

2.6.1.9. Negative Portrayal of Syrian Refugee in Host Country’s Media

There are different points of view regarding the presence of Syrian refugees in Turkey. Erdoğan (2015) argued that Syrian refugees represented in Turkish pro-government media as victims, while in the Turkish anti-government media represented them as tend to crime and be a burden on Turkey. Besides, According to Pandır, Efe, & Paksoy (2015), the image of refugees in the newspapers is like a dilemma, which is framed as "in need of help", and also "threats" for the community. However, some articles considered the newspapers' frame to be negative for Syrian refugees. For example, Erdoğan & Çetinkay (2017) argued ” Refugee issues are dealt with a highly sentimental perspective. Related economic, social and political impacts are discussed in a very limited way”. Moreover, Memişoğlu’s study (2018) stated that The Turkish media plays a role in reinforcing stereotypes against Syrian refugees and ignoring their success stories, which in turn leads Turkish people to see Syrians with fearful eyes instead of building social bridges between both communities.

The summary of the environmental barriers showed in the Table 2.6 below.

Table 2. 6. Summary of Environmental Barriers

| Environmental barriers | |
|---|---|
| Local regulations | Providing Sufficient resources |
| Access to finance | The rising price of public utilities |
| Lack of Financial support from the government or NGOs | Economic situation of the host country (Turkey) |
| Locals' sense of intense competition in the labor market | Negative perception of Syrian refugees among locals |
| Negative portrayal of Syrian refugees in host Country’s media | |

2.6.2. Individual Barriers

2.6.2.1. Access to Important Business Advice

Lyon et al. (2007), Fong et al. (2007), Bristol-Faulhammer (2017), and Wauters & Lambrecht, (2008) identified accessing business advice as a major barrier by refugees' entrepreneurs. Refugee entrepreneurs need more advice than other economic migrants do, because they may not have business information before their arrival, or they were not thinking about entrepreneurship. Moreover, refugees normally have less confidence in starting up a business (Lyon et al., 2007).

2.6.2.2. Host Country Language Proficiency

Turkish language proficiency lead to exacerbating the obstacle for most Syrians entrepreneurs in Turkey (Dincer, Karayilan, & Cifci, 2017; Memişoğlu , 2018; kırışçi & Kolasin, 2019; Ingev,2019; Kachkar, 2019; Demir, 2018; Alrawadieh et al, 2018; Shinnar & Nayır, 2019; and Syrian Economic Forum, 2018). A great number of Syrian refugees did not know the Turkish language, as it is completely different from their mother language, which is Arabic (Hürriyet Daily News, 2018).

2.6.2.3. Low Level of Education

Low education levels lead also to exacerbating the obstacle for most Syrian entrepreneurs (Dincer, Karayilan, & Cifci, 2017; Memişoğlu , 2018; Shinnar & Nayır, 2019; kırışçi & Kolasin, 2019; Ingev,2019). According to a Red Crescent survey, more than half of Syrians refugees who were surveyed are either not educated or only finished primary school (Red Crescent survey, n.d.).

2.6.2.4. The Equivalence of Degrees

The obstacles in degree equivalency for Syrian professionals, particularly those from the health and education sectors, restrict them on labor market access (Memişoğlu, 2018). On the other hand, According to the Red Crescent survey, Syrians who do attain higher education levels, have a problem with degree equivalence. Therefore, they cannot work formally (Red Crescent survey, n.d.).

2.6.2.5. Lack of Work Social Networks

A social network is useful for refugee entrepreneurs who want urgent help when they move to a new country. It can help to learn the norms, social rules, market opportunities and to settle in host communities (Demir, 2018). Refugees social networks are especially less extensive than that of other immigrants (Wauters and Lambrecht, 2008). However, in the case of Syrian refugees in Turkey, this "Mass forced migration" needs different treatment regarding social networks (Demir, 2018).

2.6.2.6. Lack of Sufficient Demand for the Goods or Service

Lack of demand for products and services offered by refugee entrepreneurs will lead to failure in putting strategic location for their business, thus, to a failure of outcome (Ahmad & Seet, 2009; Lee, 2016).

The summary of the individual barriers showed in the Table 2.7 below.

Table 2. 7. Summary of Individual Barriers

| Individual barriers | |
|-------------------------------------|--|
| Obtaining important business advice | Host country language proficiency |
| A low level of education | The equivalence of degrees |
| Lack of working social networks | Lack of sufficient demand for the goods or service |

CHAPTER III

METHODOLOGY

The following chapter covers the conceptual framework, research design, research hypotheses, population & sample design, data collection methods, research procedure, and data analysis method used in this study. This research aims to explore the success factors that Syrian refugee entrepreneurs in Turkey had and helped them to succeed. Moreover, it aims to point out the barriers that influenced Syrian entrepreneurs' success. Following the previous literature review, these components are grouped into success factors and barriers that affect the successes of Syrian entrepreneurs in Turkey and thus, affect the economic engagement of Syrian refugees in Turkish society.

3.1. Conceptual Framework

Many studies have investigated and critically examined both the success factors and barriers to the success of entrepreneurs, and it evaluated the impact of these, both positively and negatively, on entrepreneurs' success.

A conceptual framework model was developed for the study objectives (see Figure 3.1.). The model was performed to structure hypotheses.

The variables to be examined in the proposed framework are:

- Independent Variable (Environmental Success Factors, Individual Success Factors, Environmental Barriers, and Individual Barriers)
- Dependent Variable (Entrepreneurs' Success).

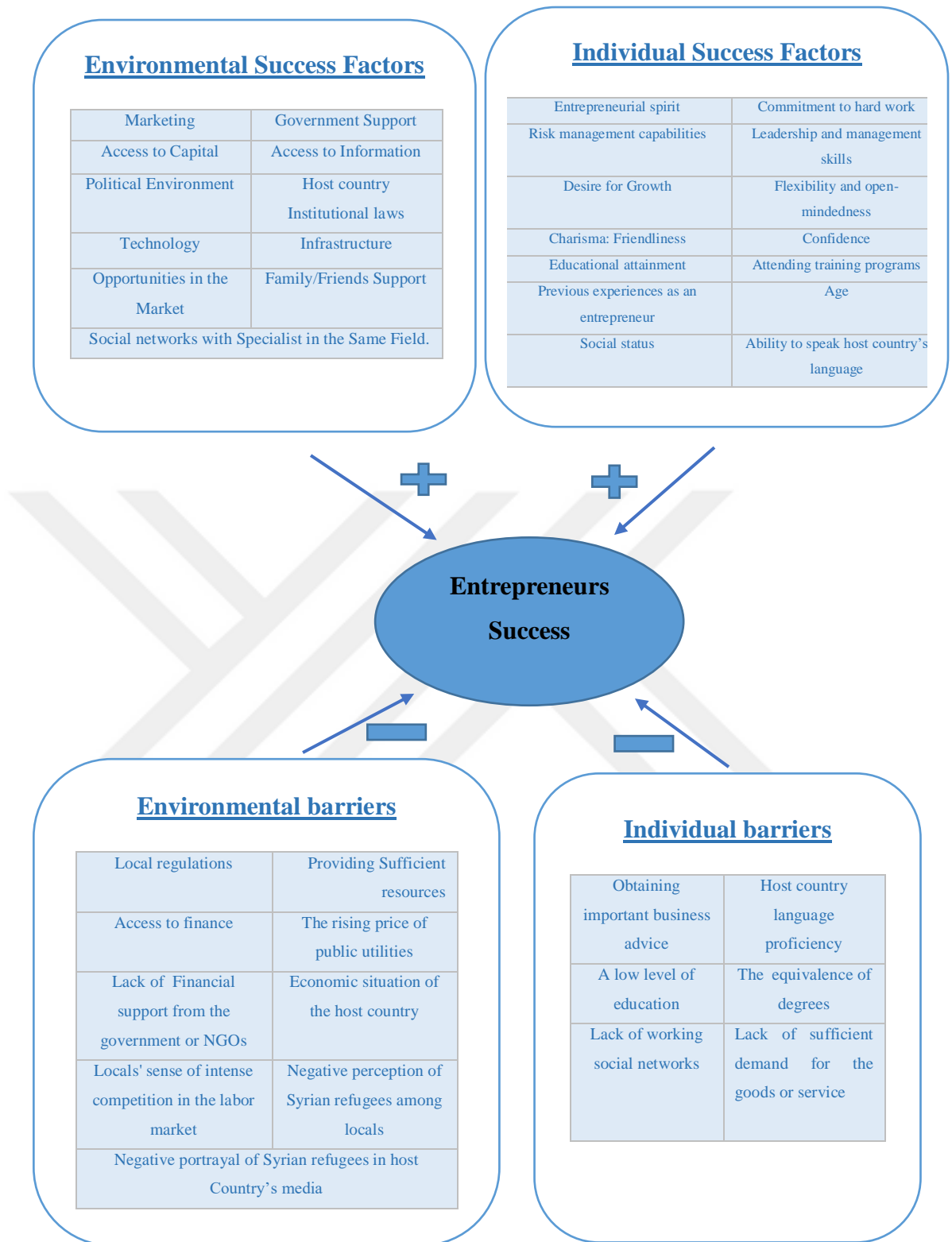


Figure 3. 1. Conceptual Framework for Measuring the Relationship of Success Factors and Barriers with Entrepreneurs' Success

3.2. Research Design

Research design requires arranging of terms essential to collect and analyze field data by combining the relation to the research objective with economy in method (Kothari and Garg, 2004). An explorative, quantitative research design is regarded to be an appropriate method for this study. Through this research design, there is an ability to obtain information about specific attitudes, experiences, and knowledge (Kelley et al., 2003). This research approach was found suitable because this study attempted to evaluate the success factors and barriers influencing the success of entrepreneurs in Turkey. Furthermore, this approach can help in generalizing the findings to a major population and in collecting quantitative data and analyzing it by using descriptive statistics.

3.3. Research Hypothesis

The following hypotheses are developed based on the conceptual framework for this study above (Figure 3. 2):

H1: Syrian entrepreneurs' success is influenced positively by eleven environmental success factors.

The environmental success factors as follow: (ESF1) marketing, (ESF2) government support, (ESF3) access to capital, (ESF4) access to information related to business, (ESF5) political environment (ESF6) Host country institutional laws, (ESF7) technology, (ESF8) infrastructure, (ESF9) opportunities in the market, (ESF10) family/friends support and (ESF11) social networks with specialist in the same field.

H2: Syrian entrepreneurs' success is influenced positively by fourteen individual success factors.

The individual success factors as follow: (ISF1) Entrepreneurial spirit, (ISF2) Commitment to hard work, (ISF3) risk management capabilities, (ISF4) leadership and management skills, (ISF5) desire for growth, (ISF6) flexibility and open-mindedness, (ISF7) charisma: friendliness, (ISF8) confidence, (ISF9) educational attainment, (ISF10) attending training programs, (ISF11) previous experiences as an entrepreneur, (IS12) age, (ISF13) social status and (ISF14) ability to speak host country's language.

H3: Syrian entrepreneurs' success is influenced negatively by ten environmental barriers.

The environmental barriers as follow: (EB1) local regulations, (EB2) providing sufficient resources, (EB3) access to finance, (EB4) the rising price of public utilities, (EB5) lack of financial support from the government or NGOs, (EB6) economic situation of the host country, (EB7) locals' sense of intense competition in the labor market, (EB8) negative perception of Syrian refugees among locals, and (EB9) Negative portrayal of Syrian refugees in host Country's media.

H4: Syrian entrepreneurs' success is influenced negatively by six individual barriers.

The individual barriers as follow: (IB1) lack of important business advice, (IB2) host country language proficiency, (IB3) low level of education, (IB4) equivalence of degrees, (IB5) lack of working social networks, and (IB6) lack of sufficient demand for the goods or service.

3.4. Population and Sample Design

3.4.1. Population

The population is defined as the set of components (persons or objects) that have identical traits from which conclusions can be obtained (Cooper & Schindler, 2009). The target population is defined as the segment of the population, which enables the researcher to form a conclusion, then to generalize the results for the whole population. This study targeted the Syrian entrepreneurs who are older than eighteen years old and located in Istanbul where a large number of Syrian businesses exists. Thus, the delimitation used in this study is the Syrian refugee entrepreneurs who started their business in Istanbul city. The author targeted Syrian owners/managers or CEO of enterprises in Istanbul across different sectors, to take the perspectives of different entrepreneurs from different sectors.

Istanbul was chosen because the largest number of enterprises was established in Istanbul where 53.2 % out of all registered Syrian enterprises in Turkey established in Istanbul in 2018 (Markets, 2019). Moreover, the chamber of commerce provided the author with the list of Syrian enterprises in Istanbul that includes 8263 registered Syrian companies in Istanbul.

3.4.2. Sampling Design

3.4.2.1. Sample Frame

The sampling frame is the real list of principles of populations from which the sample is drawn (Cooper and Schindler, 2009). All target populations have an equal opportunity for selection as an element. The sample frame in this study consists of Syrian managers/owners or CEO of Syrian enterprises that operate in Istanbul city.

3.4.2.2. Sample Size

The sample size is the sub-group of the real number of population (Cooper and Schindler, 2009). A large random sample raises the probability that the respondents from the sample will accurately reflect the whole population. Moreover, the sample must involve people with characteristics similar to the population (Ponto, 2015). Determining sufficient sample size for logistic regression, which is used in this study, was based on the guidelines of Lipsey (1990) and Faul et al., (2013). They pointed out that using an alpha of 0.05, a power of 0.80; a large effect size 2.48, the required sample size is 71. Nevertheless, other guidelines indicate the sample size for multinomial logistic regression to be at most 10 outcome events for each independent variable (Schwab, 2002). This rule, which is called Rule of thumb, requires consideration that several of the predictor variables should be dealt with and deleted from the model. In this study, the sample size is 244 and the number of independent variables after removing some of them based on the factor and reliability analyses are 24 out of 40 independent variables. Those 24 variables were combined into seven independent variables according to sub-groups provided by factor analysis before performing a multinomial logistic regression. Thus, the sample size of the study and the number of independent variables have achieved the Rule of Thumb requirement.

3.5. Data Collection Methods

Data collection is the method used to gather and measure information on targeted variables in an established systematic form. This information is fitted to answer relevant questions and evaluate findings (Lescroel et al, 2015). The data collection instrument is the tool used in the data collection process for the research (Orodho, 2009).

This study used a questionnaire to gather primary data for the field survey. The questions asked in a survey for Syrian entrepreneurs are presented in (Appendix A). The questionnaire was structured based on two studies (Berns, 2017; Bristol-Faulhammer, 2017) and other academic literature related to success factors and barriers of entrepreneurs. The questionnaire was written in Arabic by the author, as the target population were Syrian whose their native language is Arabic and then it was translated into English by the author and presented in (Appendix B). The questionnaire for Syrian entrepreneurs used online survey technology.

This questionnaire was a snapshot of demographic information, and business information; besides, exploration of expected success factors and barriers of Syrian entrepreneurs in Turkey.

A mix of demographic questions, dichotomous questions, rating questions, multiple-choice, and some short open-ended questions were used. This method was beneficial in conforming efficient and quicker response times from the respondents. The major aim of the survey was to gain a broad perspective of demographic, educational, and professional background, business characteristics, and success factors and barriers. The survey took a maximum of 10-15 minutes to fill it.

Some difficulties in reaching the target population were experienced in the data collection process. Some were scared or not used to sharing their opinion so part of them asked again to be sure about the purpose of utilization of the survey and some just ignored the survey. Furthermore, some Syrian entrepreneurs' information obtained from the Chamber of commerce was wrong or unfounded. Besides, the ongoing COVID-19 pandemic restricted the author's way of collecting the data. In total, 244 participants have filled the questionnaire. Secondary data was gathered through reviewing published academic material on the Syrian refugee entrepreneurs and success factors of entrepreneurs and barriers.

3.6. Research Procedure

Before handing out the questionnaire, 15 questionnaires of the study target population were piloted to ensure the validity and suitability of the questionnaires. The questionnaire was designed using the study questions. Structured questions were organized to easily control and gather a larger number of respondents since they took

a shorter time. 244 participants from the group of Syrian entrepreneurs (owners/managers or CEO) who run their enterprises in Istanbul received the invitation letter to participate in this study. This letter included a link to the online survey. Before they start the survey, a description of the scope of the questions being asked was provided conditioned on being an entrepreneur who already started a business or willing to start soon.

The questionnaire was distributed through a personal online network (including Facebook and WhatsApp), in-person interviews, and the personal online network of acquainted Syrian entrepreneurs and via email to the prepared list of Syrian entrepreneurs obtained from the chamber of commerce and some websites that have information about Syrian companies operating in Istanbul such as Building Markets and Ghrbitna. After that, the survey was distributed more through the snowball-effect.

3.7. Data Analysis Method

Upon finishing of the field survey, the questionnaire was arranged for data analysis. The data analysis was done using SPSS version 20. Using SPSS for statistical analysis is effective in order to clarify and analyze quantitative data in this research.

First of all, data collected was reviewed carefully and checked if it was grouped correctly by using exploratory factor analysis. Analyzing every four categories of independent variables separately by the factor analysis will help to clarify structure within the variables in the study. Bartlett's test of Sphericity and a KMO measure of sampling adequacy test has been performed to appraise that factor analysis is suitable for every category. Table 3.1. is the summary of the result of KMO and Bartlett's tests for independent variables categories.

Table 3. 1.Summary of KMO and Bartlett's Tests

| Independent Variables Groups | KMO | Bartlett's test of sphericity significance |
|-------------------------------------|------------|---|
| Environmental Success factors | 0.544 | .000 |
| Individual Success Factors | 0.897 | .000 |
| Environmental Barriers | 0.652 | .000 |
| Individual Barriers | 0.612 | .000 |

Secondly, a reliability analysis was conducted by using Cronbach's α to examine if the scale of the dependent variable is fitting the model. Moreover, the same analysis will be used on the independent variables after dropping some factors through the factor analyses. Thus, it will be confirmed which independent variables will stay in the model and which variables will be rejected.

Finally, the existence, nature, and strength of the relationships between the independent variables and the dependent variable will be examined through multinomial logistic regression analyses. The reason to use multinomial logistic regression analyses is that the dependent variable (entrepreneurs' success) is categorical. Using ordinary least squares (OLS) will be inadequate (Kwak and Clayton-Matthews, 2002). Measuring the dependent variables was at the ordinal level (Likert- scales). Therefore, they converted into categorical variables that has three levels (high, medium, low). Several assumptions have been met before conducting multinomial logistic regression. From these assumptions the assumption of no multicollinearity with tolerance levels ($>.1$) and VIF (< 10) for all variables. Separate regression analyses for each variable was conducted for main effects.

CHAPTER IV

DATA ANALYSES AND RESULTS

4.1. Demographic Profile Analysis

4.1.1. Age Group Analysis of Respondents

Age group is regarded as one of the success factors for the success of entrepreneurs in the literature. According to the result of the survey, 41% of respondents are between 18 to 28 years old, 35% between 29 to 39 years old, 20% of the entrepreneurs are age between 40 to 50 years old, and lastly, 4% of the entrepreneurs are age above 50 years old. This result may not represent the actual Syrian entrepreneurs' age, as it includes only 244 of the total number of Syrian entrepreneurs in Istanbul which was collected through an online questionnaire.

Table 4. 1. Summary of Age Group

| Age group | Number of respondents | Percentage (%) |
|-----------|-----------------------|----------------|
| 18 – 28 | 99 | 41% |
| 29 – 39 | 86 | 35% |
| 40 – 50 | 49 | 20% |
| Above 50 | 10 | 4% |

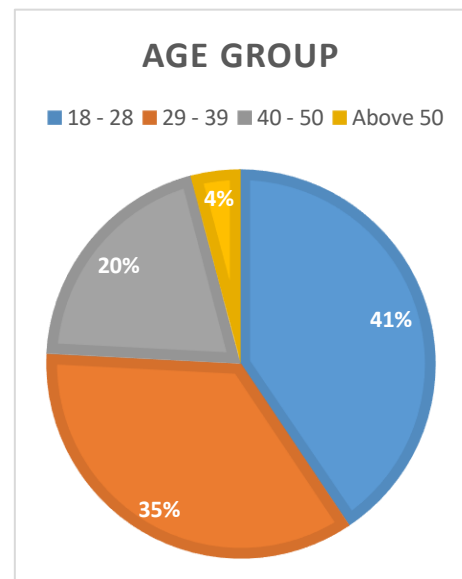


Figure 4. 1. Age Group

4.1.2. Arrival Year Analysis of Respondents

According to respondents of the survey, 41% of Syrian entrepreneurs arrived in Turkey between 2011-2012, followed by 36% of Syrian entrepreneurs who arrived in the years 2013-2014 and 16% of them have arrived in 2015-2016. The periods with the least Syrian entrepreneurs' inflow into Turkey were 2017-2018 with 4%, 2011 with 2% and 2019-2020 with only 1%.

Table 4. 2. Arrival Year to Turkey

| Arrival year | Number of respondents | Percentage (%) |
|--------------|-----------------------|----------------|
| Before 2011 | 4 | 2% |
| 2011-2012 | 100 | 41% |
| 2013-1014 | 89 | 36% |
| 2015-2016 | 38 | 16% |
| 2017-2018 | 10 | 4% |
| 2019-2020 | 3 | 1% |



Figure 4. 2. Arrival Year to Turkey

4.1.3. Gender Analysis of Respondents

According to the data collected, there are 93% male, and 7% female entrepreneurs. The finding prove Wang and Altinay study (2010) that Syrian refugee entrepreneurs are more predicted to be young males who had high education and past experience. Moreover, it has been argued that the level of women refugee entrepreneurship is low compared to men (Portes & Jensen, 1989; Alrawadieh et al, 2018). The reasons can be that refugee women have family and professional responsibilities and low level of academic training, and Turkish language (Ozturk, Serin, & Altinoz, 2019).

Table 4. 3. Gender

| Gender | Number of respondents | Percentage (%) |
|--------|-----------------------|----------------|
| Female | 16 | 7% |
| Male | 228 | 93% |

4.1.4. Education Level Analysis of Respondents

A higher level of education was perceived to be one of the success factors for entrepreneurs' success in previous studies whereas low education level was found to be one of the challenges for entrepreneurs' success. Of the respondents to the survey, 55% have a bachelor's degree-level education, followed by 19 % with a high school diploma. Master degree level respondents were 14%, while 7% were secondary school level, and just 3 % of respondents have an elementary school level, and 2% of entrepreneurs had a doctorate. This finding proves Ingev (2019) study that 67% of Syrian entrepreneurs have university degrees.

Table 4. 4. Education Level Analysis of Respondents

| Education level | Number of respondents | Percentage (%) |
|-------------------|-----------------------|----------------|
| Elementary School | 6 | 3% |
| Secondary School | 17 | 7% |
| High School | 46 | 19% |
| Bachelor's Degree | 135 | 55% |
| Master's Degree | 33 | 14% |
| Doctorate Degree | 6 | 2% |
| Associate degree | 1 | 0% |

Education Level

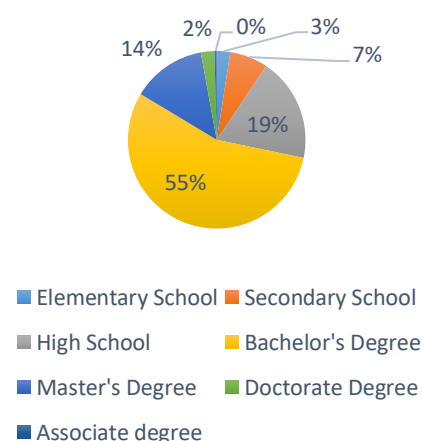


Figure 4. 3. Education Level

4.1.5. Previous Job Title, Experience, and Size of Business Analysis of Respondents

The targeted population for this study is the owner/manager and CEO of Syrian enterprises. The data collected consisted of 79% from entrepreneurs who are owners and managers at the same time for their businesses, while 12% of them were the owners of the business, 8% were managers, and 1% were CEOs of the business. Moreover, job experience affects the entrepreneurs' success. From the data analysis, only 13% of entrepreneurs do not have work experience while most of them have work experience with 87%. Besides, most of the respondents were in microenterprise businesses (73%), followed by small enterprise businesses (23%) while only (3%) were in medium-sized enterprises.

Table 4. 5. Job Title, Experience, and Size of Business

| | Number of respondents | Percentage (%) |
|---|------------------------------|-----------------------|
| Job title | | |
| Owner | 30 | 12% |
| Manger | 20 | 8% |
| owner and manger | 192 | 79% |
| CEO | 2 | 1% |
| Previous experience | | |
| Yes | 213 | 87% |
| No | 31 | 13% |
| Size of business | | |
| Microenterprises: 1 to 9 employees | 177 | 73% |
| Small enterprises: 10 to 49 employees | 56 | 23% |
| Medium-sized enterprises: 50 to 249 employees | 9 | 4% |
| Large enterprises: 250 employees or more | 1 | 0% |

4.1.6. Sector Analysis of Respondents

As the purpose of this study is to examine the success factors of Syrian entrepreneurs based on various sectors having different perspectives, the survey consists of many sectors. The respondents were 16% from Tourism, gastronomy, and leisure industry sector, followed by Construction and Real Estate (14%), Manufacturing (13%), Information and consulting (12%), Retail Trade (10%), Export & import Trade (9%), Educational Services (7%), Transportation Services, and other services (5%). The rest of the sectors were Commercial Art and Graphic Design, Agriculture (2%), Wholesale Trade, Health Care and Social Assistant, Financial Services, and Advertising (1%). According to İçduygu & Diker (2017) and Karasapan (2016), the sectors that Syrian entrepreneurs concentrate most on are restaurants, construction, trade, textile, real estate, and travel, transportation, and foodstuffs industries. In this study, there is no textiles sector.

Table 4. 6. Summary of Sectors

| Sector | Number of Respondents | Percentage (%) |
|---|------------------------------|-----------------------|
| Tourism, gastronomy, and leisure industry | 38 | 16% |
| Construction and Real Estate | 34 | 14% |
| Manufacturing | 31 | 13% |
| Information and consulting | 30 | 12% |
| Retail Trade | 24 | 10% |
| Export & import Trade | 23 | 9% |
| Wholesale Trade | 2 | 1% |
| E-commercial | 4 | 2% |
| Educational Services | 18 | 7% |
| Transportation Services | 11 | 5% |
| Commercial Art and Graphic Design | 4 | 2% |
| Agriculture | 4 | 2% |
| Health Care and Social Assistant | 3 | 1% |
| Financial Services | 2 | 1% |
| Advertising | 3 | 1% |
| Computer Programming Services | 1 | 0% |
| Other Services | 12 | 5% |
| Total | 244 | 100% |

4.2. Factor Analysis

4.2.1. Environmental Success Factors

Eleven variables of environmental success factors have been checked using factor analysis. The principal extraction method was performed. The Kaiser-Meyer-Olkin test indicated sampling adequacy with (KMO = 0.544) and Bartlett's test of sphericity was significant (Chi-Square= 204.016, $p < .05$). In addition, the communalities values for all were above .3. (Table 4.7), suggesting that all environmental success factors variables shared common variance with the other variables. Three items were extracted in the initial analysis because they have total eigenvalues larger than 1 which is a criterion of Kaiser.

The number of variables that were deleted are five due to the inability of those variables to improve the structure of a simple factor. The primary factor loading was less than .4 or acted as a cross-loading item. The deleted factors are (ESF6) host country institutional laws, (ESF7) technology, (ESF9) opportunities in the Market, (ESF10) family/friends support, and (ESF11) social networks with specialist in the same field.

Table 4. 7.Factor Loadings and Communalities for Environmental Success Factors

| Items | Rotated Factor Loadings | | | Communalities |
|--------------------------------|-------------------------|--------|--------|---------------|
| | 1 | 2 | 3 | |
| ESF3 | 0.886 | | | 0.806 |
| ESF4 | 0.873 | | | 0.799 |
| ESF1 | | 0.829 | | 0.701 |
| ESF8 | | 0.732 | | 0.67 |
| ESF2 | | | 0.812 | 0.677 |
| ESF5 | | | 0.734 | 0.65 |
| Eigenvalues | 1.926 | 1.373 | 1.004 | |
| % of variance explained | 32.099 | 22.882 | 16.741 | |

After extracting 5 factors, three groups can be determined from the environmental success factor category (ESF).

ESF Group 1: (ESF3) access to capital, (ESF4) access to information related to business

ESF Group 2: (ESF1) marketing, (ESF8) infrastructure

ESF Group 3: (ESF2) government Support, (ESF5) political Environment

4.2.2. Individual Success Factors

Factor analysis has been performed on the individual success factors category that contains 14 variables. The principal extraction method was performed. The Kaiser-Meyer-Olkin test indicated sampling adequacy with (KMO = .897) and Bartlett's test of sphericity was significant (Chi-Square=1298.253, $p < .05$). The communalities values for all were above of .3. (Table 4.8), shows that all individual success factors variables shared common variance with the other variables. Two individual success factors are extracted in the initial analysis because they have total eigenvalues larger than Kaiser's criterion of 1. The total variance of 65.524% is explained by those two factors.

Four factors were deleted. The rotated component matrix pointed out some factors less than .4 or acted as a cross-loading item. The deleted factors are (ISF7) charisma: friendliness, (ISF10) attending training programs, (ISF11) previous experiences as an entrepreneur, and (ISF14) ability to speak host country's language.

Table 4. 8. Factor Loadings and Communalities for Individual Success Factors

| Items | Rotated Factor Loadings | | Communalities |
|----------------------|-------------------------|-------|---------------|
| | 1 | 2 | |
| ISF2 | 0.87 | | 0.76 |
| ISF4 | 0.78 | | 0.674 |
| ISF5 | 0.78 | | 0.639 |
| ISF1 | 0.78 | | 0.696 |
| ISF3 | 0.77 | | 0.634 |
| ISF6 | 0.73 | | 0.653 |
| ISF8 | 0.72 | | 0.564 |
| ISF13 | | 0.84 | 0.724 |
| ISF12 | | 0.82 | 0.737 |
| ISF9 | | 0.66 | 0.472 |
| Eigenvalues | 5.242 | 1.310 | |
| % of Variance | 52.421 | 13.10 | |

Two groups of individual success factors category (ISF) are conformed after extracting four factors.

ISF Group 1: (ISF2) commitment to hard work, (ISF4) leadership and management skills, (ISF5) desire for growth, (ISF1) entrepreneurial spirit, (ISF3) risk management capabilities, (ISF6) flexibility and open-mindedness, (ISF8) confidence.

ISF Group 2: (ISF13) social status, (ISF12) age, (ISF9) educational attainment.

4.2.3. Environmental Barriers

For the nine variables of the environmental barriers category, principal components factor analysis also has been performed. The sample is adequate (KMO = .652), Bartlett's test of sphericity was significant (Chi-Square = 524.021, $p < .05$) and the communities values are larger than .3. (Table 4.9.). No variables are deleted.

Table 4. 9.Factor Loadings and Communalities for Environmental Barriers

| Items | Rotated Factor Loadings | | | Communalities |
|----------------------|-------------------------|--------|-------|---------------|
| | 1 | 2 | 3 | |
| EB5 | 0.757 | | | 0.626 |
| EB6 | 0.756 | | | 0.59 |
| EB4 | 0.678 | | | 0.518 |
| EB3 | 0.54 | | | 0.367 |
| EB8 | | 0.858 | | 0.794 |
| EB9 | | 0.779 | | 0.723 |
| EB7 | | 0.762 | | 0.656 |
| EB1 | | | 0.829 | 0.704 |
| EB2 | | | 0.802 | 0.695 |
| Eigenvalues | 2.773 | 1.717 | | |
| % of variance | 30.816 | 19.083 | | |

The variables are divided into three groups according to the factor analysis.

EB Group 1: (EB5) lack of financial support from the government or NGOs, (EB6) economic situation of the host country, (EB4) the rising price of public utilities, (EB3) access to finance.

EB Group 2: (EB8) negative perception of Syrian refugees among locals, (EB9) Negative portrayal of Syrian refugees in host Country’s media, (EB7) locals' sense of intense competition in the labor market.

EB Group 3: (EB1) local regulations, (EB2) providing sufficient resources.

4.2.4. Individual Barriers

The last factor analysis was performed on the six variables of the individual barriers category. The sample is sufficient (KMO = .612), Bartlett’s test of sphericity was significant (Chi-Square = 147.913, $p < .05$). One variable is extracted (Table 4.10.). The extracted variable is (IB5) lack of working social networks.

Table 4. 10. Factor Loadings and Communalities for Individual Barriers

| Items | Rotated Factor Loadings | | Communalities |
|----------------------|-------------------------|--------|---------------|
| | 1 | 2 | |
| IB3 | 0.804 | | 0.653 |
| IB4 | 0.8 | | 0.647 |
| IB2 | 0.701 | | 0.495 |
| IB6 | | 0.825 | 0.707 |
| IB1 | | 0.736 | 0.595 |
| Eigenvalues | 1.882 | 1.214 | |
| % of Variance | 37.635 | 24.284 | |

After extracting one barrier, two groups can be confirmed:

IB Group 1: (IB3) low level of education, (IB4) equivalence of degrees, (IB2) Host country language proficiency.

IB Group 2: (IB6) lack of sufficient demand for the goods or service, (IB1) lack of important business advice.

4.2.5. Final Factor Solution

30 variables out of 40 independent variables were kept. All tables of the final factor analysis for each of the variables can be found in (Appendix C). Changing the structure of each independent category after extracting some variables led to a change in several hypotheses.

The hypotheses that are no longer valid for this study after factor analysis are:

H1: (ESF6) host country institutional laws, (ESF7) technology, (ESF9) opportunities in the market, (ESF10) family/friends support, and (ESF11) social networks with specialist in the Same Field.

H2: (ISF7) charisma: friendliness, (ISF10) attending training programs, (ISF11) previous experiences as an entrepreneur, (ISF14) ability to speak host country's language.

H4: (IB5) lack of working social networks.

A summary of the new independent variables groups, depending on the factor analyses is shown in Table 4.11.

Table 4. 11. Summary of Final Factor Analyses

| Factor | Code of Items | Name of Items | Hypothesis | |
|--------------------|---------------|---|------------|----|
| ESF Group 1 | ESF3 | Access to capital | H1 | |
| | ESF4 | Access to information related to business | | |
| ESF Group 2 | ESF1 | Marketing | | |
| | ESF8 | Infrastructure | | |
| ESF Group 3 | ESF2 | Government support | | |
| | ESF5 | Political environment | | |
| ISF Group1 | ISF2 | Commitment to hard work | | H2 |
| | ISF4 | Leadership and management skills | | |
| | ISF5 | Desire for growth | | |
| | ISF1 | Entrepreneurial spirit | | |
| | ISF3 | Risk management capabilities | | |
| | ISF6 | Flexibility and open-mindedness | | |
| | ISF8 | Confidence | | |
| ISF Group2 | ISF13 | Social status | | |
| | ISF12 | Age | | |
| | ISF9 | Educational attainment | | |
| EB Group1 | EB5 | Lack of Financial support from the government or NGOs | H3 | |
| | EB6 | Economic situation of the host country | | |
| | EB4 | The rising price of public utilities | | |
| | EB3 | Access to finance | | |
| EB Group 2 | EB8 | Negative perception of Syrian refugees among locals | | |
| | EB9 | Negative portrayal of Syrian refugees in host Country's media | | |
| | EB7 | Locals' sense of intense competition in the labor market | | |
| EB Group 3 | EB1 | Local regulations | | |
| | EB2 | Providing sufficient resources | | |
| IB Group 1 | IB3 | low level of education | | H4 |
| | IB4 | Equivalence of degrees | | |
| | IB2 | Host country language proficiency | | |
| IB Group 2 | IB6 | lack of sufficient demand for the goods or service | | |
| | IB1 | Lack of important business advice | | |

4.3. Reliability Analysis

After extracting the variables from each independent variables category using the factor analyses, reliability analysis has been conducted first for dependent variables to examine if the scale is suitable. The scale for entrepreneurs' success, was measured on three questions (ESM01) "satisfaction on the business performance", (ESM02) "years of survival", (ESM03) "expected growth". However, the scale was not reliable with Cronbach's $\alpha < .4$. Therefore, ESM02 questions "years of survival" was deleted. After deleting ESM02, Cronbach's α was moderate reliable, with .538. According to Hinton, McMurray, & Brownlow (2014), (Cronbach's α of 0.90 and above) states excellent reliability, (0.70 to .90) states high reliability, (0.50 to .70) states moderate reliability, and (0.50 and below) states low reliability. Furthermore, Nunnally (1978) and Hajjar (2014) pointed out that reliability between 0.5 and 0.6 is considered acceptable.

Thereafter, a new scale of entrepreneurs' success is computed into one variable. Before conducting a multinomial logistic regression, the scale of entrepreneurs' success transformed into a categorical variable with three-levels: High success, mediocre success, low success.

The same reliability analysis has been conducted for the recently formed groups of independent variables. The scale for the variables ESF Group 1, ISF Group1, ISF Group2, EB Group 2 have high reliability (Cronbach's α 0.70 to .90), and the scale for EB Group1, EB Group 3, IB Group 1 are moderately reliable (Cronbach's α 0.50 to .70). As a result, the variables in those seven scales were each computed into a separate variable. The scale for ESF Group 2, ESF Group 3, and IB Group 2 have low reliability (Cronbach's α 0.50 and below). Therefore, these three scales could not be computed into separate variables and the Cronbach's alpha would not enhance through removing more variables. Table 4.12. presents a summary of the reliability analyses for the independent variables and the reliability analysis presented in Appendix D.

Table 4. 12. Summary of Reliability Analyses for Independent Variables

| Items | Code of Items | Name of Items | N | α |
|-------------|---------------|---|-----|----------|
| ESF Group 1 | ESF3 | Access to capital | 244 | 0.716 |
| | ESF4 | Access to information related to business | | |
| ESF Group 2 | ESF1 | Marketing | 244 | 0.484 |
| | ESF8 | Infrastructure | | |
| ESF Group 3 | ESF2 | Government support | 244 | 0.451 |
| | ESF5 | Political environment | | |
| ISF Group1 | ISF2 | Commitment to hard work | 244 | 0.899 |
| | ISF4 | Leadership and management skills | | |
| | ISF5 | Desire for growth | | |
| | ISF1 | Entrepreneurial spirit | | |
| | ISF3 | Risk management capabilities | | |
| | ISF6 | Flexibility and open-mindedness | | |
| | ISF8 | Confidence | | |
| ISF Group2 | ISF13 | Social status | 244 | 0.722 |
| | ISF12 | Age | | |
| | ISF9 | Educational attainment | | |
| EB Group1 | EB5 | Lack of Financial support from the government or NGOs | 244 | 0.663 |
| | EB6 | Economic situation of the host country | | |
| | EB4 | The rising price of public utilities | | |
| | EB3 | Access to finance | | |
| EB Group 2 | EB8 | Negative perception of Syrian refugees among locals | 244 | 0.748 |
| | EB9 | Negative portrayal of Syrian refugees in host Country's media | | |
| | EB7 | Locals' sense of intense competition in the labor market | | |
| EB Group 3 | EB1 | Local regulations | 244 | 0.614 |
| | EB2 | Providing sufficient resources | | |
| IB Group 1 | IB3 | low level of education | 244 | 0.67 |
| | IB4 | Equivalence of degrees | | |
| | IB2 | Host country language proficiency | | |
| IB Group 2 | IB6 | lack of sufficient demand for the goods or service | 244 | 0.376 |
| | IB1 | Lack of important business advice | | |

As a result, ESF Group 2, ESF Group 3, and IB Group 2 are also removed before conducting the regression due to having low Cronbach's α . The remaining seven groups are used in the multinomial logistic regression.

4.4. Descriptive Statistic

After the reliability analysis, the relationship between the dependent variable and seven independent variables has been checked. The independent variables are: (ESF Group 1) Environmental success factors group, (ISF Group 1) individual success factors group 1, (ISF Group 2) individual success factors group 2, (EB Group1) environmental barriers group 1, (EB Group 2) environmental barriers group 2, (EB Group 3) environmental barriers group 3, (IB Group 1) individual barriers group 1. Descriptive statistics of seven predictors are shown in Table 4.13. and more extensively in Appendix E.

Table 4. 13. Descriptive Statistic

| Variables | N | Mean | SD |
|------------------|----------|-------------|-----------|
| ESF_GR1 | 244 | 3.27 | .861 |
| ISF_GR1 | 244 | 3.6599 | .65209 |
| ISF_GR2 | 244 | 3.3140 | .50303 |
| EB_GR1 | 244 | 3.6547 | .41622 |
| EB_GR2 | 244 | 3.0656 | .76186 |
| EB_GR3 | 244 | 3.471 | .6409 |
| IB_GR1 | 244 | 3.3305 | .43464 |

4.5. Multinomial Logistic Regression

Multinomial logistic regression was conducted to evaluate the relationship between the surviving independent variables and entrepreneurs' success that divided into three categories: high, medium, and low. 0.05 level of significance was used. The independent variables are a 5-point Likert- scale.

The fit of the model after adding independent variables is (LR χ^2 (14) = 24.565, $p < .05$) which indicate at least one population slope is non-zero. Besides, pseudo R2 (Nagelkerke R2=0.122), stating that the full model represents a 12.2 % improvement in fit relative to the null model. As indicated in Table 14.14 Individual barriers group 1 contribution to the model (Appendix F).

Table 4. 14. Likelihood Ratio Tests

| Variable | χ^2 | Df | P>chi2 |
|----------|----------|----|--------|
| ESF_GR1 | 3.785 | 2 | .151 |
| ISF_GR1 | .538 | 2 | .764 |
| ISF_GR2 | 2.164 | 2 | .339 |
| EB_GR1 | .037 | 2 | .982 |
| EB_GR2 | 3.094 | 2 | .213 |
| EB_GR3 | .012 | 2 | .994 |
| IB_GR1 | 8.263 | 2 | .016 |

The reference category was medium entrepreneurs' success. Therefore, we have two parameters for each independent variable. Separate regression analyses for each variable was conducted for main effects. Table 4.15 below represents the parameter estimates and see also Appendix F more details.

Table 4. 15. Parameter Estimates

| Variable | Medium vs. | B(SE) | OR |
|-----------------|-------------------|---------------|-----------|
| ESF_GR1 | High | 0.399(.161)* | 1.49 |
| | Low | (-.213).355 | 0.808 |
| ISF_GR1 | High | -.306(.212) | .736 |
| | Low | .385(.499) | 1.470 |
| ISF_GR2 | High | -.028(.280) | .972 |
| | Low | 1.364(.631)* | 3.913 |
| EB_GR1 | High | .057(.332) | 1.059 |
| | Low | -.057(.843) | .945 |
| EB_GR2 | High | -.367(.185)* | .693 |
| | Low | .232(.451) | 1.261 |
| EB_GR3 | High | .124(.215) | 1.131 |
| | Low | -.248(.520) | .780 |
| IB_GR1 | High | .654(.356) | 1.924 |
| | Low | 2.028(.693)** | 7.599 |

Note: OR = odds ratio, * p < .05, ** p < .01

The medium success group was compared with the high success group, two independent variables (environmental success factors group 1 and environmental barriers group 2) showed significant parameters. The odds of being in the high success for entrepreneurs, instead of medium success, increased by 49% for each increase in environmental success factors group 1, and decreases by 30.7% for each increase in the environmental barriers group 2.

Moreover, two independent variables (Individual success factors group 2, Individual barriers group 1) stated a significant parameter with low entrepreneurs' success group

constricting with the medium group. For each increase in the individual success factors group 1, the odds of being in the low success group instead of medium success group increase with 219.3%. For each increase in individual barriers group 1, the odds of having the low success group instead of the medium success group increases with 659.9%.

According to these results, some hypotheses can be supported. Table 4.16 shows an overview of the hypothesis results.



Table 4. 16. Summary of Hypotheses

| Hypothesis & Items name | | Conclusion |
|--|--|---------------------|
| H1 | Syrian entrepreneurs' success is influenced positively by eleven environmental success factors | |
| ESF Group 1 (Environmental success factors group 1) | (ESF3) Access to capital | Supported |
| | (ESF4) Access to information related to business | |
| H2 | Syrian entrepreneurs' success is influenced positively by fourteen individual success factors | |
| ISF Group 1 (Individual success factors group 1) | (ISF2) Commitment to hard work | Not supported |
| | (ISF4) Leadership and management skills | |
| | (ISF5) Desire for growth | |
| | (ISF1) Entrepreneurial spirit | |
| | (ISF3) Risk management capabilities | |
| | (ISF6) Flexibility and open-mindedness | |
| | (ISF8) Confidence | |
| ISF Group2 (Individual success factors group 2) | (ISF13) Social status | Partially supported |
| | (ISF12) Age | |
| | (ISF9) Educational attainment | |
| H3 | Syrian entrepreneurs' success is influenced negatively by ten environmental barriers | |
| EB Group1 (Environmental barriers group 1) | (EB5) Lack of Financial support from the government or NGOs | Not supported |
| | (EB6) Economic situation of the host country | |
| | (EB4) The rising price of public utilities | |
| | (EB3) Access to finance | |
| EB Group 2 (Environmental barriers group 2) | (EB8) Negative perception of Syrian refugees among locals | Supported |
| | (EB9) Negative portrayal of Syrian refugees in host Country's media | |
| | (EB7) Locals' sense of intense competition in the labor market | |
| EB Group 3 (Environmental barriers group 3) | (EB1) Local regulations | Not supported |
| | (EB2) Providing Sufficient resources | |
| H4 | Syrian entrepreneurs' success is influenced negatively by six individual barriers | |
| IB Group 1 (Individual barriers group 1) | (IB3) Low level of education | Supported |
| | (IB4) Equivalence of degrees | |
| | (IB2) Host country language proficiency | |

CHAPTER V

DISCUSSION AND CONCLUSIONS

In the following chapter, the interpretation of the result, conclusions, recommendations, limitations, and future research are drawn.

5.1. Interpretation of Results

The success factor and barriers groups that were deemed to be reliable with Cronbach's Alpha ($\alpha > 0.50$) are seven groups. Those seven groups can be used to identify the success factors and barriers of Syrian entrepreneurs in Turkey.

5.1.1. Environmental Success Factors Group 1

Environmental success factors group 1 is from the environmental success factors that were used in this study and affect the entrepreneurs' success. There are two success factors within this group (see Table 5.1), which are access to capital and access to information related to business.

As discussed earlier, previous studies determined (ESF3) access to capital as a success factor for ethnic or refugee entrepreneurs (Grey et al., 2004; Sequeira & Rasheed, 2006; Bristol-Faulhammer, 2017, Fong et al., 2007). Especially, most of the refugees face difficulty accessing traditional methods of financing (Fong et al., 2007). Here their creativity in using other avenues to finance their new business is a challenge that makes their success more valuable.

The second success factor from this group is (ESF4) access to information related to business. This finding proves the studies of Gatewood et al. (1995), Mehralizadeh & Sajady (2005), Lee (2016) that found that access to information about the business is significant to understand market behavior and industry.

Table 5. 1. Summary of the Environmental Success Factors Group 1

| Environmental Success Factors Group 1 |
|--|
| (ESF3) Access to capital |
| (ESF4) Access to information related to business |

5.1.2. Individual Success Factors Group 1

This group is from the individual success factors that influence the success of entrepreneurs. Seven success factors are contained in this group (see Table 5.2).

Starting with (ISF2) commitment to hard work, some studies perceived commitment to hard work to be the success factor for refugee entrepreneurs. This finding proves the study of Bristol-Faulhammer, (2017) that the refugee entrepreneurs' respondents to the interviews regarded commitment to hard work as a very helpful factor in the success.

The second individual success factor from this group is (ISF4) leadership and management skills. This factor is also considered a factor that may affect the success of Syrian entrepreneurs. As mentioned in the study of Krasniqi & Tullumi (2013) that contains 256 small business owners, risk management is one of the very important success factors for their success.

The third factor that affects an entrepreneurs' success in this study is (ISF5) desire for growth based on the reliability analysis. Desire for growth was also one of the success factors for refugee entrepreneurs in several studies. These studies confirmed the harmonious relationship between the desire for growth and entrepreneurship (Bristol-Faulhammer, 2017; Fong et al., 200; and Johnson, 1986).

The fourth success factor is (ISF1) entrepreneurial spirit. Having an entrepreneurial spirit was found to a greater extent among refugees (Fong et al., 2007), and is the reason to consider the entrepreneurial spirit one of the success factors.

The fifth success factor in this group is (ISF3) risk management capabilities. The study of Boakye (2017) also showed that risk management is considered a central factor of any business's strategic management.

The sixth factor in this group is (ISF6) flexibility and open-mindedness. This factor may be important for Syrian entrepreneurs in this study, especially, this factor enables entrepreneurs to adapt to any change, make a decision, and take action without having particular information (Olien 2012). Many other studies also prove that this factor is important to the success of entrepreneurs.

The seventh success factor is (ISF8) confidence. This factor can be confirmed by a previous study done by Ramadani (2015) indicating that self-confidence is one of the success factors for women entrepreneurs, and by Fong et al. (2007) for refugee entrepreneurs.

Table 5. 2. Summary of Individual Success Factors Group 1

| Individual success factors group 1 |
|---|
| (ISF2) Commitment to hard work |
| (ISF4) Leadership and management skills |
| (ISF5) Desire for growth |
| (ISF1) Entrepreneurial spirit |
| (ISF3) Risk management capabilities |
| (ISF6) Flexibility and open-mindedness |
| ISF8) Confidence |

5.1.3. Individual Success Factors Group 2

Individual success factors group 2 is the second group of individual success factors and was chosen for this study and divided depending on the factor analysis. There are three factors in this group (see Table 5.3).

(ISF13) Social status is the first success factor in this group that may have an impact on the Syrian entrepreneurs' success. The effect of this factor has been examined in another study, and the finding is that entrepreneurs who have a positive social status can raise their level of success (Vallone, 2008).

The second factor is (ISF12) Age. Based on the result of this study, 41% of respondents are between 18 to 28 years old, 35% between 29 to 39 years old, 20% is for

entrepreneurs that there are between 40 to 50 years old, and lastly 4% is just for entrepreneurs of age above 50 years old. This finding almost corresponds to previous studies that regarded age as a success factor of entrepreneurs. One of these studies argued that people between the age of 25 and 44 have the highest probability of participating in entrepreneurial work (Reynolds et al, 2000), and the probability that younger entrepreneurs will be more risk-takers and inventors when developing their businesses (Sefiani, 2013).

(ISF9) Educational attainment is the last success factor in this group. This finding agreed with Bristol-Faulhammer's (2017) study that claimed that entrepreneurs with low education levels found it more difficult to acquire clients or find an occupation suitable to their skills, and educated individuals are more inventive and they are always searching for anything uncommon to meet a demand or desire (Chowdhury et al., 2013).

Table 5. 3. Summary of Individual Success Factors Group 2

| Individual success factors group 2 |
|---|
| (ISF13) Social status |
| (ISF12) Age |
| (ISF9) Educational attainment |

5.1.4. Environmental Barriers Group 1

Environmental barriers group 1 is from environmental barriers selected in this study and divided based on the factor analysis. This group contains four environmental barriers (see Table 5.4).

The first barrier that affects the Syrian entrepreneurs' success in this group is (EB5) lack of financial support from the government or NGOs. This finding was supported by Demir's (2018) study about Syrian entrepreneurs. The study confirmed the lack of financial support from the government or non-governmental institutions for Syrian entrepreneurs.

(EB6) the economic situation of the host country is the second barrier in this group. The economic crisis that happened in Turkey between 2018 and 2019 affected

vulnerable Syrian refugees and host countries (FAO, 2019; Leghtas, 2019; kirişçi & Kolasin, 2019).

(EB4) the rising price of public utilities is another barrier that affects Syrian entrepreneurs in this study. This was proved in the findings of Demir (2018). The rising prices of utilities in Istanbul have a negative influence on Syrian entrepreneurs' profits and business processes.

Lastly, (EB3) access to finance affects the success of entrepreneurs negatively. One of the critical barriers Syrian entrepreneurs are facing is accessing bank loans (Güven et al., 2018; FAO, 2019; Slobig, 2017; Ingev, 2019; Alrawadieh et al, 2018).

Table 5. 4. Summary of Environmental Barriers Group 1

| Environmental barriers group 1 |
|---|
| (EB5) Lack of Financial support from the government or NGOs |
| (EB6) Economic situation of the host country |
| (EB4) The rising price of public utilities |
| (EB3) Access to finance |

5.1.5. Environmental Barriers Group 2

Environmental barriers group 2 is also for environmental barriers that effect the entrepreneurs' success. There are three barriers in this group (see Table 5.5).

(EB8) negative perception of Syrian refugees among locals is the first barrier in the second group of environmental barriers in this study. This proved the findings of Leghtas (2017) and Memişoğlu's (2018) studies that Syrians see their existence negatively recognized by the host community, which in turn affects their social and economic lives.

The second barrier from this group is (EB9) negative portrayal of Syrian refugees in host Country's media. As claimed by Memişoğlu (2018), the role of Turkish media was reinforcing stereotypes against Syrian refugees and ignoring their success stories, which in turn leads Turkish people to see them with fearful eyes instead of building social bridges between both communities (Memişoğlu, 2018).

(EB7) locals' sense of intense competition in the labor market is the last barrier in this group. According to the Syrian Economic Forum (2018), a competition between companies and suppliers on the price in the Turkish economy can be a barrier for Syrian entrepreneurs. The reason is that Syrian are used to the monopoly of products and government intervention in the price setting. Therefore, the Syrian entrepreneurs have to enter the competition in the Turkish market and to be in direct encounter with Turkish merchants and investors who have larger financial capacity than Syrian ones and will not accept any new business, which may be a competing business, to enter the market.

Table 5. 5. Summary of Environmental Barriers Group 2

| Environmental barriers group 2 |
|---|
| (EB8) Negative perception of Syrian refugees among locals |
| (EB9) Negative portrayal of Syrian refugees in host Country's media |
| (EB7) Locals' sense of intense competition in the labor market |

5.1.6. Environmental Barriers Group 3

Environmental barriers group 3 is another group from the environmental barriers of refugee entrepreneurs. There are two barriers in this group (see Table 5.6).

The first barrier that affects the entrepreneurs negatively in the third environmental barriers group is (EB1) Local regulations. This finding has been proved in many studies (Tepa, 2019; Alrawadieh et al, 2018; (Kirişçi & Kolasin 2019, and Güven et al 2018; Ingev, 2019; and Kachkar, 2019).

(EB2) providing sufficient resources is another barrier that influences entrepreneurs' success in this study. Fong et al. (2007) and Bristol-Faulhammer (2017) also stated that this barrier is one of the barriers to refugee entrepreneurial start.

Table 5. 6. Summary of Environmental Barriers Group 3

| |
|---------------------------------------|
| Environmental barriers group 3 |
| (EB1) Local regulations |
| (EB2) Providing Sufficient resources |

5.1.7. Individual Barriers Group 1

Individual barriers group 1 is from the individual barriers category that affect the entrepreneurs' success. This group contains three barriers. (See Table 5.7)

The first individual barrier in this group is (IB3) low level of education. This study supports several studies that argued that a low level of education is a barrier for Syrian refugees (Dincer, Karayilan, & Cifci, 2017; Memişoğlu, 2018; Shinnar & Nayır, 2019; Kirişçi & Kolasin, 2019; Ingev, 2019). However, according to a Red Crescent survey, more than half of Syrians refugees who were tested are either not educated or only finished primary school (Red Crescent survey, n.d.). This result differs from the current study result. The reason can be that this study did the survey with only entrepreneurs, not the whole community of Syrian refugees.

(IB4) equivalence of degrees is the second barrier in this group, especially for low education level where there is a problem with degree equivalence. Therefore, they cannot work formally (Red Crescent survey, n.d).

The last barrier in the individual barriers group is (IB2) Host country language proficiency. The finding proves Hürriyet Daily News (2018) result that a great number of Syrian refugees did not know the Turkish language (Hürriyet Daily News, 2018).

Table 5. 7. Summary of Individual Barriers Group 1

| |
|---|
| Individual barriers group 1 |
| (IB3) Low level of education |
| (IB4) Equivalence of degrees |
| (IB2) Host country language proficiency |

5.1.8. Measuring the Relationship between Seven Independent Variables and Entrepreneurs' Success

Depending on p-value (<0.05 and <0.01), the success factors and barriers groups that prove a significant relation to entrepreneurs' success are environmental success factor group 1, individual success factor group 2, environmental barriers group 2, and individual barriers group 1.

Environmental success factor group 1 influences the success of the Syrian entrepreneurs positively. Thus, there is a significant relationship between them. The finding is supported by Lee (2016) and Fong et al.'s, (2007) studies.

Individual success factor group 2 was significant but it affects the low success instead of high success. Therefore, this independent variable group is partially supported. The factors of this group are social status, age, and educational attainment. The negative effect of this group may be because of several reasons. First of all, the respondents on the survey may do not understand the meaning of social status or see their social status, even if it was good but still not reaching local entrepreneurs' social hierarchy in order to consider this factor as a success factor. Secondly, as Syrian entrepreneurs are not in their country, their age will not affect their success. They should start their business to survive whatever their age. Finally, some entrepreneurs' respondents said that their business sector is not related to their education major or level. They just worked before and got experience then they started their business depending on their experience rather than their educational attainment.

Environmental barriers group 2 influences the success of the Syrian entrepreneurs negatively. Memişoğlu (2018) and Leghtas (2017) support this finding.

Individual barriers group 1 influences the success of the Syrian entrepreneurs negatively. The studies that support this finding are (Memişoğlu, 2018; Ingev, 2019; and Red Crescent survey, n.d.).

There are variables that do not show a significant relationship with the entrepreneurs' success in this study but they are significant in the findings of several other studies. The reasons can be that Syrian refugee entrepreneurs in Turkey may face different

conditions, opportunities, and regulations from the refugees in different countries, which makes their success factors and barriers not to be the same for all countries.

Table 5. 8. Summary of the Result

| | Items | P-value |
|--|--|----------------|
| Environmental Success Factors Group 1 | (ESF3) Access to capital | 0.013 |
| | (ESF4) Access to information related to business | |
| Individual success factors group 2 | (ISF13) Social status | 0.031 |
| | (ISF12) Age | |
| | (ISF9) Educational attainment | |
| Environmental barriers group 2 | (EB8) Negative perception of Syrian refugees among locals | 0.047 |
| | (EB9) Negative portrayal of refugees in host Country's media | |
| | (EB7) Locals' sense of intense competition in the labor market | |
| Individual barriers group 1 | (IB3) Low level of education | 0.003 |
| | (IB4) Equivalence of degrees | |
| | (IB2) Host country language proficiency | |

5.2. Conclusion

Increasing the number of refugees who have different needs, factors, and barriers, besides their different conditions that led to not consider them as temporary refugees required a bigger concentrate on refugee economic engagement in host countries. Entrepreneurship is a promising solution to achieve a successful engagement of refugees into the host society and refugee entrepreneurs playing a role in the economic growth of host countries. Investigating the success factors and barriers of Syrian entrepreneurs in Turkey were the main objectives of this study.

The author has carefully analyzed previous literature about the success factors of entrepreneurs and barriers of refugee entrepreneurs. This paper depended on previous researchers' work to choose and reorganize forty predictors. Those predictors divided into twenty-five success factors variables in two categories (environmental success factors and individual success factors) and sixteen barriers variables in two categories

(environmental barriers and Individual barriers). The measurement of entrepreneurs' success was performed based on non-financial indicators.

The results of this study determined one success factor group (environmental success factor group one) and two barrier groups (environmental barrier group2 and individual barrier group 1) to be major contributors to the success of Syrian entrepreneurs in Turkey. These groups include (ESF Group1) access to Capital, access to information related to Business, (EB Group 2) negative perception of Syrian refugees among locals, Negative portrayal of Syrian refugees in host Country's media, and locals' sense of intense competition in the labor market, and (IB Group 1) low level of education, Equivalence of degrees, and Host country language proficiency.

However, individual success factors group 2 is significant but negatively on the success of Syrian entrepreneurs. The factors group includes (ISF Group 2) Educational attainment, Age, and Social status. Thus, considering this result, this study aims in helping refugee entrepreneurs in general and Syrian entrepreneurs in Turkey specifically, to survive and avoid the possibility of failure.

5.3. Recommendations

Some recommendations have been suggested in order to support refugee entrepreneurs based on the findings of the current study.

1- Support entrepreneurs more by government agencies through facilitating the regulations that prevent them from the continuity in their business such as a condition of getting a work permit. One of the respondents raised this issue by replying via email to give more details. He asserted that,

“An entrepreneur needs in order to keep going the work to obtain a work permit in Turkey and residence is not enough and often there is a conflict between them. Obtaining a work permit required the residency and capital or large profits ... etc, and the work stops in some departments because there is no work permit”.

2- Clarifying the regulations and documents needed to establish a business for refugees with low education levels and facilities the process of the degree equivalence for refugees who need that for their job.

3- Support entrepreneurs more by non-governmental organizations in terms of enhancing their entrepreneurial ideas.

4- The language barrier can be reduced by doing more effort to learn the Turkish language, which in turn will help the refugee to understand the Turkish business environment and the Turkish community.

5- Establishing awareness media campaigns aimed at focusing on the benefits of the economic engagement between refugees and locals.

6- Increase the number of workshops that bring both Syrian and Turkish entrepreneurs together in order to have an opportunity to integrate their work in such a way that achieves benefits for both parties.

7- Refugee entrepreneurs should pay attention to the host country's economic policies. The thing that will reduce the obstacles that refugee entrepreneurs are facing with local entrepreneurs.

5.4. Implication of Research

5.4.1. Theoretical Implication

The theoretical framework of this study is based on critically examined literature reviews on both the success factors and barriers of entrepreneurs. The hypotheses that are tested in this study are to check the relationship the relationship on the success factors and barriers that affect refugee entrepreneurs' success.

5.4.2. Practical Implication

The findings of the study can be a guide to the person who intends to become an entrepreneur. This study has emphasis on the important success factors and barriers affecting the entrepreneurs' success. It allows policymakers to structure entrepreneurship strategies and programs enhancing more economic engagement of refugee entrepreneurs in host countries and entrepreneurship development. This study also is a call to the humanitarian organizations to make more support regarding the entrepreneurship activities of refugees. It also enables stakeholders to know the real potential characteristics of refugees' entrepreneurs and invest in them. Moreover, this paper makes an important contribution to the understanding of the success factors for the entrepreneurs by examining expected success factors and barriers influencing refugee entrepreneurs from various sectors into the entrepreneurs' success indicators structured by non-financial perspectives. Therefore, the findings can help to improve

the performance of refugee entrepreneurs by providing success factors and remove the barriers that may affect their success.

5.5. Limitations and Future Research

Some limitations have been faced in this study due to time constraints and the spread of coronavirus disease (COVID-19), and need to be overcome in the future. Firstly, the respondents' number for this study was (N=244) which is sufficient for the validity and reliability of the collected data. However, increasing the number of responses would probably lead to more inclusive and precise results.

Secondly, the unit of analysis in this study was restricted to Syrian entrepreneur respondents from Istanbul. This provides an opportunity for future research to examine correspond in the current study results with the results from different cities in Turkey or from different countries having refugees. Moreover, the study targeted cross-sector industries, future research can concentrate on a specific industry.

Furthermore, future studies can use financial measurements for entrepreneurs' success with nonfinancial ones and also study the effect each factor separately on the entrepreneurs' success instead of computed them to examine if the result can be different. Using some variables as control variables (age and work experience) also can be an additional analysis for future research to see the effects and compared with the study model. Besides, applying a mixed-method approach rather than one approach for future research would provide more holistic knowledge on the success factors and barriers of refugees.

Lastly, as this study focused on the two categories for success factors and two categories for barriers, future research may study different categories for success factors and barriers that can affect the refugee entrepreneurs' success.

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APPENDIXES

APPENDIX A

Survey (Arabic)

جامعة ابن خلدون (اسطنبول)

أتوجه إلى أصحاب الأعمال والمشاريع التجارية من اللاجئين السوريين المقيمين على الأراضي التركية بشكل قانوني لمعرفة أوضاعهم في الأسواق التركية من حيث

- ١- معرفة مدى إمكانية حصول اللاجئين السوريين على تسهيلات قانونية تساعدهم في البدء بمشاريعهم التجارية الخاصة بهم
- ٢- ما أهم العوامل التي تساعد في نجاح رواد الأعمال
- ٣- ما إمكانية البقاء في الأسواق التركية، وما هي الأمور المحتملة التي يمكن أن تقف عائقاً في استمرارية بقائهم

وذلك من خلال استبيان مؤلف من أربعة أقسام؛ ليتم تضمينه والاستفادة منه في بحث علمي مقدم لنيل درجة الماجستير في الاقتصاد. وللإشارة لكل المعلومات المقدمة لن تستخدم إلا لأغراض البحث العلمي في جامعة ابن خلدون (اسطنبول) قد تستغرق الإجابة عن كل الأسئلة حوالي عشر دقائق، كما سيتم التعامل مع جميع الاجوبة بسرية تامة ولن يتم الكشف عن هوية المجيبين. أشكرك مسبقاً على وقتك

ملاحظة

هذا الاستبيان مخصص لرواد الاعمال السوريين الذين قاموا بمشروعهم في اسطنبول أو يحاولون البدء فيه، لذلك يرجى عدم تعبئة الاستبيان اذا لم تكن واحدا منهم

القسم الأول: المعلومات العامة

١- الجنس *

ذكر

أنثى

عدم الإجابة

٢- العمر *

٢٨-١٨

٣٩-٢٩

٥٠-٤٠

٥٠+

٣- الحالة الاجتماعية *

عازب(ة)

متزوج(ة)

ارمل(ة)

مطلق(ة)

منفصل(ة)

٤- المستوى العلمي *

المرحلة الابتدائية

المرحلة المتوسطة

المرحلة الثانوية

المرحلة الجامعية

ماجستير

دكتوراه

أخرى :

٥- العام الذي قدمت فيه إلى تركيا *

٢٠١٢-٢٠١١

٢٠١٤-٢٠١٣

٢٠١٦-٢٠١٥

٢٠١٨-٢٠١٧
٢٠٢٠-٢٠١٩
أخرى:

٦- نوع إقامتك في تركيا *

لاجئ (ة)
طالب(ة)
عمل
سياحية
جنسية تركية
أخرى:

القسم الثاني: معلومات العمل

*نوع المشروع - ١

تجارة بيع بالتجزئة (مثال: دكان هواتف، ألبسة...)
صناعة (مثال: صناعة الأحذية...)
نقل (مثال: سيارة أجرة)
سياحة، أكل، مطاعم، الترفيه
المعلوماتية والاستشارات
القطاع الطبي (طبيب، صيدلية...)
التعليم
البناء والعقارات
الخدمات المالية
الزراعة
أعمال حرّة (خياطة، تصليح سيارات، نجار، كهرباء...)
أخرى:

* هل لديك تجارب سابقة بعملك؟ - ٢

نعم
لا

*المسمى الوظيفي - ٣

صاحب مال
مدير
مدير وصاحب المال
أخرى:

*عمر المشروع - ٤

أقل من سنة
من سنة إلى سنتين
من ثلاث سنوات إلى أربع سنوات
أخرى:

*حجم المشروع - ٥

شركة صغيرة جدا: ١-٩ عامل
شركة صغيرة: ١٠-٤٩ عامل
شركة متوسطة: ٥٠-٢٤٩ عامل
شركة كبيرة: ٢٥٠ عامل فما فوق

رأس المال الأولي بالليرة التركية - ٦

*مصدر رأس المال الأول - ٧

منحدرات شخصية
مساعدة من العائلة
مساعدة من الأصدقاء
اقتراض من المصرف
شراكة
أخرى:

كم عدد الموظفين السوريين و العرب في مشروعك؟ ٨-

كم عدد الموظفين الاتراك في مشروعك؟ ٩-

*كيف يمكنك تقييم نجاح مشروعك في آخر سنة؟ ١٠-

جيد جدا

جيد

متوسط

سيء

سيئ جدا

كيف تتوقع سير مشروعك خلال العام القادم؟ ١١-

في ازدياد

ثابت

يتراجع

القسم الثالث: عوامل نجاح رواد الأعمال السوريين

*الى أي مدى ساعدتك هذه العوامل البيئية في نجاح مشروعك الخاص في البداية؟ ١-

مفيدة كثيرا, 5-مفيدة, 4- حيادي, 3- لم أراها مفيدة كثير, 2- لم أراها مفيدة اطلاقا]-

تسويق مبيعات

دعم الحكومي

إمكانية الحصول على رأس المال

إمكانية الحصول على المعلومات المتعلقة بالمشروع

البيئة السياسية

القوانين المؤسسية التركية

التكنولوجيا

البنية التحتية

الفرص المتاحة في سوق العمل

دعم الأسرة والأصدقاء

وجود علاقات عمل مع متخصصين في نفس المجال

*الى أي مدى ساعدتك هذه العوامل الشخصية في نجاح مشروعك الخاص في البداية؟ ٢-

1- لم أراها مفيدة اطلاقا, 2- لم أراها مفيدة كثير, 3- حيادي, 4-مفيدة, 5-مفيدة كثيرا

5 4 3 2 1

امتلاك روح ريادية

المثابرة على العمل

امتلاك قدرات ادارة المخاطر

امتلاك قدرات القيادة والادارة

الرغبة في التطور

اليونة والعقل المنفتح

الكاريزما: الود

الثقة

التحصيل العلمي

حضور دورات تدريبية

التجارب السابقة كرائد أعمال

العمر

المركز الاجتماعي

إمكانية التحدث باللغة التركية

القسم الرابع: التحديات التي واجهت أو تواجه رواد الأعمال السوريين في تركيا

١ -يرجى قراءة العبارات بعناية واختيار الوصف المناسب للحالة الآتية*

1-لا أوافق اطلاقا, 2- لا أوافق, 3-حيادي, 4- أوافق, 5- أوافق كليا

5 4 3 2 1

تعيق القوانين التركية تأسيس رواد الأعمال لمشروعهم بشكل ناجح

لدى رواد الأعمال مشكلة في تأمين الموارد الكافية لمشروعهم

من الصعب على رواد الأعمال الحصول على قرض مصرفي لتغطية نفقات المشروع

يرفض رواد الأعمال التعامل مع المصارف لأسباب دينية

يتأثر رواد الأعمال سلباً من ارتفاع أسعار المرافق العامة
لا يوجد دعم مالي من الحكومة أو المنظمات غير الحكومية لرواد الأعمال
تأثر رواد الأعمال سلباً من الأوضاع الاقتصادية في تركيا
شعور الأتراك بالمنافسة الشديدة في سوق العمل أثر سلباً على عمل رواد الأعمال
النظرة سلبية عن اللاجئين السوريين لدى أكثر الأتراك أثرت على عمل رواد الأعمال
النظرة سلبية عن اللاجئين السوريين في الاعلام التركي
٢ -يرجى قراءة العبارات الآتية بعناية واختيار الوصف المناسب للحالة الآتية *

1- لا أوافق إطلاقاً, 2- لا أوافق, 3-حيادي, 4- أوافق, 5- أوافق كلياً

5 4 3 2 1

الصعوبة في الحصول على النصائح المهمة حول العمل تشكل عائقاً أمام نجاح رواد الأعمال
المقومات اللغوية الغير كافية تشكل عائقاً أمام نجاح رواد الأعمال
مستوى التعليمي المنخفض يشكل عائقاً أمام نجاح رواد الأعمال
المشكلة في معادلة الشهادات في تركيا تشكل عائقاً أمام نجاح رواد الأعمال
قلة علاقات العمل في تركيا تشكل عائقاً أمام نجاح رواد الأعمال
عدم وجود طلب كافٍ للبضاعة أو الخدمة التي يقدمها رواد الأعمال تشكل عائقاً أمام نجاحهم

شكراً جزيلاً لمشاركتكم القيمة. إذا كنتم ترغبون بمعرفة المزيد حول البحث والنتائج أو كان لديكم أي أسئلة أو تعليقات فلا تترددوا بالتواصل معي
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APPENDIX B

Survey (English)

Ibn Haldun University (Istanbul)

I address the legal business owners from the Syrian refugees residing in Turkey to know their situation in the Turkish markets in terms of:

- 1- Knowing the extent of Syrian refugees' ability to obtain legal facilities that help them start their businesses.
- 2- What are the most important factors that help the success of entrepreneurs?
- 3- What is the possibility of survival in the Turkish markets, and what are the potential things that could hinder the continuity of their existence.

This will be done through a questionnaire consisting of four sections. To be included and utilized in a scientific research submitted for a master's degree in Economics. Note that all the information provided will be used only for scientific research at Ibn Haldun University (Istanbul).

It may take about ten minutes for all questions to be answered, and all answers will be treated strictly confidential and the identity of the respondents will not be revealed.

Thank you in advance for your time.

Note:

This questionnaire is intended for Syrian entrepreneurs who have undertaken their business in Istanbul or are trying to start it, so please do not fill out the questionnaire if you are not one of them.

Section A: Demographic information

1- Gender

- 1 Male
- 2 Female
- 3 Prefer not to say

2- Age

- 18-28
- 29-39
- 40-50
- 50+

3- Marital status?

- Single
- Married
- Widowed
- Divorced
- Separated

4- Educational level?

- Non Schooling Completed
- Elementary School
- Secondary School
- High School
- Bachelor's Degree
- Master's Degree
- Doctorate Degree
- Other.....

5- Arrival Year to Turkey

- 2011-2012
- 2013-2014
- 2015-2016
- 2017-2018
- 2019-2020

- Other
- 6-your migratory / legal status
- Refugee
 - student
 - Tourist
 - work
 - Turkish nationality
 - Other.....

Section B: Business information

1- Type of Business

- Retail trade and commerce, e.g., mobile phone shop, clothes store
- manufacturing
- Transport, e.g., taxi driver
- Tourism, gastronomy, and leisure industry, e.g., restaurant owner, food delivery
- Information and consulting, e.g., IT consulting
- Medical field, e.g., doctor, pharmacist
- Education
- Financial services
- Construction, and real estate e.g., builders, painters, carpenter
- Agriculture
- Freelance work, e.g., sewing, carpentry, auto repair

2- Do you have previous experience?

- Yes
- No

3- Job title

- Owner
- Manger
- Owner and manger
- Other

4- Business History

- Less than a year
- 1-2 years
- 3-4 years
- 5-6 years
- Other

5- Size of your Business ?

- Microenterprises: 1 to 9 employees
- Small enterprises: 10 to 49 employees
- Medium-sized enterprises: 50 to 249 employees
- Large enterprises: 250 employees or more

6- Initial Capital in Turkish Lira

7- Source of initial capital

- Personal savings
- Family members
- Friends
- Partner(s)
- Other

8- How many Syrian and Arab employees are involved in your business?

9- How many Turkish employees are involved in your business?

10- How would you asses the performance of your business over the last 12 months?

- Very good

- Quite good
- Satisfactory
- Quite poor
- Very poor

11- Over the next 12 months, how do you expect your business to perform?

- Grow
- Remain the same
- Shrink

Section C: Success Factors of Syrian Entrepreneurs

1-How much did each of the following environmental factors help you starting your business?

1 = not at all helpful, 2 = was not helpful, 3 = was neither/nor helpful, 4 = was helpful, to 5 = was very helpful.

- | | | | | | |
|---|---|---|---|---|---|
| 1. Marketing | 1 | 2 | 3 | 4 | 5 |
| 2. Government Support | | | | | |
| 3. Access to Capital | | | | | |
| 4. Access to Information Related to Business | | | | | |
| 5. Political Environment | | | | | |
| 6. Turkish Institutional laws | | | | | |
| 7. Technology | | | | | |
| 8. Infrastructure | | | | | |
| 9. Opportunities in the Market | | | | | |
| 10. Family/Friends Support | | | | | |
| 11. Having social networks with Specialist in the Same Field. | | | | | |

2- How much did each of the following individual factors help you starting your business?

1 = not at all helpful, 2 = was not helpful, 3 = was neither/nor helpful, 4 = was helpful, to 5 = was very helpful.

- | | | | | | |
|--|---|---|---|---|---|
| 1. Having an entrepreneurial spirit | 1 | 2 | 3 | 4 | 5 |
| 2. Commitment to hard work | | | | | |
| 3. Having risk management capabilities | | | | | |
| 4. Having leadership and management skills | | | | | |
| 5. Desire to develop, | | | | | |
| 6. Flexibility and open-mindedness | | | | | |
| 7. Charisma: Friendliness | | | | | |
| 8. Confidence | | | | | |
| 9. Educational attainment | | | | | |
| 10. Attending training programs | | | | | |
| 11. Previous experiences as an entrepreneur | | | | | |
| 12. Age | | | | | |
| 13. Social status | | | | | |
| 14. The ability to speak host country's language | | | | | |

Section D: Barriers faced by Syrian entrepreneurs in Turkey

1- Please carefully read the following statements. Please select the number that best represents how you feel.

1: Totally disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Totally agree

- | | | | | | |
|---|---|---|---|---|---|
| 1. Local regulations hinder entrepreneurs successfully launching their business. | 1 | 2 | 3 | 4 | 5 |
| 2. It is difficult for entrepreneurs to provide sufficient resources for their business | | | | | |
| 3. It is difficult for entrepreneurs to obtain a bank loan to cover business expenses | | | | | |
| 4. Entrepreneurs refuse to deal with banks for religious reasons | | | | | |
| 5. Entrepreneurs are negatively affected by the rise in the price of public utilities | | | | | |
| 6. There is no financial support from the government or NGOs for entrepreneurs | | | | | |
| 7. Entrepreneurs were negatively affected by the economic situation of Turkey | | | | | |
| 8. Locals' sense of intense competition in the labor market has negatively affected the work of entrepreneurs | | | | | |
| 9. The negative perception of Syrian refugees among locals has affected the work of entrepreneurs | | | | | |
| 10. Negative portrayal of Syrian refugees in Turkish media | | | | | |

2- Please carefully read the following statements. Please select the number that best represents how you feel.

1: Totally disagree, 2: Disagree, 3: Neutral, 4: Agree , 5: Totally agree

1. Difficulty obtaining important business advices is a barrier to entrepreneurs' success 1 2 3 4 5
2. Insufficient linguistic skills is a barrier to entrepreneurs' success
3. A low level of education is a barrier to entrepreneurs' success
4. The equivalence of degrees in Turkey is a barrier to entrepreneurs' success
5. Lack of working social networks in Turkey is a barrier to entrepreneurs' success
6. The lack of sufficient demand for the goods or service provided by entrepreneurs is a barrier to entrepreneurs' success

Thank you very much for your participation. If you would like to know more about the research and results or if you have questions or comments, feel free to contact me on douaa.abbara@ibnhaldun.edu.tr



APPENDIX C

Factor Analysis

Environmental Success Factors

KMO and Bartlett's Test

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .544 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 204.016 |
| | Df | 15 |
| | Sig. | .000 |

Communalities

| | Initial | Extraction |
|------|---------|------------|
| ESF3 | 1.000 | .806 |
| ESF4 | 1.000 | .799 |
| ESF1 | 1.000 | .701 |
| ESF8 | 1.000 | .670 |
| ESF2 | 1.000 | .677 |
| ESF5 | 1.000 | .650 |

Extraction Method: Principal
Component Analysis.

Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.926 | 32.099 | 32.099 | 1.926 | 32.099 | 32.099 |
| 2 | 1.373 | 22.882 | 54.981 | 1.373 | 22.882 | 54.981 |
| 3 | 1.004 | 16.741 | 71.722 | 1.004 | 16.741 | 71.722 |

| | | | | | | |
|--|-------|--------|---------|--|--|--|
| 4 | 0.778 | 12.959 | 84.681 | | | |
| 5 | 0.524 | 8.731 | 93.412 | | | |
| 6 | 0.395 | 6.588 | 100.000 | | | |
| Extraction Method: Principal Component Analysis. | | | | | | |

Rotated Component Matrix^a

| | Component | | |
|------|-----------|-------|-------|
| | 1 | 2 | 3 |
| ESF3 | .886 | -.103 | .103 |
| ESF4 | .873 | .184 | .053 |
| ESF1 | .065 | .829 | -.097 |
| ESF8 | -.006 | .732 | .366 |
| ESF2 | .089 | -.099 | .812 |
| ESF5 | .072 | .327 | .734 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Individual Success Factors

KMO and Bartlett's Test

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .897 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1298.253 |
| | df | 45 |
| | Sig. | .000 |

Communalities

| | Initial | Extraction |
|------|---------|------------|
| ISF2 | 1.000 | .760 |
| ISF4 | 1.000 | .674 |
| ISF5 | 1.000 | .639 |
| ISF1 | 1.000 | .696 |
| ISF3 | 1.000 | .634 |

| | | |
|-------|-------|------|
| ISF6 | 1.000 | .653 |
| ISF8 | 1.000 | .564 |
| ISF13 | 1.000 | .724 |
| ISF12 | 1.000 | .737 |
| ISF9 | 1.000 | .472 |

Extraction Method: Principal
Component Analysis.

Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 5.242 | 52.421 | 52.421 | 5.242 | 52.421 | 52.421 |
| 2 | 1.310 | 13.103 | 65.524 | 1.310 | 13.103 | 65.524 |
| 3 | .764 | 7.638 | 73.162 | | | |
| 4 | .675 | 6.746 | 79.909 | | | |
| 5 | .439 | 4.391 | 84.299 | | | |
| 6 | .405 | 4.053 | 88.353 | | | |
| 7 | .346 | 3.455 | 91.808 | | | |
| 8 | .298 | 2.976 | 94.785 | | | |
| 9 | .288 | 2.879 | 97.664 | | | |
| 10 | .234 | 2.336 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

| | Component | |
|-------|-----------|------|
| | 1 | 2 |
| ISF2 | .871 | .029 |
| ISF4 | .779 | .260 |
| ISF5 | .776 | .192 |
| ISF1 | .775 | .309 |
| ISF3 | .768 | .209 |
| ISF6 | .727 | .352 |
| ISF8 | .715 | .229 |
| ISF13 | .159 | .836 |
| ISF12 | .254 | .820 |
| ISF9 | .189 | .660 |

Environmental Barriers

KMO and Bartlett's Test

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .652 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 524.021 |
| | Df | 36 |
| | Sig. | .000 |

Communalities

| | Initial | Extraction |
|-----|---------|------------|
| EB4 | 1.000 | .518 |
| EB5 | 1.000 | .626 |
| EB6 | 1.000 | .590 |
| EB3 | 1.000 | .367 |
| EB8 | 1.000 | .794 |
| EB9 | 1.000 | .723 |
| EB1 | 1.000 | .704 |
| EB2 | 1.000 | .695 |
| EB7 | 1.000 | .656 |

Extraction Method: Principal
Component Analysis.

Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.773 | 30.816 | 30.816 | 2.773 | 30.816 | 30.816 |
| 2 | 1.717 | 19.083 | 49.899 | 1.717 | 19.083 | 49.899 |
| 3 | 1.182 | 13.130 | 63.029 | 1.182 | 13.130 | 63.029 |
| 4 | .871 | 9.680 | 72.709 | | | |
| 5 | .664 | 7.376 | 80.085 | | | |
| 6 | .579 | 6.438 | 86.523 | | | |
| 7 | .480 | 5.337 | 91.860 | | | |
| 8 | .470 | 5.223 | 97.083 | | | |
| 9 | .263 | 2.917 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

| | Component | | |
|-----|-----------|-------|-------|
| | 1 | 2 | 3 |
| EB5 | .757 | .026 | .228 |
| EB6 | .756 | .139 | -.003 |
| EB4 | .678 | .024 | .239 |
| EB3 | .540 | .271 | -.043 |
| EB8 | .199 | .858 | -.132 |
| EB9 | -.071 | .779 | .335 |
| EB7 | .250 | .762 | -.109 |
| EB1 | .082 | -.095 | .829 |
| EB2 | .204 | .097 | .802 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Individual Barriers

KMO and Bartlett's Test

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .612 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 147.913 |
| | df | 10 |
| | Sig. | .000 |

Communalities

| | Initial | Extraction |
|-----|---------|------------|
| IB2 | 1.000 | .495 |
| IB3 | 1.000 | .653 |
| IB4 | 1.000 | .647 |
| IB6 | 1.000 | .707 |
| IB1 | 1.000 | .595 |

Extraction Method: Principal Component Analysis.

Total Variance Explained

| Component | Total | Initial Eigenvalues | | Extraction Sums of Squared Loadings | | |
|-----------|-------|---------------------|--------------|-------------------------------------|---------------|--------------|
| | | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.882 | 37.635 | 37.635 | 1.882 | 37.635 | 37.635 |
| 2 | 1.214 | 24.284 | 61.919 | 1.214 | 24.284 | 61.919 |
| 3 | .810 | 16.202 | 78.121 | | | |
| 4 | .631 | 12.624 | 90.745 | | | |
| 5 | .463 | 9.255 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

| | Component | |
|-----|-----------|-------|
| | 1 | 2 |
| IB3 | .804 | .078 |
| IB4 | .800 | .081 |
| IB2 | .701 | -.057 |
| IB6 | -.160 | .825 |
| IB1 | .230 | .736 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

APPENDIX D

Reliability Analysis

- ESF Group 1 (ESF3, ESF4)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 244 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 244 | 100.0 |

Reliability Statistics

| | |
|------------|------------|
| Cronbach's | |
| Alpha | N of Items |
| .716 | 2 |

a. Listwise deletion based on all variables in the procedure.

- ESF Group2 (ESF1, ESF8)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 244 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 244 | 100.0 |

Reliability Statistics

| | |
|------------|------------|
| Cronbach's | |
| Alpha | N of Items |
| .484 | 2 |

a. Listwise deletion based on all variables in the procedure.

- ESF Group 3: (ESF2), (ESF5)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 244 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 244 | 100.0 |

Reliability Statistics

| | |
|------------|------------|
| Cronbach's | |
| Alpha | N of Items |
| .451 | 2 |

a. Listwise deletion based on all variables in the procedure.

- ISF Group1 (ISF2,ISF4,ISF5,ISF1,ISF3,ISF6,ISF8)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 244 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 244 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

- ISF Group2(ISF13, ISF12, ISF9)

Reliability Statistics

| Cronbach's | |
|------------|------------|
| Alpha | N of Items |
| .899 | 7 |

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 244 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 244 | 100.0 |

- EB Group1 (EB5, EB6, EB4, EB3)

Reliability Statistics

| Cronbach's | |
|------------|------------|
| Alpha | N of Items |
| .722 | 3 |

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 244 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 244 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

- EB Group 2 (EB8, EB9, EB7)

Reliability Statistics

| Cronbach's | |
|------------|------------|
| Alpha | N of Items |
| .663 | 4 |

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 244 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 244 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

- EB Group 3 (EB1, EB2)

Reliability Statistics

| Cronbach's | |
|------------|------------|
| Alpha | N of Items |
| .748 | 3 |

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 244 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 244 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

- IB Group 1 (IB3, IB4, IB2)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 244 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 244 | 100.0 |

- IB Group 2: (IB6), (IB1).

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 244 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 244 | 100.0 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .614 | 2 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .670 | 3 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .376 | 2 |

APPENDIX E

Descriptive Statistics

| | N | Mean | Std. Deviation |
|--------------------|-----|--------|----------------|
| ESF_GR1 | 244 | 3.27 | .861 |
| ISF_GR1 | 244 | 3.6599 | .65209 |
| ISF_GR2 | 244 | 3.3140 | .50303 |
| EB_GR1 | 244 | 3.6547 | .41622 |
| EB_GR2 | 244 | 3.0656 | .76186 |
| EB_GR3 | 244 | 3.471 | .6409 |
| IB_GR1 | 244 | 3.3305 | .43464 |
| Valid N (listwise) | 244 | | |

APPENDIX F

Multinomial regression

Model Fitting Information

| Model Fitting | | Likelihood Ratio Tests | | |
|----------------|------------|------------------------|----|------|
| Criteria | | | | |
| -2 Log | | | | |
| Model | Likelihood | Chi-Square | df | Sig. |
| Intercept Only | 349.672 | | | |
| Final | 325.108 | 24.565 | 14 | .039 |

Goodness-of-Fit

| | Chi-Square | df | Sig. |
|----------|------------|-----|------|
| Pearson | 348.623 | 382 | .889 |
| Deviance | 302.705 | 382 | .999 |

Pseudo R-Square

| | |
|---------------|------|
| Cox and Snell | .096 |
| Nagelkerke | .122 |
| McFadden | .065 |

Likelihood Ratio Tests

| Model Fitting | | Likelihood Ratio Tests | | |
|---------------|---------------|------------------------|----|------|
| Criteria | | | | |
| -2 Log | | | | |
| Likelihood of | | | | |
| Effect | Reduced Model | Chi-Square | df | Sig. |

| | | | | |
|-----------|---------|-------|---|------|
| Intercept | 331.708 | 4.279 | 2 | .118 |
| ESF_GR1 | 331.214 | 3.785 | 2 | .151 |
| ISF_GR1 | 327.967 | .538 | 2 | .764 |
| ISF_GR2 | 329.593 | 2.164 | 2 | .339 |
| EB_GR1 | 327.466 | .037 | 2 | .982 |
| EB_GR2 | 330.523 | 3.094 | 2 | .213 |
| EB_GR3 | 327.441 | .012 | 2 | .994 |
| IB_GR1 | 335.693 | 8.263 | 2 | .016 |

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

| Parameter Estimates | | | | | | | | | |
|------------------------------------|-----------|--------|------------|-------|----|------|--------|------------------------------------|-------------|
| EntrepreneurSuccess_1 ^a | | B | Std. Error | Wald | df | Sig. | Exp(B) | 95% Confidence Interval for Exp(B) | |
| | | | | | | | | Lower Bound | Upper Bound |
| High | Intercept | -.613 | .535 | 1.316 | 1 | .251 | | | |
| | ESF_GR1 | .399 | .161 | 6.165 | 1 | .013 | 1.490 | 1.088 | 2.041 |
| Low | Intercept | -1.535 | 1.092 | 1.974 | 1 | .160 | | | |
| | ESF_GR1 | -.213 | .355 | .361 | 1 | .548 | .808 | .403 | 1.620 |

a. The reference category is: Medium.

| Parameter Estimates | | | | | | | | | |
|------------------------------------|-----------|--------|------------|-------|----|------|--------|------------------------------------|-------------|
| EntrepreneurSuccess_1 ^a | | B | Std. Error | Wald | df | Sig. | Exp(B) | 95% Confidence Interval for Exp(B) | |
| | | | | | | | | Lower Bound | Upper Bound |
| High | Intercept | 1.804 | .792 | 5.181 | 1 | .023 | | | |
| | ISF_GR1 | -.306 | .212 | 2.094 | 1 | .148 | .736 | .486 | 1.115 |
| Low | Intercept | -3.647 | 1.977 | 3.403 | 1 | .065 | | | |
| | ISF_GR1 | .385 | .499 | .597 | 1 | .440 | 1.470 | .553 | 3.908 |

a. The reference category is: Medium.

| Parameter Estimates | | | | | | | | | |
|------------------------------------|-----------|--------|------------|-------|----|------|--------|------------------------------------|-------------|
| EntrepreneurSuccess_1 ^a | | B | Std. Error | Wald | df | Sig. | Exp(B) | 95% Confidence Interval for Exp(B) | |
| | | | | | | | | Lower Bound | Upper Bound |
| High | Intercept | .773 | .934 | .684 | 1 | .408 | | | |
| | ISF_GR2 | -.028 | .280 | .010 | 1 | .920 | .972 | .562 | 1.683 |
| Low | Intercept | -6.938 | 2.328 | 8.885 | 1 | .003 | | | |
| | ISF_GR2 | 1.364 | .631 | 4.677 | 1 | .031 | 3.913 | 1.136 | 13.477 |

a. The reference category is: Medium.

| Parameter Estimates | | | | | | | | | |
|------------------------------------|-----------|--------|------------|------|----|------|--------|------------------------------------|-------------|
| EntrepreneurSuccess_1 ^a | | B | Std. Error | Wald | df | Sig. | Exp(B) | 95% Confidence Interval for Exp(B) | |
| | | | | | | | | Lower Bound | Upper Bound |
| High | Intercept | .470 | 1.221 | .148 | 1 | .700 | | | |
| | EB_GR1 | .057 | .332 | .030 | 1 | .863 | 1.059 | .552 | 2.031 |
| Low | Intercept | -1.966 | 3.090 | .405 | 1 | .525 | | | |
| | EB_GR1 | -.057 | .843 | .005 | 1 | .946 | .945 | .181 | 4.934 |

a. The reference category is: Medium.

| Parameter Estimates | | | | | | | | | |
|------------------------------------|-----------|--------|------------|-------|----|------|--------|------------------------------------|-------------|
| EntrepreneurSuccess_1 ^a | | B | Std. Error | Wald | df | Sig. | Exp(B) | 95% Confidence Interval for Exp(B) | |
| | | | | | | | | Lower Bound | Upper Bound |
| High | Intercept | 1.813 | .593 | 9.335 | 1 | .002 | | | |
| | EB_GR2 | -.367 | .185 | 3.933 | 1 | .047 | .693 | .482 | .996 |
| Low | Intercept | -2.928 | 1.538 | 3.625 | 1 | .057 | | | |
| | EB_GR2 | .232 | .451 | .264 | 1 | .608 | 1.261 | .521 | 3.052 |

a. The reference category is: Medium.

| Parameter Estimates | | | | | | | | | |
|--|-----------|--------|---------------|------|----|------|--------|------------------------------------|-------------|
| EntrepreneurSuccess _1 ^a | | B | Std. Error | Wald | df | Sig. | Exp(B) | 95% Confidence Interval for Exp(B) | |
| | | | | | | | | Lower Bound | Upper Bound |
| High | Intercept | .252 | .757 | .111 | 1 | .739 | | | |
| | EB_GR3 | .124 | .215 | .329 | 1 | .566 | 1.131 | .742 | 1.725 |
| Low | Intercept | -1.332 | 1.774 | .563 | 1 | .453 | | | |
| | EB_GR3 | -.248 | .520 | .228 | 1 | .633 | .780 | .282 | 2.161 |

a. The reference category is: Medium.

| Parameter Estimates | | | | | | | | | |
|--|-----------|--------|---------------|--------|----|------|--------|------------------------------------|-------------|
| EntrepreneurSuccess _1 ^a | | B | Std. Error | Wald | df | Sig. | Exp(B) | 95% Confidence Interval for Exp(B) | |
| | | | | | | | | Lower Bound | Upper Bound |
| High | Intercept | -1.476 | 1.173 | 1.582 | 1 | .208 | | | |
| | IB_GR1 | .654 | .356 | 3.380 | 1 | .066 | 1.924 | .958 | 3.865 |
| Low | Intercept | -9.157 | 2.525 | 13.148 | 1 | .000 | | | |
| | IB_GR1 | 2.028 | .693 | 8.560 | 1 | .003 | 7.599 | 1.953 | 29.566 |

a. The reference category is: Medium.

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