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# **An Integrative Review of Research into Black African Migrant Women Entrepreneurs Access to Leadership Development Skills**

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## **Abstract**

This article presents the findings of an integrative literature review (ILR) of studies conducted in a 10-year period from 2010 to 2020 covering the contribution of Black African Migrant Women (BAMW) Entrepreneurs in the host country and sustain family in the home country. Furthermore, it highlights the psychological impact of pressure to earn a living juxtaposed with the expectations of their highly skilled status. The review underscores how their intersectionality leaves them predisposed to multiple barriers and disadvantages in the labour market and entrepreneurship. Thus, making an important scholarly contribution by offering further insights on intersectional complexity, women's entrepreneurial skills and contributions, and self-inclusion drawing from lived experiences of BAMW. Finally, the paper signposts areas for further research into BAMW's entrepreneurial motivations and outcomes at this critical juncture in participation of women and migrants in the achievements of the United Nations (UN) Sustainable Development Goals (SDGs).

**Keywords:** Gender and Management; SDG; Migrant Women; Entrepreneurship; Africa; Diaspora Intersectionality; Integrative Literature Review.

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## **Introduction**

In 2019, an estimated 272 million (3.5% of the global population) people were living in a country other than their country of birth, of which 82 million (11%) were living in Europe (IOM 2020a). These people are commonly referred to as migrants. *"The UN Recommendations on Statistics of International Migration defines an 'international migrant' as any person who has changed his or her country of usual residence, distinguishing between 'short-term migrants' - those who have changed their countries of usual residence for at least three months, but less than one year, and 'long-term migrants' - those who have done so for at least one year."* (IOM, 2020a, p.21). While the terms migrant and immigrant are arguably interchangeably used in different countries and contexts, for this review the focus is on long-term international black African migrant women (BAMW) who are also economic migrants regardless of their initial classification on arrival, thus migrant is used throughout the article as it is used in many official UN documents. According to the World Migration Report 2020, in 2019 74% of all international migrants were of working age (20-64 years old). In that year alone, migrants

sent approximately \$600 billion to their home countries with \$450 billion going to developing countries (IOM-UN Migration, 2019). Arguably, this figure is understated as it does not account for unofficial methods of transmission of funds. The report also states that migrant women are more likely than men to send money back to their home countries when they make up only 48% as opposed to men who make up 52% of international migrants. Furthermore, the report cited that while migrant women send a higher percentage of their wages to their home countries, they are more likely to be subjected to restrictive labour laws, low pay, and face discrimination in the host countries (IOM, 2020a).

The United Kingdom (UK) is one of the top ten countries attracting economic migrants, these migrants seek a better life for themselves as well as the families they leave in the home countries (Rivera and Reyes, 2011). The issue of ethnic hierarchies in the UK labour market shows one group falls at the bottom as the most disadvantaged when it comes to employment and pay outcomes. This group encompasses the black African migrant women. Research has shown that despite the BAMWs being highly qualified and highly skilled, they often find themselves in low paid jobs and face career stagnation (Zwysen and Demireva, 2018a; McCluney and Rabelo, 2019). The dearth in literature relating to highly qualified highly skilled migrants (HQHSM) career mobility in organisations prompted the interest into this review. The next section offers a background for the review.

## **Background**

Historically, the inflow of HQHSMs to the UK and other Organisation for Economic Co-operation and Development (OECD) member countries has brought a considerable boost to the economic productivity of these countries (Duncan and Waldorf, 2010; Waters and Pineau, 2016; Demireva, 2019). Migrants are more likely than nationals to establish their own businesses, however many of the migrants especially black women end up running micro businesses, without much access to support and investment (Dustmann *et al.*, 2003; Coleman and Rowthorn, 2004b; Dustmann, Hatton and Preston, 2005; Docquier, Ozden and Peri, 2014). This is because their primary aim of joining the workforce proves challenging and they find themselves in predicament where they must make sense of their identity and new environment. Additionally, they tend to carry the weight of responsibility both in their home country and their host country. BAMW are at risk of finding themselves facing more challenges in getting into the UK labour market at the level of their qualifications, thus ending up at the bottom of the career hierarchy in compared to other ethnic minorities and white women counterparts. They are most unlikely to achieve employment levels matching their qualifications, and many become trapped in situations of underemployment (Consterdine, Remenko and Olinero, 2016; Klingler and Marckmann, 2016; Cebolla-Boado and Miyar-Busto, 2017; Zwysen and Demireva, 2018a, 2018b; Eagly *et al.*, 2019). Arguably, interest in research in this area is scarce, this could be because this group is not that salient. Much of the research into migrants focusses on low skilled migrants and accesses to basic services, therefore this

review is critical to bridging the gap and offering a more holistic picture of the international economic migrant landscape. The next section discusses the rationale for this review.

## **Rationale**

This article explores this issue through an intersectional lens. This enables us to interrogate factors such as race, gender and migration among other issues that leave the BAMW struggling for salience and recognition as argued by many intersectionality and other scholars (e.g. Crenshaw, 1989, 1991; Winker and Degele, 2011; Grigoleit-Richter, 2017; Rodriguez and Scurry, 2019). Some of these women go on to set up micro businesses without having the business leadership skills to manage and scale up the businesses. The migrant women also face more pressure to earn a fair income as they tend to leave families who are dependent on them for their livelihoods, as a result, they tend to split their earnings between their family in the UK and sending money back to the extended families in Africa (Van Den Bergh and Du Plessis, 2012; Grigoleit-Richter, 2017).

## ***Entrepreneurship***

Majority of the international migrants enter the UK for employment, however, when met with the challenges of under hostile labour landscape, entrepreneurship can become the only viable option for the migrant who, in some cases, start a business because of responsibilities such as childcare problems, which can make it difficult to juggle employment and family life. In other cases, they do it to subsidise their earnings due to being in the juxtaposition of the low and only source of income for their families left behind, whilst also trying to sustain themselves in their new home (Riva and Lucchini, 2015; Clark, Drinkwater and Robinson, 2017). Often, the life in the receiving country is not the dream life they envisioned. Further research is needed to understand how the promised pay from the perspective of the migrants as they leave their countries relates to the reality of the situation in the receiving country (Dao *et al.*, 2018).

For many migrant women, entrepreneurship starts as a way of sustaining their livelihood and psychological wellbeing, they therefore do not possess the skills and support to sustain a business. Grigoleit-Richter (2017) indicated that the odds are against migrant women because once they have moved, they cannot continue to be highly mobile, they have to settle and make the best of the situation in which they find themselves. Kloosterman (2010) found that certain groups of migrants such as women and those with language difficulties were pushed towards self-employment due to specific obstacles such as discrimination and biases against certain cultural traits. Furthermore, his findings show that the resources that are available to entrepreneurs them were significantly widened by adding social capital to financial and human capital embeddedness.

The predicament is further intensified when they do not have the right skills to run a business, to scale up the business, and employ others (Pécoud, 2010; Yeasmin, 2016; Alexandre,

Salloum and Alalam, 2019; UK Home Office, 2019). The OECD (2019b) reports that migrant women especially fall short on the business leadership skills needed to run and grow an enterprise. Internationally comparable research shows that women are less likely to have business growth ambitions or introduce new products and services that could be used to give their businesses a competitive advantage (OECD and European Union, 2019b). It can be reasoned that this is even more so for migrant women who do not know what kind of help is available in their host country. This would suggest that the BAMW entrepreneurs, on average, have a much lower potential for growth in comparison to other communities.

### ***Leadership Skills***

This article argues that helping to increase the leadership skills in entrepreneurship for BAMW could potentially lead to the creation of legitimate Small and Medium Enterprise (SME), thereby benefiting both their host country, the UK and home country in Africa. Furthermore, this paper makes a strong business case for developing business leadership skills for African migrant women to increase their contribution to Africa. In order for that benefit to materialise, there is need to move migrant women from the micro-level of the individual entrepreneur to a meso-level of the local opportunity structure and macro-institutional (Kloosterman and Rath, 2001; Bastian and Zali, 2016; Kloosterman, Rusinovic and Yeboah, 2016). Furthermore, this article argues that without a proper understanding of current research into the BAMW leadership and entrepreneurship and exploring business growth, opportunities, and benefits for the African countries of origin are compromised. The benefits of migration increase if migrants can use their skills productively. In some cases, highly skilled migrants are unemployed or work in unskilled jobs. (Roig *et al.*, 2020).

### ***Intersectionality***

Central to understanding the lived experience of these women is in a now well-established concept of intersectionality by Crenshaw (1989, 1991). This review stems from theorising feminism on diverse differences, identities and belonging. Yuval-Davis' (2006) study on intersectional, the importance of understanding differing standpoint in different social settings recognising that these are fluidity and flexibility that it entails. Grigoleit-Richter (2017) demonstrated that despite intersectional biases and discrimination migrant women face, they are more likely to stay in the host country and make the best of it. This article reviews the literature and support mechanisms that are available for black African migrant women entrepreneurs in the UK context. Therefore, it seeks to find answers to the following questions:

- What does the literature generally say about the contribution of BAMW entrepreneurs to their countries of origin?

- Are there any leadership skills programmes being offered to UK based black African migrant women in relation to scaling up micro businesses in the UK and their countries of origin?
- What is the status of literature on the acknowledgement of the BAMW's contribution towards sustainable development?

### **Context**

Literature demonstrates ambiguity around the concept of migrants, 'ethnic minorities, black people, 'people of colour' and race in general. Many studies show that many different variables are used by different researchers in studying non-white communities; most papers do not provide an explicit or detailed definition of the subjects being researched (Balaam *et al.*, 2017; McNulty and Brewster, 2017). Therefore, the first challenge was to find the black African migrant women's communities related research outside of health and immigration issues. There was need to examine migrants as providers and contributors to business wealth as opposed to recipients of 'handouts. Additionally, as an underrepresented non salient community, it was important to separate them from the generic ethnic minority, Black, Asian, and Minority Ethnic (BAME), or Black and Minority Ethnic (BME) terms used in the UK or terms such as immigrants, people of colour, blacks, diasporas, or aliens used in some countries.

Drawing the inference from the UN IOM definition in the introduction of this article, it is emphasised that the term 'migrant woman' was adopted in the context of this article, thus 'Black African migrant woman' refers to a woman who has migrated to the UK as an adult from Africa and is assumed to be legally in the country, subject to immigration control or holds indefinite leave to remain or citizenship. Migrant is the term most commonly used by the United Nations and other major organisations, it is acknowledged that 'immigrant' would be the most appropriate based on the above definitions, however 'immigrant' is not commonly used within the UK context as such it may cause further confusion in increasing the variation of terms used to describe 'ethnic minority women' who were not born in the UK. The next section reviews relevant literatures and details the underpinning theory.

### **Literature review**

This research draws on Acker's theory which provides a benchmark to explore the discourse around organisational and feminist theorists; this has been around for some decades and has been further strengthened to incorporate the sociological dimensions of class and race. Acker's (1990) original account examines five processes and how these processes contribute to the gendered relations. This would be useful in helping us to counter some of the narratives around gender inequalities. This would invariably raise awareness of the challenges around black African migrant women and their contribution; thus, facilitating a dialogue concerning this important area of discourse. A search for current academic research in three areas that

promote Black African Migrant Women's contribution to economic growth in the UK and their countries of origin was conducted. Literature on human capital e.g. (Olaniyan and Okemakinde, 2008) and job creation (Munkejord, 2017; Jagire, 2019), entrepreneurship e.g. (Chukuakadibia and Chijioke, 2018), and leadership skill development for business programmes e.g. (Bogren *et al.*, 2013; Klingler and Marckmann, 2016) was examined below. It is noteworthy mentioning that the use of the integrative review approach impacts not only in development of policies, protocols, and procedures, but also in critical assessment of practice (Souza, Silva and Carvalho, 2010, p. 103).

### ***Migrant Human Capital and Job Creation***

The role that human capital theory plays in the labour migration in that HQHSMs possess the knowledge, skills, and other expertise which are desirable for filling the critical shortages of the labour markets in the OECD countries (OECD, 2019). Therefore, this has attracted substantial academic attention (e.g. Rivera and Reyes, 2011; Reitz, Curtis and Elrick, 2014; Yeasmin, 2016; Dao *et al.*, 2018; Lumpkin, Bacq and Pidduck, 2018) and these and many other researchers have shown that HQHSMs are the most likely to leave their countries of birth migrating to OECD countries in search of better economic outcomes because they are likely to have the capacity and investment to foot the immediate cost of their migration (Cebolla-Boado and Miyar-Busto, 2017; Dao *et al.*, 2018). Cebolla-Boado and Miyar-Busto (2017) reported that highly skilled migration represents an increasingly large component of global migrant populations with countries competing for the share of migrants. Arguably, what is less clear are the career outcomes of the said HQHSMs once they settle in the receiving countries. It is estimated that University educated migrant numbers have increased significantly in Europe (Consterdine, Remenko and Olinero, 2016; OECD, 2019), nonetheless, there remains a shortage in research relating to their career mobility and outcomes. The importance of research in this area is to set a benchmark for the growth of the micro businesses, which could eventually become organisations employing other people. Human capital is seen as one of the most important assets of any successful organisation (Djankov and Saliola, 2019).

Numerous studies have shown how migrant human capital can greatly benefit the host countries, linking it to productivity and economic growth (e.g. Zimmermann, Bauer and Lofstrom, 2000; Coleman and Rowthorn, 2004a; Kabbanji *et al.*, 2016; Østergaard and Marinova, 2018; Zwysen and Demireva, 2018a; TEMPER, 2020). Some scholars posit that migrants offer themselves to the host country as human capital which benefits the host country. Other studies argue that migrants create the wealth in the host country which is then remitted to their families in their home countries as way of educating the family members (e.g. Rivera and Reyes, 2011; Marie McAuliffe and Binod Khadria, 2020). Thus, growing the human capital of these individuals that they leave behind. Furthermore, paying for the livelihood of parents and other family members, thus contributing to the origin country's economic growth.

The problem with these lines of research is that they often fail to consider the individual loss of the human capital investment and deskilling that impact the BAMW who find themselves at the bottom of the career hierarchy (Zwysen, 2016; Zwysen and Longhi, 2016; Zwysen and Demireva, 2018a). (Zwysen and Demireva, 2018b) argued that migrants especially women pay the penalty on their high qualification and migration as they find themselves in low paid and unhappy jobs. The qualifications that they invested highly in, within their country of origin become devalued in the host country; hence they end up earning more qualifications in the host country to try and evade their grim position. This experience proves counter intuitive for the black African migrant women who often bear high costs of transition to the new home. Despite the predicament they face, BAMW must maintain their responsibilities in their origin countries by sending remittances thereby, leading to some setting up micro businesses (Barnard *et al.*, 2019; Räuchle and Schmiz, 2019). Those businesses usually managed by family members who themselves have low business skills, are bound to fail. As they navigate their dilemma, they set up businesses. Rivera and Reyes (2011) make a case for the benefits of human capital through creation of employment opportunities provided by micro entrepreneurs run by migrants.

There is a business case for more research and more inclusive policies for economic migrants who move from their countries to fill the gaps in human capital in the developed countries (OECD and European Union, 2019b). The article argues that there is an even stronger human rights and moral case for ensuring that whilst the developed or global north countries continue to scramble to attract talent from the developing countries, there are opportunities for these migrants to progress to sustain themselves in their host countries as well as their countries of origin. Especially the women who in most cases face the triple bind of being a woman, a black woman, and a migrant. They do not easily fit into any standard support mechanism. Leaving them in a disadvantaged position within the receiving countries (Desai, 2005; Rocha, 2018). An integrative literature review was chosen as outlined the next section.

## **Research methodology**

The aim of this review is to examine available literature to develop a snapshot understanding of the current research on the subject. Therefore, the researchers needed a systematic and rigorous method to carry out this exercise, thus the study adopted and adapted, the Integrative review (IR) (Torraco, 2005; Whitemore and Knafel, 2005; Nkomo and Ngambi, 2009; Souza, Silva and Carvalho, 2010). This literature review methodology has increased considerably, it has its origins in health, and more recently being widely used in social science, engineering, business, and management. It is associated with the increasing trends to identify complex work that requires collaboration and integration of knowledge from diverse subjects. Integrative review critiques and synthesises representative literature on a topic to either generate new frameworks and perspectives on a topic for testing or, alternatively, reveal an area where it is unclear what is happening.



Various researchers explain that the trend is observed in evidence-based practice, and it is recognised that the combination of research methods from different epistemological mediums (e.g. Soares *et al.*, 2014; Bandura *et al.*, 2015; Yousef *et al.*, 2015; Pereira, Ferreira and Lopes, 2017). Soares *et al.*, (2014) explained that IR allows for the reviewers to combine experimental and non-experimental studies to fully understand the phenomenon examined. It also combines data from theoretical and empirical literature, and has a wide range of purposes, such as definition of concepts, review of theories and evidence, and analysis of methodological problems of a topic. The broad sample, together with multiple proposals, should create a consistent and comprehensive panorama of complex concepts.

The method follows a set route it is conducted in six steps which include 1) Preparing the guiding question to be answered; 2) Searching or sampling the literature; 3) data collection; 4) Critical analysis of the studies that meet the inclusion criteria; 5) Discussion of results, and 6) Presentation of the integrative review (Souza, Silva and Carvalho, 2010; Pereira, Ferreira and Lopes, 2017). The adaptation of the review involves searching more detailed literature as opposed to just the bibliography (Whittemore and Knafl, 2005).

### **Data Sources**

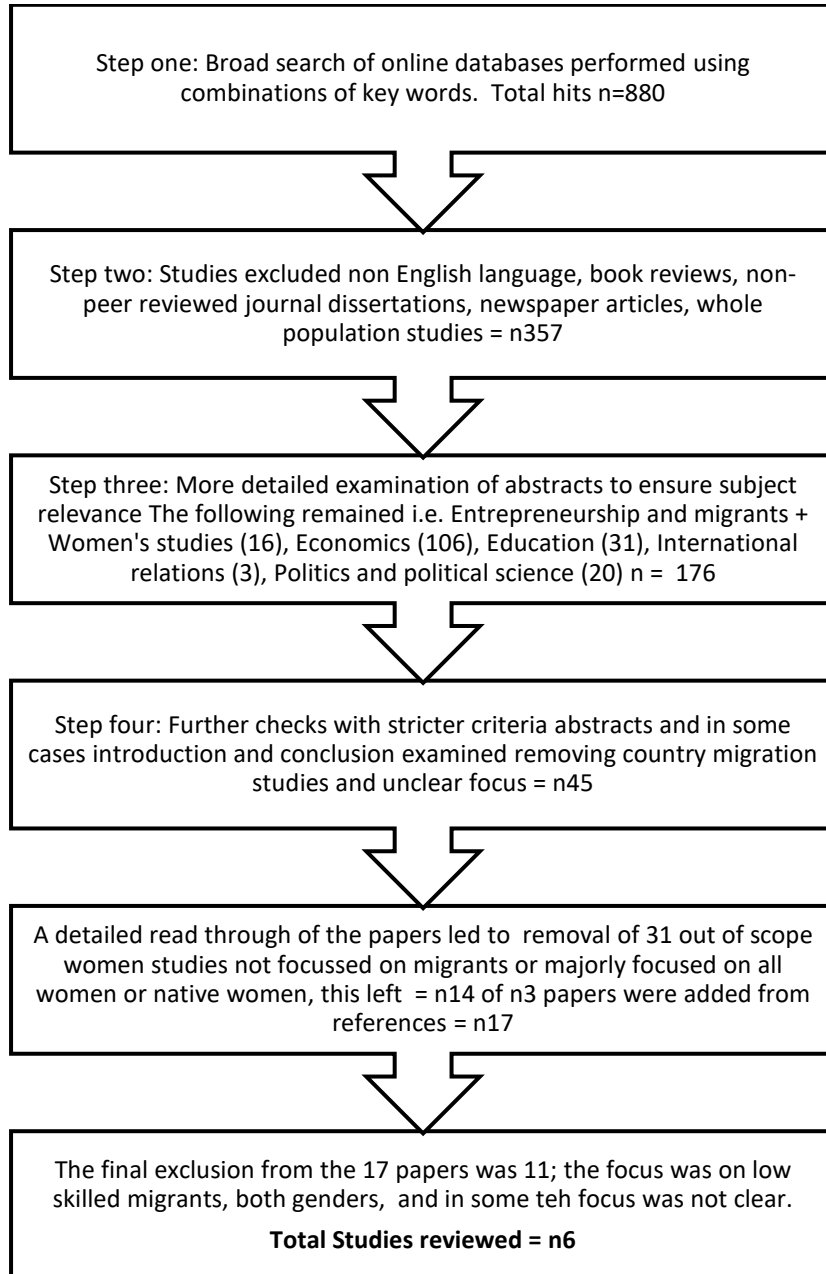
This review centred on English language peer reviewed journal articles and reports for the period between 2010 to 2020. This period was selected because the aim was to get an understanding of current studies, there is continuous changes in the developments of the general study of migration. The following combinations of search terms were conducted; “human capital”, migration, migrant, entrepreneurship, AND “business leadership” development, skills, programmes, or training. Various databases including Scopus, ProQuest, web of science, and EBSCO. Due to the focus being on journal articles, conference proceedings were not included as some authors indicate searching grey literature requires exhaustive investment of time, yields little relevant material, and is not often considered relevant by researchers (Scott-Findlay and Estabrooks, 2006; Bulmer Smith, Profetto-McGrath and Cummings, 2009; Souza, Silva and Carvalho, 2010). A search was also conducted through google scholar, then citations from the studies that were selected for examination were checked to ensure no other relevant studies were missed.

Furthermore, reports and publications from government, public bodies, and relevant international institutions were considered, but only as references as required for the subject relevance fact checking and discussions. The figure below shows the process that was followed based on the recommendations for an integrative review (Torraco, 2005; Whittemore and Knafl, 2005; Soares *et al.*, 2014). The desired studies were those that included the terms ‘migrant women AND Entrepreneurship as the controls then it narrowed in a detailed search to add “human capital” and lastly studies that had the three control and included business and leadership skills or training.

## Critical Analysis

Below is the figure showing the search strategy.

**Figure 1. Search Strategy**



## Synthesis

**Table 1: Summary of Studies reviewed.**

Title, authors, country or region and publication	Subject and findings
<p>1. Different strokes for different folks (Bijedić and Piper, 2019). (Germany) International Journal of Gender and Entrepreneurship, 09/2019, Volume 11, Issue 3</p>	<p>This study addressed job satisfaction in entrepreneurs with different backgrounds, migrants, and natives. It acknowledged the contribution of the 10 per cent migrant owned enterprises in Germany and their crucial part in the German economy and entrepreneurial ecosystems. It used the German Socio-Economic Panel data set to assess job satisfaction. It found that female first generation migrant entrepreneurs were far less satisfied and successful in their self-employment than second-generation migrants and natives. It concluded that the differing results lead to differing implications for policymakers in creating and developing entrepreneurial and labour market support for different target groups.</p>
<p>2. Does entrepreneurship pay for women and immigrants? A 30-year assessment of the socio-economic impact of entrepreneurial activity Germany, (Hopp and Martin, 2017). Entrepreneurship &amp; Regional Development, 05/2017, Volume 29, Issue 5-6</p>	<p>Using the German socio-economic panel from 1984 to 2012, this study explored income effects of self-employment for females and migrants differentiating overall earnings differential between the self-employed and wage-employed into an endowment effect (equipped with characteristics that positively affect earnings in either occupation) or a treatment effect (the income effect solely due to the decision for self-employment). They found that women exhibited both a lower treatment effect and lower endowment effect than men. Migrants benefit much more from entrepreneurial activities than Germans, having a significantly higher treatment effect.</p>
<p>3. Immigrant entrepreneurship contextualised: Becoming a female migrant entrepreneur in rural Norway (Munkejord, 2017) Journal of Enterprising Communities: People and Places in the Global Economy, 05/2017, Volume 11, Issue 2</p>	<p>They addressed the rural and gender gaps in the immigrant entrepreneurship literature by exploring the start-up stories of 18 female immigrants' businesses using qualitative fieldwork including business visits and in-depth interviews and a constructivist grounded theory (CGT) approach. They identified unemployment; underemployment, location interest; and satisfactory wage labour as drivers to rural regions. They argued for family support, spatial embeddedness, and the importance of considering immigrant entrepreneurs as significant actors of rural development and increasing cultural variation and job creation. They highlighted that female immigrant and rural entrepreneurship had been largely ignored and needed more attention.</p>
<p>4. The making of ethnic migrant women entrepreneurs in New Zealand (Verheijen, Nguyen and Chin, 2014) International Journal of Entrepreneurship and Small Business, 01/2014, Volume 23, Issue 3</p>	<p>This study adopted a dual view of social environment in interaction with individuals to investigate ethnic migrant women's pathways to entrepreneurship, exploring the challenges facing ethnic migrant women entrepreneurs, and various ethnic and cultural resources utilised by them to overcome the challenges. At the conceptual level, offering insights towards building a more inclusive framework to examine ethnic migrant women's entrepreneurship. They argued that exploring migrant women's entrepreneurship in ethnically diverse settings may offer both empirical and theoretical insights and outlined implications for future research and practice, highlighting the significance of migrant entrepreneurship.</p>
<p>5. Opportunities or obstacles? Understanding the challenges faced by migrant women entrepreneurs (Azmat, 2013b) (Australia) International Journal of Gender and Entrepreneurship, 06/2013, Volume 5, Issue 2</p>	<p>This study identified barriers and possible enablers to migrant women entrepreneurs from developing countries starting businesses in developed economies. Contributing to better understanding of the phenomenon, they acknowledged that women entrepreneurs face multifaceted problems and are highly disadvantaged. Human capital, culture, family, institutional factors, gender, and social capital were identified as barriers, with culture, family, social capital, and gender as possible enablers as well. Adopting cultural theory, they highlighted the overarching and predominant influence of culture as a barrier and argued for empirical research to test the framework acknowledging the difficulties of a single framework to address multifaceted barriers.</p>
<p>6. Experiences of ethnic minority immigrant women entrepreneurs in contrast to male counterparts (De Vries and Dana, 2012) (USA) International Journal of Entrepreneurship and Small Business, 01/2012, Volume 15, Issue 4</p>	<p>The study considered the migration, settlement, cultural and business issues as they present themselves in different forms, depending on a complex and dynamic combination of ethnic women immigrant entrepreneurs' characteristics and the receiving country's socio-economic infrastructure. They compared these issues with male counterparts. The findings confirm that ethnic women immigrant entrepreneurs display many of the classic entrepreneurial traits and attributes of migrant peoples, but also many of the gender challenges. Significant differences between ethnic women immigrant entrepreneurs and their male counterparts were also identified, such as motivations, business types, and competencies.</p>

## Discussion and Recommendations

The studies reviewed identified the relationship between migration, ethnicity, gender and entrepreneurship, and the benefits to the receiving economies. Still, of those that mentioned the benefit there was no mention of the contributions to the countries of origin. This review further highlighted how little attention offered to businesses owned by black African ethnic minority women in general and more so BAMW. There is a scarcity of research that acknowledges the wealth and contribution that BAMW make to their countries of origin within the academic research. A number of studies have explored the barriers, motivations, necessity, push and pull factors regarding the broader context of ethnic minorities (e.g Al Ariss and Syed, 2011; Sriram and Mersha, 2017; Selmer *et al.*, 2018; Demireva, 2019; Wei, Jiao and Growe, 2019). Consequently, this review also found studies that review issues including human capital of women entrepreneurs in Africa and China which offer some key pointers in the business case for developing leadership skills for women migrants (Adom and Asare-Yeboah, 2016; Vijay Vyas and Renuka Vyas, 2011). Furthermore, it found two studies examining the drivers and barriers for ethnic minorities and women's entrepreneurship (Sriram and Mersha, 2017; Wu, Li and Zhang, 2019). While these four studies did not make the final cut for the review, the reviewers felt it was important to include them here as part of the lessons learned through this review.

Notably, this review started with reviewing UK based studies, however as the review went on it became pertinent to broaden the scope of the context globally instead, because it was found that the UK studies did not specifically target ethnic minority women entrepreneurs nor BAMW. This finding further increases the need for more research to document the growth BAMW owned small businesses both in the UK and in Africa (Krispin, 2009; Harrison, Burnard and Paul, 2018; UN Women, 2020). Rather than completely altering the focus of the review we argue that it is crucial to report the findings as they were in relation to the initial plan as this could serve as a starting point for other researchers interested in this group of women. It can be argued that providing targeted leadership training programmes aimed at cultivating the skills of BAMW led enterprises has the potential of fostering business growth and onward job creation and innovation. This has been corroborated for example by monitoring data from growth-oriented support programmes for women entrepreneurs in Ireland which demonstrated that most participants hire several new employees and reach new markets shortly after completing the leadership development related scale up programmes (OECD and European Union, 2019b, p. 220).

Despite the availability of government-led financial and skills development schemes for youth and women, lack of information and clear access to dedicated programmes advice and information for the support available for the migrants to access these programmes leaves the black African migrant women behind (OECD and European Union, 2019a, p. 36).

### ***Beyond the Entrepreneurial Mindset***

Self-employment and entrepreneurship among migrants have been increasingly receiving attention in OECD countries (Gold, 2016). There is a clear push to mobilise all entrepreneurial talent to boost employment figures and reduce reliance on the state (Kloosterman and Rath, 2001; Dana and Dana, 2005; OECD, 2017). Research has shown that in general, black-owned firms tend to be smaller, have fewer employees, generate less income and are generally less successful than white-owned businesses (Fairlie and Robb, 2009; Raven and Le, 2015). Moreover, while BAMW and black people in general possess an entrepreneurial mindset, they are more likely to own unregistered informal businesses, ranging from hair dressing ventures, dress making to larger ventures such as import and export (Mtshali, Mtapuri and Shamase, 2017; Maduku and Kaseeram, 2019). While a consideration of the factors that foster the informal business economy is outside the scope of this article, it can be maintained that part of the problem is lack of education and adequate support from the system to shift the entrepreneurial mindset towards the business growth. Entrepreneurship can be an effective means of economic advancement for disadvantaged minority groups. That said, more investigation is also needed into the drivers and barriers to training and development skills access and uptake to ensure the right skills development programmes are offered (Levie and Hart, 2011). Ultimately, a widespread development of entrepreneurial mind-sets and culture benefits individuals and society.

### ***Inclusive Entrepreneurship Policies***

The OECD and European Union report that about two-fifths of member states operate dedicated funding support programmes for women entrepreneurs or include a gender component in programmes open to all (OECD and European Union, 2019b), nonetheless, it can be asserted that, for migrants in general, the information about the dedicated entrepreneurship support programmes are typically not available nor are they attainable due to strict eligibility criterion and the inconspicuousness of such programmes to them as they navigate the host country systems. Therefore there is a business case for more inclusive policies that can target the hard-to-reach communities beyond the refugees and asylum seekers. Directed inclusive entrepreneurship policies, which aim at reaching these target groups for whom the usual barriers to grow a business would increase the chances of success and contribute to both the host and home economies. Thus making a further contribution towards the sustainable development goals (United Nations, 2017b, 2017a, 2017c).

### ***Business and Leadership Development Skills***

Entrepreneurial endeavours can be complex as there are many variables to consider, for example, running a business which is effective an organisation requires employing people. Doing this successfully requires leadership skills such as people management, financial management, and technological competencies (Watson and Reissner, 2014). Therefore,

leadership skills development training can help improve these skills. Based on Developing Skills for Business Leadership, (Watson and Reissner, 2010, 2014) recommend that the following skills are developed for business leadership: “1) *Manage oneself more effectively in a professional context*; 2) *Manage interpersonal relationships*. 3) *Make sound and justifiable decisions and effective problem solving*; 4) *Leading and influencing others effectively*. 5) *Interpret financial information and managing financial resources*. 6) *IT proficiency*.” Moreover, physical presence is no longer a prerequisite to doing business in any country, particularly in the digital economy where intangible products are replicable at little or no cost (Djankov and Saliola, 2019). These expanded boundaries create opportunities for businesses to grow, but the risk of failure is also higher without the right business acumen, considering the range of factors that would influence the process of decision making (Clark, Drinkwater and Robinson, 2017). That said, entrepreneurs need business skills to run and grow their business, in addition, they need leadership skills to scale up and expand the business (Dabić, Ortiz-de-Urbina-Criado and Romero-Martínez, 2011; Reitz, Curtis and Elrick, 2014; Debebe *et al.*, 2016; Robbins and Judge, 2016; King and Lawley, 2019).

Fostering micro, small, and medium enterprises (MSMEs) via entrepreneurship programs are increasingly regarded as an avenue for generating employment opportunities (Rivera and Reyes, 2011) (OECD, 2021). In OECD countries there appears to be a focus on enhancing entrepreneurial business and leadership skills to women and young people, in addition, there is no shortage of training providers offering courses and studies on business skills development (OECD and European Union, 2019a). Nonetheless there is evidence of lack of access to resources and training for migrants (Hopp and Martin, 2017; Savazzi, Solano and Xhani, 2020). Furthermore, migrant women face intersectional challenges, BAMW face even steeper disadvantages, adding race to this bind. Juxtaposing the cost of accessing courses both in regard to time and financial resources against the other competing priorities such as supporting family both in the host and home countries can often lead them to starting their businesses without adequate business skills (Eagly *et al.*, 1984; Fairlie and Robb, 2009; Rhee and Sigler, 2015; Hoyt, Murphy and Eagly, 2016; Harrison, Burnard and Paul, 2018). It can be argued that the urgency to make small amounts of money outweighs the benefits of the access to training in the short term. This potentially leads to starting businesses with a blindfold and ultimately leading to failure to scale up because they do not understand how to keep the business afloat. Setting up targeted programmes that meet the needs of the BAMW could be a viable way forward, this however needs both policy makers and researchers to find out the best possible balance. Inclusion of BAMW in research and policy making would offer better outcomes for any interventions.

Final point of consideration, when it comes to migrant communities few courses focus on teaching tailored leadership skills for entrepreneurship which conceptualise a dynamic process within the business (Raven and Le, 2015; Harrison, Burnard and Paul, 2018). Harrison, Burnard and Paul (2018) argue that developing nations are different from the more developed nations in terms of gross national product, level of poverty, education, income, and other

growth parameters. BAMW typically start their business through necessity; thus, setting the direction and developing business leadership skills will not be an immediate priority as they have other pressing problems (Kuratko, 2011; Lucht, 2011; Njaramba, Whitehouse and Lee-Ross, 2018; Ndoro, Louw and Kanyangale, 2019). Entrepreneurial training for migrants needs to mirror the developing countries context as well as the developed country context. A good number of researchers have long considered the call for cultural leadership (Ogbonna, 2019). Ogbonna (2019) argues that there is even greater need now for research to catch up with the practitioner world in acknowledging the socio-cultural context of leadership and entrepreneurship. The above areas reviewed all show demonstrated how easily non salient groups can be lost in the wider studies of the salient groups. It is therefore apparent from undertaking this review that there are key areas that need attention from both researchers and policy makers. This review has offered a small snapshot of a topic that goes across disciplines and covers a seldom considered critical group, the BAMW entrepreneurs as agents for change. The issues raised in need further investigation and concerted action. The review exercise was not without limitations, as discussed in the next section.

### **Limitations**

The first limitation was to define the term migrant. We are aware that because of the many names used to depict people of ethnic minority background, we may have omitted some studies. Conducting integrative reviews in challenging areas where there is a large body of diverse evidence demands an approach that can draw on the strengths of conventional systematic review methodology and on the recent advances in methods for integrative literature reviews (Dixon-Woods *et al.*, 2006), there seems to be no conscious on the level of data analysis, however, the review has highlighted the current trend which can help further research on the subject. Generalisability of findings to the wider population or 'external validity' is not usually an expected attribute of integrative literature reviews as these studies instead focus on specific issues within a context or locality (Leung, 2019; Dixon-Woods *et al.*, 2006; Van Den Bergh and Du Plessis, 2012). Thus, this study was contextual to the BAMW entrepreneurs' experiences and contribution, however the issues raised have the potential of helping research tailored to other seldom salient groups and can raise further debate for and against the need for targeted programmes to offer a fairer playground.

### **Conclusion**

This review contributes to the body of knowledge on the contributions of migrant women sustainable development of both their host countries and their origin countries. It contributes to the richness of the discourse in the subject BAMW's contribution to entrepreneurship discourse and participation in the achievement of UN SDGs. Furthermore it forges the way for further research and debate offering a different angle by considering a bottom-up approach as an additional way to tackle the lack of inclusion of BAMW entrepreneur's seldom heard voices. In addition, we draw on the findings to provide some recommendations for extra

support for migrant women to self-include based on their lived experiences. The significance and value of this research is highly relevant in the current political climate, and across both academic and industry.

Moreover, considering the intersectional complexity of the BAMW, makes it difficult to be viewed as 'marginalised' or as not deserving because as often they migrate in a different category than those seeking asylum, nonetheless this leaves them even more vulnerable to exploitation as there is no particular body working in their interest once they have arrived in the country that hosts them as economic migrants. Therefore, they are at risk of being conditioned to accepting their current positions as the norm and thus are likely to under-represent themselves and self-exclude from career opportunities. This issue can be reduced by increasing their salience in research, policy, and practice.

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