

**Exploring the factors contributing to the
success of women entrepreneurs in SMMEs in
North West**

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ABSTRACT

The challenges or barriers facing women entrepreneurs have been explored more over the years, women grow and succeed despite these challenges. This study aims to explore motivational factors behind successful women entrepreneurs and the critical success factors for women entrepreneurs in the North West Province.

The primary objective of the study is to explore the factors contributing to the success of women entrepreneurs in SMMEs in the North West Province. The supporting secondary objectives helped to achieve the primary objective. The Literature review of Chapter two provided the necessary background on women entrepreneurs needed for the conduction of empirical study.

The research followed an exploratory, descriptive qualitative approach based on the thematic analyses proposed by Creswell. Semi-structured interviews were conducted to collect data from six participants. These six participants are women entrepreneurs in the North West Province.

Thematic analysis was applied as the data analysis technique. Through the qualitative interviews, the six themes were identified: Motivation, critical success factors for women owned enterprises in North West Province, advice to women entrepreneurs, women's unique approach to business, business success and challenges faced by women entrepreneurs.

The study concludes by adding more success factors from the qualitative interviews conducted. According to the women participants of this study the following factors contributes to the success of women entrepreneurs: the support from the community and government; women entering and taking over male dominated industries; networking, having a thick skin as a woman, staff development and the managerial skills. The study furtherly concluded by making recommendations for women entrepreneurs and the recommendations for future research.

Key words: Women entrepreneurs, entrepreneurship, North West Province, small and medium-sized enterprises, business success, motivation, challenges and success factors.

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TABLE OF CONTENTS

ABSTRACT	i
ACKNOWLEDGEMENTS.....	iii
TABLE OF CONTENTS	v
LIST OF FIGURES	vii
LIST OF TABLES.....	viii
CHAPTER 1	1
NATURE AND SCOPE OF THE STUDY	1
1.1 INTRODUCTION.....	1
1.2 BACKGROUND TO THE STUDY	2
1.3 DEFINITION OF KEY TERMS.....	3
1.4 PROBLEM STATEMENT	4
1.5 OBJECTIVES OF THE STUDY.....	5
1.5.1 Primary objective.....	5
1.5.2 Secondary objectives	5
1.6 SCOPE OF THE STUDY	7
1.6.1 Field of the study.....	7
1.6.2 Sector to be investigated.....	7
1.6.3 Geographical demarcation.....	7
1.7 RESEARCH METHODOLOGY	11
1.7.1 Literature review	11
1.7.2 Empirical study	12
1.8 LIMITATIONS OF THE STUDY.....	19
1.9 LAYOUT OF THE STUDY.....	20
1.10 CONCLUSION	21
CHAPTER 2	22
LITERATURE REVIEW	22
2.1 INTRODUCTION	22
2.2 EVOLUTION AND NATURE OF ENTREPRENEURSHIP	23
2.3 CHARACTERISTICS OF AN ENTREPRENEUR	25
2.4 WOMEN ENTREPRENEURSHIP	28
2.5 INDIVIDUAL MOTIVATIONAL FACTORS TOWARDS SELF-EMPLOYMENT	29
2.5.1 Pull factors.....	31
2.5.2 Push factors	32
2.5.3 Other motivational factors:.....	33
2.6 CHALLENGES AND LIMITATIONS OF SMALL BUSINESS.....	34
2.7 BARRIERS TO WOMEN ENTREPRENEURIAL AND BUSINESS SUCCESS.....	35

2.8 DEVELOPMENT NEEDS	36
2.9 SUCCESS STRATEGIES FOR WOMEN ENTREPRENEURS.....	38
2.9.1 The personal factors.....	39
2.9.2 External factors.....	40
2.9.3 Networking	40
2.9.4 Personal success factors.....	41
2.9.5 Managerial factors	41
2.9.6 Financial management	41
2.9.7 Human Relations	42
2.9.8 Business knowledge and skills	42
2.10 BUSINESS SUCCESS MEASURES	43
2.10.1 Financial measures	43
2.10.2 Non-financial measures	43
2.11 CONCLUSION.....	45
CHAPTER 3	46
RESULTS AND DISCUSSION OF THE EMPIRICAL STUDY	46
3.1 INTRODUCTION	46
3.2 FINDINGS' PRESENTATION	46
3.2.1 Data interpretation	46
3.3.1 Primary objectives.....	47
3.3.2 Secondary objectives.....	48
3.6 SUMMARY	68
CHAPTER 4	69
CONCLUSIONS AND RECOMMENDATIONS	69
4.1 INTRODUCTION.....	69
4.2 CONCLUSIONS ON THE EMPIRICAL STUDY	70
4.2.1 The motivational factors.....	71
4.2.2 Business challenges.....	71
4.2.4 Business success	72
4.2.5 The critical success factors	73
4.4 ACHIEVEMENT OF THE STUDY OBJECTIVES	76
4.5 SUGGESTIONS FOR FUTURE RESEARCH.....	78
4.6 SUMMARY	78
APPENDICES.....	88
APPENDIX A: INTERVIEW SCHEDULE	88
APPENDIX B: INFORMED CONSENT LETTER	89
APPENDIX C: ETHICS LETTER.....	91

LIST OF FIGURES

Figure 1. 1: Map of North West Province.....	8
Figure 1. 2: Map of JB Marks local municipality, Potchefstroom area.....	9
Figure 1. 3: Map of Rustenburg.....	10
Figure 1. 4: Data analysis in qualitative research.....	15
Figure 2. 1: Characteristics of entrepreneurs.....	26
Figure 2. 2: The push and pull Factors of entrepreneurship	30

LIST OF TABLES

Table 2. 1: Definitions of entrepreneurs	23
Table 2. 2: Characteristics of entrepreneurs.....	25
Table 2. 3: Essential entrepreneurial traits/qualities	27
Table 2. 4: Entrepreneurial motivational factors by different African countries.....	34
Table 3. 1: The research participants' profiles.....	46
Table 3. 2: Type of business	47
Table 3. 3: The relationship between the themes and the research questions	49
Table 3. 4: Women's unique approach to business.....	53
Table 3. 5: Critical success factor.....	60
Table 3. 6: Theme 6 summary	64
Table 4. 1: Recommendations by the women participants.....	75

CHAPTER 1

NATURE AND SCOPE OF THE STUDY

1.1 INTRODUCTION

South Africans are faced with numerous economic challenges, including low growth prospects, tight fiscal conditions, high unemployment and poverty rates which lead to a growing number of demoralised job-seekers (Kloppers, 2018:1). Not only does South Africa face these challenges, but it was also once faced with additional hurdles like racial and gender inequality and women were deprived during this period (Meyer, 2018:1). Without being previously disadvantageous in South Africa, women are stepping into men's world in these modern days by starting and running successful entrepreneurial enterprises known as "Women Entrepreneur" (Pule, 2015:1).

Therefore, it is confirmed that Small, Medium and Micro Enterprises (SMMEs) including women entrepreneurs, are the economic growth drivers by the various business expects (Klopper, 2015:2). According to Kloppers (2018:1), people are now forced to own businesses to make a living and earn salaries through subsistence activities and entrepreneurial endeavours.

Not only will the small and medium-sized enterprises (SMMEs) provide financially for their families but they will also contribute to employment creation, higher production volumes, increase in exports and introduce innovation and entrepreneurial skills for other South Africans (Klopper, 2015:2). Sharafizad and Coetzer (2016:590) added that regardless of that SMMEs are small businesses, they contribute to the national economy of the country and stimulate competition among competitors and larger businesses. The SMMEs are also significant contributors to employment and economic growth globally (Agbenyega, 2013:169).

As women entrepreneurs are also contributors to the country's economy as mentioned above, the study aims to identify crucial existing literature on women entrepreneurial success and SMMEs and explore the factors contributing to the

success of women entrepreneurs in SMMEs utilising an exploratory, descriptive qualitative study based on the thematic analysis proposed by Creswell.

The chapter will present the background of the study, definitions of key terms of the study, problem statement, the objectives of the study, the scope of the study, research methodology, the limitations of the study, the layout of the study and the chapter summary.

1.2 BACKGROUND TO THE STUDY

According to Stats South Africa (2020), the official unemployment rate remained unchanged at (29.1%) in the fourth quarter of 2019 compared to the third quarter of 2019. At the end of December 2019, the unemployment rate for women was at 31.3% higher than the rate for men at 27.2% (SAMI, 2020).

The unchanged rate of unemployment leads to more people starting their businesses to make a living and becoming entrepreneurs or managers of SMMEs. According to Javan (2019), South Africa's more than half of its population is female, yet only 34% of SME are women-led in South Africa. While globally, there are approximately 252 million women as entrepreneurs and another 153 million women are managing established businesses (Elam, Brush, Greene, Dean and Heavlow, 2019:53). Women are stepping up to own and run businesses in numbers that would have been hard to imagine a mere few decades ago (SBP, 2013:1). Crampton (2019) added that "Globally, women entrepreneurship rates are growing more than 10% each year" and women start businesses more than men do.

In the past, entrepreneurship was overlooked, but it is now recognised because of its importance for economic growth, innovation and job creation (Seshie-Nasser & Oduro, 2018:310). Moreover, the studies show that SMME's contribute more than 20% to the South African economic growth and employ 47% of South Africa's workforce (Liedtke, 2019).

With the growing rate of women entrepreneurs entering the business world and the impact the SMMEs have on economic growth as mentioned above, the new and

upcoming entrepreneurs can learn from the existing successful entrepreneurs. As most of the previous research entities focused more on the challenges faced by the women entrepreneurs, this study is going to explore the factors contributing to the success of women entrepreneurs managing or owning SMMEs.

1.3 DEFINITION OF KEY TERMS

The following section provides definitions to clarify entrepreneurs, women entrepreneurship and Small, Medium and Micro-sized Enterprises (SMMEs). The researcher will refer to the above terms as contained within these documented definitions.

1.3.1 Entrepreneur

Kloppers (2018:4) defines an entrepreneur as “an individual who creates value through their entrepreneurial endeavours, an individual who identifies opportunities, acts thereon and follows an innovative approach to conducting business and discovering unexplored markets”.

1.3.2 Women entrepreneur

A women entrepreneur is any women who organise and manages any enterprise, especially a business (United States Legal, 2019).

1.3.3 Small, medium and micro-sized enterprises (SMME's)

Broad definitions of SMME's in the National Small Business (NSB) Act 102 of 1996 are as follows:

- **Small enterprises** - The upper limit is 50 employees. Small enterprises are generally more established than very small enterprises and exhibit more complex business practices.

- **Medium enterprises** - The maximum number of employees is 100 or 200 for the mining, electricity, manufacturing and construction sectors. The decentralisation of power often characterises these enterprises to an additional management layer.
- **Micro-sized enterprises** - The turnover of this enterprise is less than the value-added tax (VAT) registration limit (that is, R150 000 per year) and they employ no more than five (5) people. Micro-enterprises usually lack formality in terms of registration. They include, for example, spaza shops, minibus taxis and household industries.

1.4 PROBLEM STATEMENT

According to Expert Hub Staff (2015), the global entrepreneurial landscape is increasingly being reshaped by female entrepreneurs, and in the United States of America, there is growth in the economic phenomenon of self-employed women and small business owners. Moreover, in today's world economies, women are establishing their businesses in high numbers (Maziriri, Mapuranga, Maramura and Nzewi, 2019:1688).

According to Klopper (2015:2), the significance of entrepreneurship has been embraced by the South African government as they have placed policies and procedures to empower, educate and fund entrepreneurs to prepare people to start their businesses. The South African Department of Trade and Industry (DTI) (2020) has implemented women economic empowerment programs such as the South African Women's Entrepreneur's Network (SAWEN), B'avumile Skills Development Initiative, Technology for Women in Business (TWIB) and Technogirls Programme to support women entrepreneurs with training and funding of new business ventures. International organisations, other government agencies, and NGOs are also supporting entrepreneurship because of job creation by these entrepreneurs (Gough & Langevang, 2017:1).

Despite the growth in the rate of new women entrepreneurs entering the market, there is no evidence that those businesses do last long and succeed in the market or not (Kloppers, 2018:6). According to Hechavarria, Brush, Bullough and Edelman (2019:5), there are numerous examples of policies, programs and practices to support women entrepreneurs. However, there are not many studies on how these supports for entrepreneurs facilitate or hinder the growth of businesses owned by women entrepreneurs. Meyer (2018:4) also added that various studies have focused on topics such as the intentions to start a business, the challenges or difficulties faced by women entrepreneurs and other general issues relating to entrepreneurship. The author argues that there is a lack of research on the factors contributing to the success of women entrepreneurs. Therefore, there is a gap in the academic research concerning the success of new businesses established, how do those businesses survive in the market successfully and which factors contributed to the success of the businesses entered the market.

1.5 OBJECTIVES OF THE STUDY

The objectives of the study are divided into primary and secondary objectives. The secondary objectives are supportive of the primary objectives.

1.5.1 Primary objective

The primary research objective seeks to explore the success factors of women entrepreneurship in selected cities in North West province, South Africa.

1.5.2 Secondary objectives

In order to achieve the primary objective, the following secondary objectives were formulated:

By means of a literature study:

- To examine the evolution and nature of entrepreneurship by means of a literature review.

- To determine the characteristics of an entrepreneur.
- To review individual motivational factors towards self-employment.
- To review the emergence, development and impact of women entrepreneurship, globally and more specifically, in South Africa.
- To review the definition and perceptions of entrepreneurial success.
- To review business success measures by means of the literature study.

By means of empirical research:

- To explore women's motivation towards self-employment.
- To determine the challenges encountered by women in the selected geographical area.
- To explore the factors contributing to the success of women entrepreneurs in the selected cities in the North West province, South Africa.
- To explore the perceived meaning of entrepreneurial success to women entrepreneurs.
- To explore the uniqueness of women in entrepreneurship.

Conclusions and recommendations:

- To conclude on the perceptions of success, the challenges women entrepreneurs encounter and the contributing success factors.
- To recommend action plans, policies and strategies that can be put in place to empower existing and potential women entrepreneurs in the selected geographical study area.

1.6 SCOPE OF THE STUDY

1.6.1 Field of the study

The field of the study is entrepreneurship with the focus on women entrepreneurs in small, medium and micro-sized businesses (SMME's).

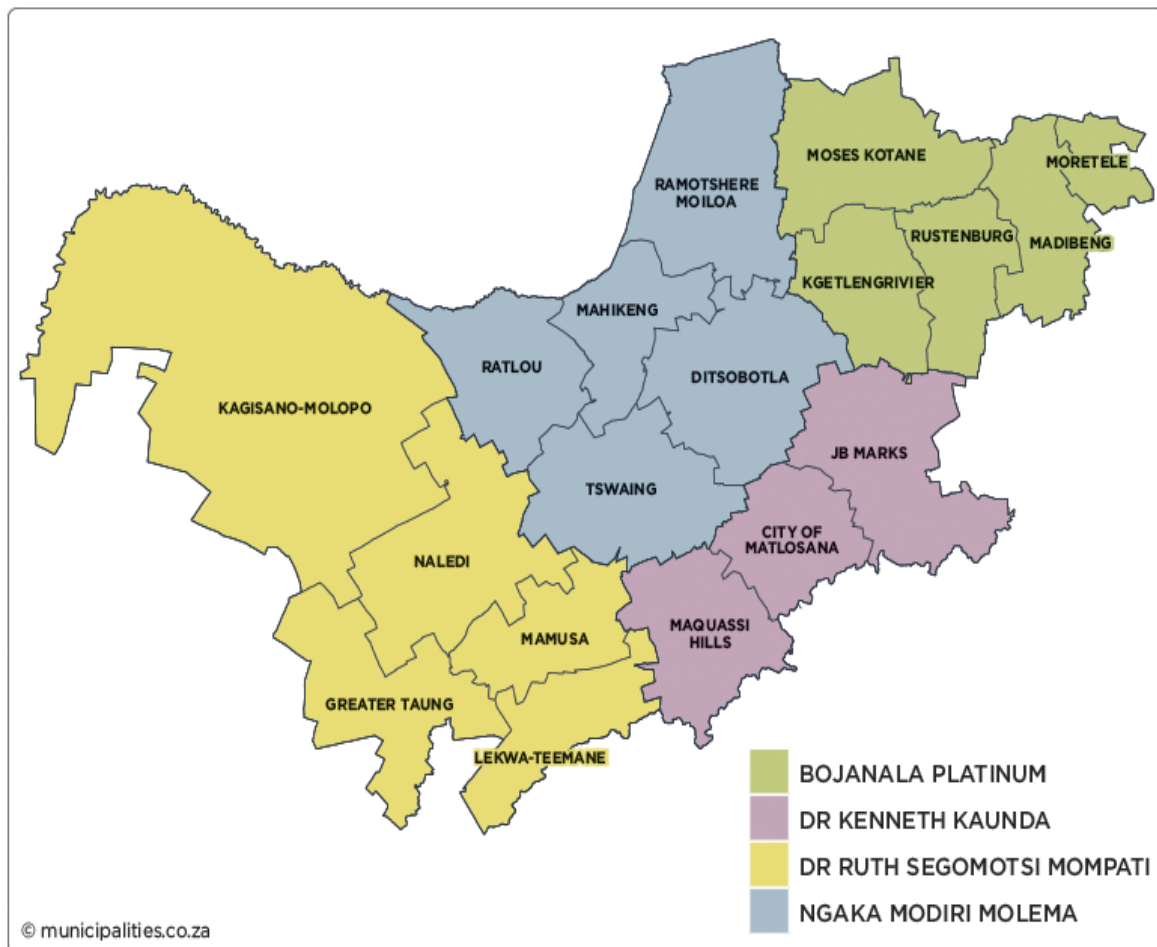
1.6.2 Sector to be investigated

The sector to be investigated in this study is SMMEs with the focus on women entrepreneurs in the SMMEs. The South African definition of SMMEs is businesses with less than 200 employees with an annual turnover of R150 000 to R50 Million (National Small Business (NSB) Act 102 of 1996).

1.6.3 Geographical demarcation

The empirical study on women entrepreneurs was conducted at the JB Marks local municipality and Rustenburg municipality in the North West province in South Africa. See figure 1.1 below for the map of North West Province.

Figure 1. 1: Map of North West Province



Source: Municipalities of South Africa (2021)

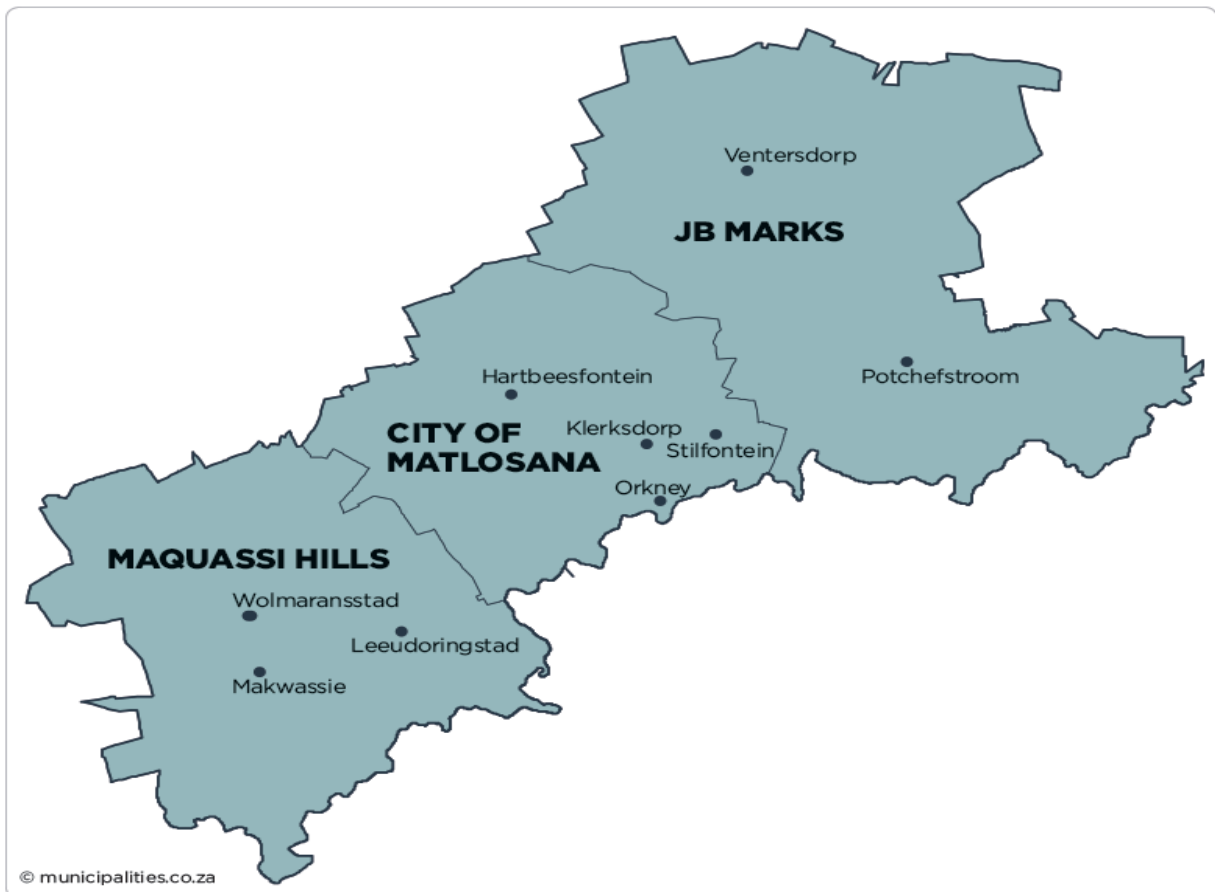
The North West province which is on the north-central of the country, was created in 1994 from portions of the Transvaal and Cape of Good Hope provinces. North West is surrounded by Limpopo province to the northeast, Botswana to the north and northwest, Gauteng province to the east, Northern Cape province to the southwest and Free State province to the southeast. The provincial capital is Mafikeng (Mahikeng) (Tikkanen, 2020).

Potchefstroom (please see figure 1.2 above) is a name that was derived from the words Potgieter + chief + stroom. The name refers to the Voortrekker leader, Andries Potgieter, who founded the town in 1838. He was regarded as the ‘chief’ of the Voortrekkers, and “stroom” is the Afrikaans word for ‘stream’, referring to the Mooi

River on which the town is located. One of the campuses of the North West University is also based in Potchefstroom (Stats SA, 2011).

According to Municipalities (2016), Potchefstroom has a total population of 243 527 and the overall number of households is 80 572 with 37.1% headed by females.

Figure 1. 2: Map of JB Marks local municipality, Potchefstroom area.



Source: Municipalities of South Africa (2021)

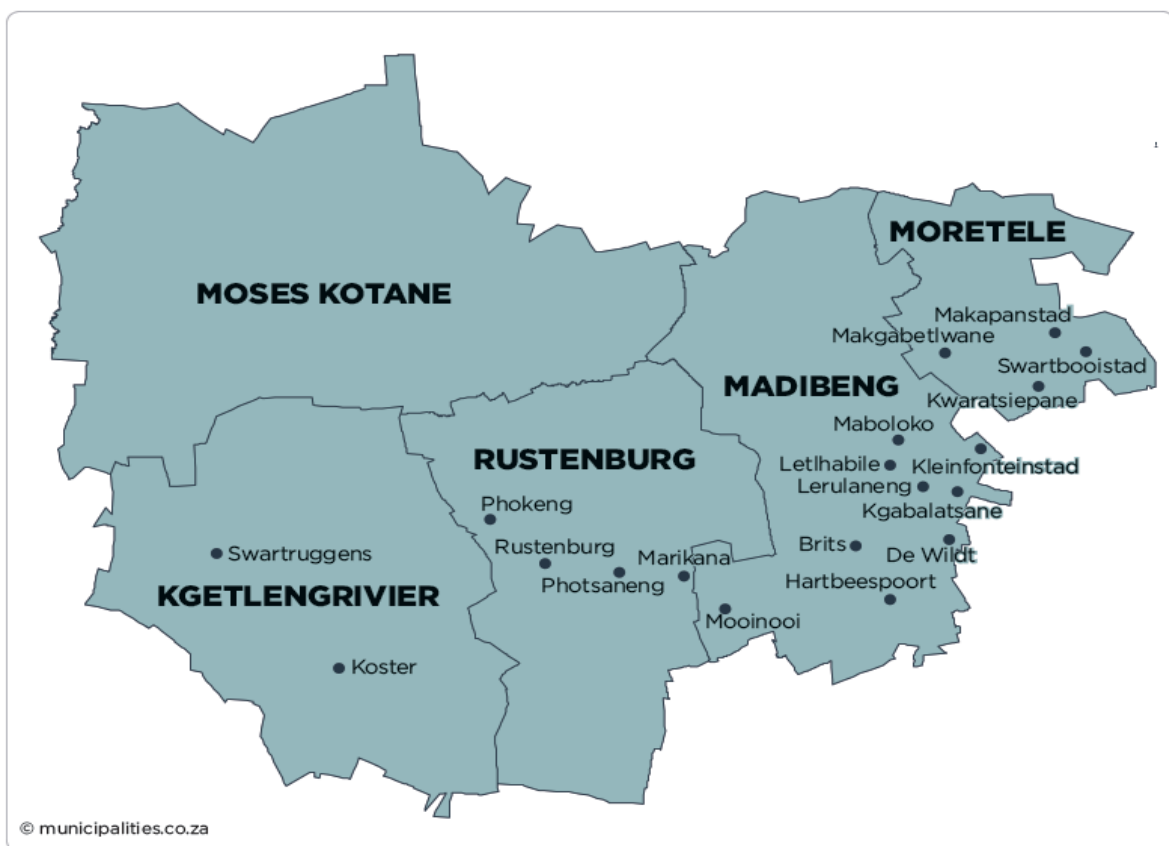
The Local Municipality of Rustenburg is a Category B municipality located in the North West Province within the Bojanala Platinum Region. It is one of the district's five municipalities. It is the birthplace of Boekenhoutfontein, the farm of the President of the South African Republic, Paul Kruger.

Situated at the foot of the Magaliesberg Mountain Range, Rustenburg is a large area. In 1851, Rustenburg (meaning "town of rest" or "resting place") was declared a

township. Located some 112 km North West, this large town is a 90-minute drive from both Johannesburg and Pretoria. It is South Africa's fastest growing municipality and the most populous municipality in the North West province. Figure 1.3 below shows the map of Rustenburg with the municipalities.

According to Municipalities (2016), Rustenburg has a total population of 626 522 and the overall number of households is 262 576 with 24.3% headed by females.

Figure 1. 3: Map of Rustenburg.



Source: Municipalities of South Africa (2021)

1.7 RESEARCH METHODOLOGY

The study was conducted in two phases, a literature review and an empirical study.

1.7.1 Literature review

A literature review is when the researcher wants to know more of what is already known about the area of her interest, wants to identify gaps in the current study and pursue any significant controversies if there are any (Bryman, Bell and Hirschsohn 2015:92).

Literature review sources

The following sources were consulted to review the topic:

- Reports on previous research done.
- Textbooks.
- Website articles.
- Published journals articles.

Topics of literature review

The topics to be discussed in the literature review chapter will be the following:

- Entrepreneurship in general.
- Women entrepreneurship.
- Measurements of a successful business/entrepreneur.
- The factors contributing to the success of women entrepreneurs.
- The motivational factors of women to be self-employed.
- Barriers to women entrepreneurial success.
- Supportive measures women entrepreneurs have from external stakeholders.
- The development needs of women entrepreneurs in South Africa.

1.7.2 Empirical study

The empirical study is the second phase of the methodology. According to CSUF (2020), “empirical research reports the results of a study that uses data derived from actual observation or experimentation”. The primary data for this study was collected by conducting semi-structured interviews with the women entrepreneurs in Potchefstroom.

1.7.2.1 Research paradigm

According to Bryman *et al.* (2015:20), an interpretative paradigm is based on the understanding of the matter at hand from the people’s experience and perspective not from what the researcher perceives the matter to be. This study is going to follow an interpretative paradigm.

1.7.2.2 Research method and design

The research followed an exploratory, descriptive qualitative approach based on the thematic analyses proposed by Creswell. Descriptive research, which is also known as statistical research, answers the questions “what, who, where, how and when” of the topic under investigation. Moreover, it is used to study the current situation and known as describing the phenomena as it exists (Quinlan, 2011:396).

1.7.2.3 Interview guide development

This study used open-ended semi-structured interviews as a guide for data collection. The researcher conducted online interviews through online platforms such as Skype and Zoom to elicit views and opinions from the interviewees (Quinlan, 2011:397). Refer to Appendix 1 for the interview questions.

1.7.2.4 Study population and sample

According to Creswell & Creswell (2018:150), the population of the study includes all the elements that meet specific criteria for inclusion in the interested research. The participants that are chosen for the study must have knowledge or experience in the researcher's field of interest to give appropriate and relevant data to the study (Quinlan, 2011:270-213).

The target population for this study is women entrepreneurs running or managing SMMEs in Potchefstroom, Moretele and Rustenburg from different district in the North West province in South Africa. The women selected for the study must have the knowledge, skill, experience and expertise to provide a broad understanding of women entrepreneurs (Kloppers, 2018:20).

According to Quinlan (2011:209-214), non-probability sampling is a method of sampling in which not all population participants have an equal chance of participating in the study.

A non-probability sampling technique, called a purposive sampling, will be used for this study. According to Bryman *et al.* (2015:207), the goal of purposive sampling is to choose participants that are relevant to the research question strategically. Interviews will be conducted until data saturation. According to the notion of saturation as commented by Charmaz (2006), the researcher should stop collecting data when the categories (or themes) are saturated: when gathering new data no longer sparks new insights or reveals new properties. Saturation means that the researcher has an adequate sample (Creswell & Creswell, 2018:301).

1.7.2.5 Collection of data

The techniques that provide the most useful data, the most appropriate data, are the methods to be used when collecting data. Various data collection methods can be used for data collection like observation, interviews, and questionnaires, to name the few (Quinlan, 2011: 280).

For this study, the data will be collected in the form of interviews. Interviews are generally used when the researcher can identify key participants concerning the phenomenon under investigation and can engage these respondents in an interview process (Quinlan, 2011: 289).

According to Quinlan (2011: 289), there are five different types of interviews:

- One-to-one interviews
- The group interviews
- The telephone interviews
- The online interview
- The photo-elicitation interview

One-to-one interviews are interviews where the researcher has an in-depth face-to-face interview with each participant (Quinlan, 2011:289). The researcher had one-to-one online interviews with selected women entrepreneurs to collect data. The interview questions, adopted from (Kloppers, 2018), is included as Appendix A

The participants were contacted through personal emails to set a suitable time to have interviews through on-line platforms which were either Zoom or Skype. The setting of the interviews conducted was on-line platforms and respondents were comfortable in their homes or working area. According to Bryman *et al.* (2015:227), the advantage of this setting is that the interviewee will be comfortable at their familiar surroundings and that assist the interviewee to be more engaged in the interviews.

During the interview time, the interview protocol suggests that the researcher introduce herself first, express her appreciation to the participants for participating in the interview, explained the aim of the study and lastly asked for permission to record and take notes during the interview. An excellent digital recording device was used to record the interview, and the researcher also took notes during the interview. The researcher reminded the participants that their participation in the study is voluntary, and they can withdraw at any time they feel to withdraw. Each participant was informed that the information obtained from the interview will be confidential and

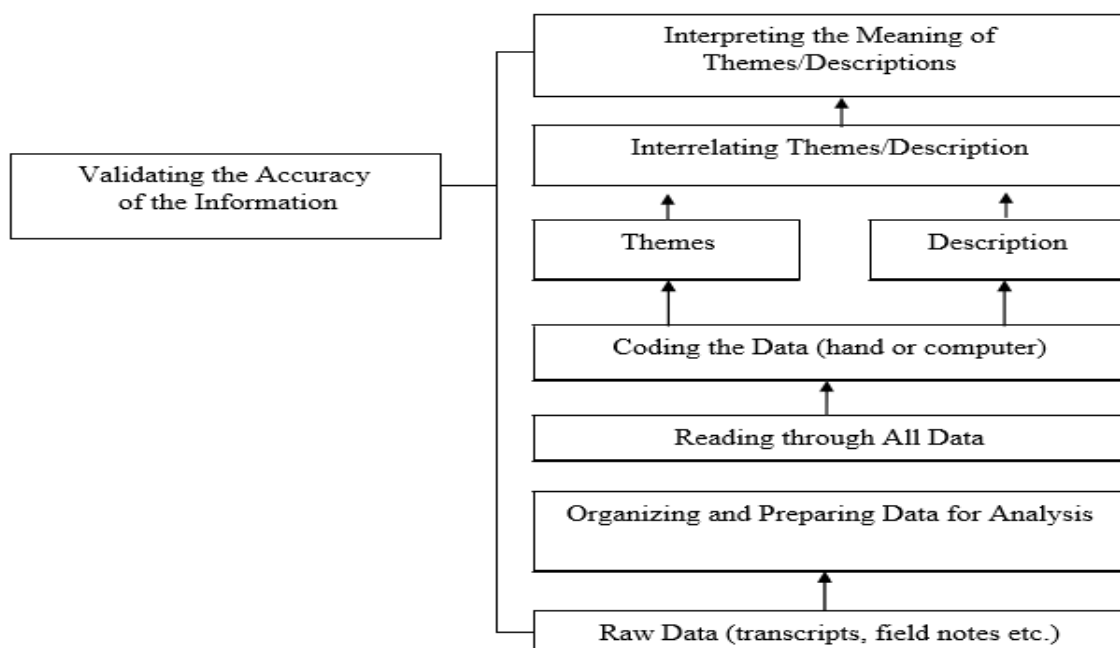
strictly used for this study only and that their identities will be protected (Bryman *et al.*, 2015:127).

1.7.2.6 Data analysis

Thematic analysis is a “flexible method that is not tied to a specific philosophical orientation” (Bryman *et al.*, 2015:350). According to Bryman *et al.* (2015:350), the thematic analysis identifies, analyse and describe themes across the data set. The data for this study were analysed using thematic analysis and according to the six stages of analysing data by Creswell.

According to Creswell & Creswell (2018:190), the process of data analysis in qualitative research involves making sense of text data, preparing data for analysis and moving deeper and deeper into the understanding of the data by interpreting it. Creswell (2009:194) has suggested a research guideline for researchers for analysing qualitative data starting from the bottom to the top (refer to Figure 1.4).

Figure 1. 4: Data analysis in qualitative research



Source: Creswell and Creswell (2018).

The following six steps suggested by (Creswell & Creswell, 2018:193) in analysing qualitative data were used:

Step 1. Organise and prepare the data for analysis: This step involves transcribing interviews, which involves typing up of fields' notes, scanning material and sorting and organising data according to different sources (Creswell & Creswell, 2018:193).

Step 2. Read through all the data: After preparing data, the researcher needs to read and re-read the data to make general sense and to identify similar tones of ideas from the transcript (Creswell & Creswell, 2018:193).

Step 3. Begin detailed analysis with a coding process: On this step, the researcher can now begin with the coding of data by labelling and categorising gathered data (Creswell & Creswell, 2018:193).

Step 4. Use the coding process to generate themes for analysis. The researcher gathers all the data relevant to each potential theme by collating codes into themes (Creswell & Creswell, 2018:194).

Step 5. Advance how the themes will be presented in the qualitative narrative. On this step, the themes are discussed into more details, and interconnected themes are identified (Creswell & Creswell, 2018:195).

Step 6. Interpretation of the findings or results in qualitative research. Step 6 is the final step in data analysis, and the researcher interpreted the results acquired from the themes (Creswell & Creswell, 2018:197).

In support of the thematic data analysis, a software program called Atlas.ti was used. ATLAS.ti is known as a versatile workbench for the qualitative study of audio and video, graphical, textual data from wide bodies and it is used to simplify the process of coding, analysing transcripts and field notes and sorting any other data (ATLAS.ti, 2020).

The validity and reliability of the research were determined. According to Creswell & Creswell (2018:199), validity means that the researcher checks the accuracy of the findings; and reliability is checked by showing that the study has been consistent across all different researchers.

The researcher used the member checking primary strategy to check the validity of study where she conducted the follow-up interviews with the participants of the study where they were given an opportunity to comment on the findings to determine whether it is accurate or not.

And the reliability of the study was determined by re-checking transcripts for obvious mistakes that could have been made during transcribing.

1.7.2.7 Trustworthiness

Trustworthiness is a “set of criteria advocated by some authors for assessing the quality of qualitative research, and it is used as reliability and validity for qualitative research (Bryman *et al.*, 2015: 385). According to Bryman *et al.* (2015:44-45), trustworthiness is made up of four criteria which are:

Credibility: The researcher submits the findings to the participants to validate whether the researcher has interpreted the findings correctly and if there are additions that the participants want to add, they can add. Credibility is also known as respondent validation (Bryman *et al.*, 2015:44-45).

Transferability: It is a transfer of the results of a study to another context, by doing so effectively the readers need to read in more depth the original research to compare the similarities to their cases (Bryman *et al.*, 2015:44-45).

Dependability: To achieve dependability, researchers should ensure that the research process is logical, traceable, and documented. One way that a research study may demonstrate that dependability is achieved is for its process to be audited (Bryman *et al.*, 2015:44-45).

Confirmability: This is proven when credibility, transferability, and dependability are all been achieved. It is a measure that the researcher's interpretations and findings are derived strictly from the data collected, meaning that the researcher did not allow personal values to influence the research (Bryman *et al.*, 2015:44-45).

1.7.2.8 Ethical considerations

Ethics are the moral principles governing or prompting conduct or branch knowledge concerned with moral principles (Pule, 2015). The research ethics are defined as the application of moral principles in planning, conducting, and reporting the results of research studies. According to Silverman (2014), there are several goals aimed to be achieved in ethical research:

- Ensuring that people participate voluntarily in the study
- Making people's comments confidential
- Protection of people from any harm
- Ensuring mutual trust between researchers and people studied.

Privacy and confidentiality

Participants will be guaranteed that the information they are going to provide would be strictly confidential and will not be available to anyone except close people who are involved in the study. Furthermore, participants will be assured that their details will not be disclosed anywhere in the study as it is only for research purposes.

Voluntary participation

Participants involved in the study was voluntary, and whenever they feel like withdrawing from, they were welcomed to do so.

Informed consent

Participants completed and signed an informed consent form before participating in an interview (refer to Appendix 2).

1.8 LIMITATIONS OF THE STUDY

The study may have the following limitations:

- The study was limited to only women entrepreneurs in the North West Province, not on South African women entrepreneurs.
- The list of women entrepreneurs that was found at the NWDC website was only for SMMEs that are registered with NWDC excluding any other unregistered SMMEs. It is therefore disadvantageous for the study, and it does not mean the list acquired will be relevant to the study.
- Because of the qualitative nature of the study, a small research sample, time and budget limitations and the availability of participants, additional interviews with a broader demographic spectrum could add more to the analysis, and it is recommended. The study followed an exploratory, descriptive research methodology, and the researcher suggests that more research to be conducted to increase the population of the sample.
- Resources to conduct a successful interview were limited, entrepreneurs who did not have access to online video applications like Zoom and Skype could not be interviewed and were not willing to go extra miles to assist the researcher.

1.9 LAYOUT OF THE STUDY

The research paper consists of four chapters.

Chapter 1 consists of an introduction of the topic, problem statement, and objectives of the study, research methodology, and limitations of the study.

Chapter 2 reviews the existing literature on women entrepreneurship, entrepreneurship, SMMEs, and other related factors.

Chapter 3 presents the results obtained from the study and discusses the results.

Chapter 4 provides a summary of the research findings and make conclusions about the research problem. Recommendations are made based on empirical research as well as the literature review. Outline whether the objectives of the study were achievement or not and finally make suggestions for future research.

1.10 CONCLUSION

This chapter introduced the study and the topic of the study. That included the background of the study, definitions of key terms of the study, problem statement, objectives of the study, scope of the study, research methodology, limitations to the study, the layout of the study and the chapter summary. The next chapter will discuss the literature of the study in more detail.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

According to world GEM report, real gross domestic product (GDP per capita decreasing since 2011, the South African economy remains sluggish. GDP growth projections for the full year 2019 are about 0.8%, and economic growth forecasts remain low and below population growth for 2020 (1.0–1.2%) and 2021 (1.7%). This low growth would lead to low job creation and will result in additional unemployment and inequality (Bosma *et al.*, 2020:173). However, South Africa is one of the 11.3% of sub-Saharan African countries which has established business ownerships according to (Elma *et al.*, 2019:8). Moreover, South Africa was ranked number 42 in 2018 on the World Women Business Owners (MIWE 2018:23).

The world can not ignore the entrepreneurship importance in boosting the economy of the country. “Hence, governments in developed countries support entrepreneurial ventures by increasing entrepreneurial education and training, creating the required environment, and developing the supportive infrastructure” (Alhothali, 2020:1242).

Very little is known about business success measures of South African women entrepreneurs for other women to enter the women entrepreneurship or also to be considered as successful and contribute more to the economy of South Africa. This chapter focuses on the exploration of business success measures of women entrepreneurs owning SMMEs in South Africa, with interest in North West Province, particularly the JB Marks Municipality.

The review will focus on the definition and characteristics of entrepreneurs, women entrepreneurs, Individual motivational factors towards self-employment, challenges and limitations of small business, barriers to women entrepreneurs and business success, development needs, success strategies for women entrepreneurs and business success measures.

2.2 EVOLUTION AND NATURE OF ENTREPRENEURSHIP

Researchers have not found any conformity regarding the definitions of entrepreneurship. Each researcher defines it diversely. Table 2.1 below outlines the evolving definitions of entrepreneurs.

Table 2.1: Definitions of entrepreneurs

Year	Author	Definition
1803	Jean-Baptiste	<i>"An entrepreneur is an economic agent, who unites all means of production - the land of one, the labour of another and the capital of yet another and thus produces a product. By selling the product in the market, he pays rent of land; wages to labour, interest on capital and what remains is his profit. He shifts economic resources out of an area of lower and into an area of higher productivity and greater yield."</i>
1934	Schumpeter	<i>"Entrepreneurs are innovators who use a process of shattering the status quo of the existing products and services, to set up new products, new services."</i>
1961	David McClelland	<i>"An entrepreneur is a person with a high need for achievement. He is energetic and a moderate risk taker."</i>
1964	Peter Drucker	<i>"An entrepreneur searches for change, responds to it and exploits opportunities. Innovation is a specific tool of an entrepreneur; hence an effective entrepreneur converts a source into a resource."</i>
1971	Kilby:	<i>"Emphasises the role of an imitator entrepreneur who does not innovate but imitates technologies innovated by others. Are very important in developing economies."</i>
1975	Albert Shapero	<i>"Entrepreneurs take the initiative, accept the risk of failure and have an internal locus of control."</i>
1975	Howard Stevenson	<i>"Entrepreneurship is "the pursuit of opportunity without regard to resources currently controlled."</i>
1985	W.B. Gartner	<i>"Entrepreneur is a person who started a new business where there was none before."</i>

Source: Quotes from Freit (2013:8) mentioned by Kloppers (2018:34)

The term 'entrepreneurship' is derived from the French word 'entreprendre' that refers to a business endeavour. According to Kot, Meyer and Broniszewska (2016:208), the earlier definition of an entrepreneur as in the 1930s by Schumpeter is that entrepreneur is considered to be a person who generates new product or

render a new service in the existing market or an entirely new market. On the other hand, an entrepreneur is described as an individual who takes risks by using different resources to grow his or her financial return by the founder of entrepreneurship theory, French Economist R Catillon mentioned by (Mouelle and Barnes, 2018:4).

According to Hardowar (2018:28), entrepreneurship is “the process of creating something new with value by devoting adequate time and effort and assuming the accompanying financial, psychic, and social risks, and obtaining the resulting rewards of monetary, personal satisfaction and independence”. However, Spinelli and Adams (2012:35) add that entrepreneurship is not only about creating value for the owner of the business, but also for all the participants and stakeholders in a business.

People who are perceived as Entrepreneurs are people who are not afraid to do things differently by taking risks to make their dreams become a reality and are passionate about what they do (Irene, 2017:2).

According to Henning and Akoob (2017:2) entrepreneurship “is the pursuit of an opportunity irrespective of the resources”. Nahar (2015:13) also highlighted that entrepreneurship is a process of searching and capturing chances of creating something new or adding value to the existing product/ service irrespective of the resources available at present.

Recent definitions of entrepreneur are that entrepreneurs are referred to as people who can come up with a new or better idea of doing things given the information they possess (Meyer & Landsberg, 2015:3453).

According to previous researchers, there are two types of entrepreneurs: opportunity entrepreneurs and necessity entrepreneurs. Opportunity entrepreneurs are entrepreneurs who notice or recognise an opportunity in the marketplace and embark on the entrepreneurial journey. Alternatively, necessity entrepreneurs embark on the journey out of a need to survive because of the need to survive

caused by unemployment, and the person has reached a glass ceiling (Irene, 2017:2)

2.3 CHARACTERISTICS OF AN ENTREPRENEUR

Entrepreneurs have many characteristics. According to Meyer and Landsberg (2015:2), some of the entrepreneurs have the following characteristics: Entrepreneurs are innovators, opportunists, risk-takers, designers of new combinations of processes and lastly, they start new organisations.

Kot, Meyer and Broniszewska. (2016:210) identified some entrepreneurial characteristics based on McClelland's (1961) theory of the need to achieve and Rotter's (1966) locus of control theory. Table 2.2 below outlines the 18 entrepreneurship characteristics based on McClelland's (1961) theory of the need to achieve and Rotter's (1966) locus of control theory of which some of the characteristics may fit in both theories.

Table 2. 2: Characteristics of entrepreneurs

McClelland's theory of the need to achieve	Rotter's locus of control theory
Being purpose-driven/working towards a goal	Responsibility
Self-assurance	Professional knowledge and competence
Taking initiative	Ability to take risks
Self-confidence	Ability to work well with people
Time-management	Ease of creating/finding networks or contacts
Decision-making skills	Patience
Courage	Diligence
Creativity and innovation	Honesty
Assertiveness	Independence

Source: Kot *et al.* (2016:210)

People with characteristics listed by McClelland's theory of the need to achieve have a strong desire for success and with their high need for achievement are more likely to become entrepreneurs; hence there is a constant relationship between the need for achievement and entrepreneurship (Neneh, 2011:29).

Entrepreneurs with an internal locus of control believe that success is determined by his or her efforts and abilities (Nieman & Nieuwenhuizen, 2019:30). According to Buthelezi (2011:29), a great deal of emphasis is placed on the role of the internal locus of control theory of Rotter's, and the listed characteristics require a firm personal belief in an individual's ability to control their situation and is considered a necessary quantity for the prospective entrepreneur.

Spinelli and Adams (2012:36) also outlined a list of characteristics compiled by the academics that were developed over different years.

Figure 2. 1: Characteristics of entrepreneurs

Characteristics of Entrepreneurs		
Date	Authors	Characteristics
1848	Mill	Risk bearing
1917	Weber	Source of formal authority
1934	Schumpeter	Innovation; initiative
1954	Sutton	Desire for responsibility
1959	Hartman	Source of formal authority
1961	McClelland	Risk taking; need for achievement
1963	Dauids	Ambition; desire for independence, responsibility, self-confidence
1964	Pickle	Drive/mental; human relations; communication ability; technical knowledge
1971	Palmer	Risk measurement
1971	Hornaday and Aboud	Need for achievement; autonomy; aggression; power; recognition; innovative/independent
1973	Winter	Need for power
1974	Borland	Internal locus of power
1982	Casson	Risk; innovation; power; authority
1985	Gartner	Change and ambiguity
1987	Begley and Boyd	Risk taking; tolerance of ambiguity
1988	Caird	Drive
1998	Roper	Power and authority
2000	Thomas and Mueller	Risk; power; internal locus of control; innovation
2001	Lee and Tsang	Internal locus of control

Source: Spinelli and Adams (2012:36)

From 1848 till recently, the characteristics of entrepreneurs are still being developed and identified based on the circumstance. Researchers over the years identified the different unique characteristics that are inherited by different entrepreneurs. Not being afraid to take risks, internal locus of control and being innovative are the three common characteristics that were identified in different centuries and are still even identified by the recent studies.

Moreover, according to Rathakrishnan (2008:47), some certain qualities of a successful entrepreneur can be acquired and developed through training and motivation. Table 2.3 below outlines the essential entrepreneurial traits/qualities.

Table 2. 3: Essential entrepreneurial traits/qualities

ESSENTIAL ENTREPRENEURIAL TRAITS/QUALITIES	
High achievement motivation	Tolerance to ambiguity and uncertainty
Insatiable drive and persistent enthusiasm	Taking the initiative and seeking personal responsibility
Readiness to face challenges	Self-control
Persistent problem solving	Self-confidence
Goal setting	Confidence in self-capability
Dealing with failure	Use of feedback
Technical background	Willingness to take advice
Experience in the line	Time management
Long term involvement	Total commitment and immersion
Competing against self-imposed standards	Money as a measure

Source: Compiled by the author

Not all entrepreneurs are born with specific characteristics; some entrepreneurial characteristics mentioned in table 2.3, such as technical background, experience in the field of the business and time management skills can be acquired through training.

It is concluded that entrepreneurs do not possess all the above mentioned and other un-mentioned characteristics of entrepreneurs, and every business opportunity requires different characteristics (Neneh, 2011:25).

2.4 WOMEN ENTREPRENEURSHIP

“A women entrepreneur is confident, innovative, creative and capable of achieving economic independence individually or in collaboration, to generate employment opportunities for others through initiating, establishing and running an enterprise by keeping pace with her personal, family and social life” (Krishnan & Kamalanabhan, 2013: 41).

Gautam and Mishra (2016:34) refer to women entrepreneurs as any woman who agrees to take the challenge and play a vital role to meet her individual needs and become financially independent. A women entrepreneur enterprise is defined as an enterprise owned and governed by women having a minimum economic interest of 51% of the investment and giving at least 51% of employment created for women in their enterprise.

Most of the SMEs or SMMEs (Small, Medium and Micro-sized Enterprises) are dominated by male owners meaning that this sector still lacks women entrepreneurs. However, contributing to entrepreneurial growth in South Africa, women entrepreneurs are significant contributors to the South African economy (World Bank, 2016:5). Not only in South Africa but other low-income countries experiences the percentage growth in women entrepreneurs. Several studies found that in Ghana, more women than men own businesses (Seshie-Nasser & Oduro, 2018:311). Professor Brush, leader of women entrepreneurship at Babson College, describes the growing number of women entrepreneurs entering the economic sector, as one of the most significant social and economic developments globally (Kloppers, 2018:2).

According to Business Report (2018), women account for only 18.8 per cent of business owners in South Africa (ranking 42), indicating that their progress in

entrepreneurship has been disappointingly low compared to other countries measured. Ghana (46.4 per cent) ranks first in the world with the highest number of women business owners, followed by Russia (34.6 per cent), Uganda (33.8 per cent), New Zealand (33 per cent) and Australia (32.1 per cent). Today, women entrepreneurs play an increasingly vital role socially, professionally and economically in driving the South Africa economy. However, they remain underrepresented among the ranks of entrepreneurs. “This discrepancy is not just a gender issue, it is an issue of economic growth which needs to be addressed,” says Mark Elliott, division president of Mastercard, Southern Africa.

Evidence from previous studies indicated that women entrepreneurs face more significant difficulties in becoming entrepreneurs. These difficulties include high domestic responsibility, lower levels of education, and the absence of female role models, fewer networking opportunities and a lack of capital and tangible resources (Kloppers, 2018:6) and also the skill shortage (Klopper, 2015:2).

Despite the increase in women’s ownership and the number of female Women-owned home-based business entrepreneurs, women-owned businesses are smaller in size, sales growth and the number of employees compared to businesses owned by men. However, according to (Irene, 2017:73), female entrepreneurs are more straightforward to finance and less risky than their male counterparts; female-owned businesses could have a lower business failure rate and create more jobs compared to their male counterparts.

2.5 INDIVIDUAL MOTIVATIONAL FACTORS TOWARDS SELF-EMPLOYMENT

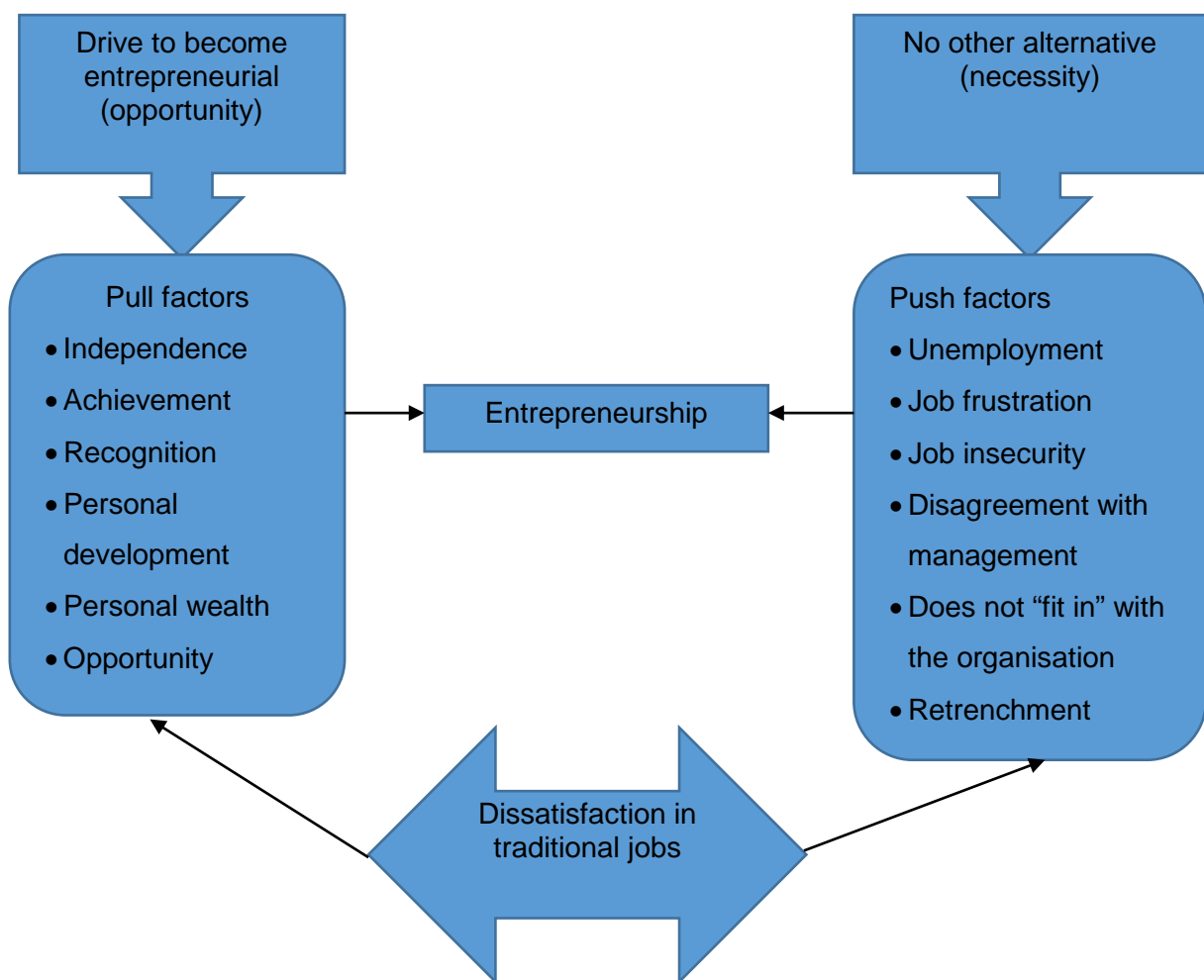
According to Agbenyega (2013:118), motivation stems as a result of “an internal or external factor that propels the desire and energy in individuals to see continuous interest with high commitment and persistent effort to accomplish desired aims”.

Self-motivation involves behaviour that could be both intrinsically and extrinsically motivated. Intrinsic motivation also referred to as a ‘pull factor’ refers to one’s

involvement in activities because a person desires to, and there are no external rewards involved only positive feelings resulting from it. In contrast, extrinsic motivation also referred to as a “push factor” involves a tangible reward or the avoidance of pain or suffering in life (Henning & Akoob, 2017:2).

There are pull and push factors of entrepreneurship that are outlined in the below figure 2.2.

Figure 2. 2: The push and pull Factors of entrepreneurship



Source Nieuwenhuizen and Nieman (2019:40)

2.5.1 Pull factors

2.5.1.1 The need for independence

Many professional women are increasingly deciding to opt-out of the labour market, with a small but increasing percentage starting their businesses (Buthelezi, 2011:37). On the other hand, according to Meyer and Landsberg (2015:3455), job satisfaction in other women entrepreneurs pulled them to be independent and leave their current job.

The drive to be independent is one of the main motivations for women to start a business (Browning, 2018:41). Independence ascribes an individual's ability to bear the responsibility of using ones' judgment as opposed to following other recommendations and opinions indiscriminately (Alhothal, 2020:1249).

2.5.1.2 Achievement

The need for self-achievement influences the women entrepreneurship significantly, and according to Buthelezi (2011:37), the need for an achievement seems to be women entrepreneurs' fundamental motivating force than only making money.

2.5.1.3 Recognition

Recognition refers to the calibre of social status derived from operating one's business (Mkubukeli & Tengeh, 2015:18).

2.5.1.4 Personal development/ Desire to be your boss

Women desire to be their bosses both for financial rewards and their rewards such as being one's manager, having liberation, freedom, total control and placing one's information and skills into practice. Owning a business provides women with more freedom to reconcile family and professional responsibilities, mainly due to the possibilities introduced by modern forms of conducting business (Kot *et al.*, 2016:209).

2.5.1.5 Improved financial opportunity/personal wealth

“Starting and managing a business offers financial gain” (Mkubukeli & Tengeh, 2015:18).

2.5.1.6 Opportunity identification

Because of the support in the development of women entrepreneurs in South Africa from government and non – government organisations, women join the different business organisations for training programs for skill acquisition and upgrading, marketing and accounting, they seize this opportunity and use it to join the entrepreneur world (Buthelezi, 2011:41).

2.5.2 Push factors

2.5.2.1 Work challenges

Challenges at work include disagreement with management, job frustrations, job insecurities, not being able to fit-in in the organisation and retrenchment. Many women pursue entrepreneurial activities as an alternative method to move away from their job frustrations or insecurities due to the discrimination and segregation in the labour market (Muron, 2017:22).

However, in some instances, individuals who have reached the peak of their careers use entrepreneurship as a way to demolish the “glass ceiling”, and the lack of the necessary qualifications to be promoted or work for other firms pushes individuals to be entrepreneurs with the experience and the connections they already have (Irene, 2017:2; Kot *et al.*, 2016:209).

2.5.2.2 Unemployment

Kot *et al.* (2016:209), in some cases, conducting one’s business activity can be perceived as a survival strategy for people who cannot find other employment options to earn an income. Entrepreneurship can thus provide a source of income

when an economy cannot yet supply enough jobs or other alternatives for generating wages or salaries, providing positive social value (Buthelezi, 2011:40).

2.5.3 Other motivational factors:

According to Meyer and Landsberg (2015:3455), flexibility for work/life balance; potential to develop a hobby; role model influence and fulfilling a social challenge are motivational factors for some women to become entrepreneurs.

- **Need for flexible work schedule**

The desire for a flexible work schedule is one of the main reasons women tend to leave their current jobs to be entrepreneurs, the work flexibility provided by entrepreneurship is appealing for women in terms of location often working at home or close to home, and the hours of work (Buthelezi, 2011:40).

- **Social contribution**

The desire to make a social contribution also seems to be a vital motivating factor for women entrepreneurs. Research suggests that this caring attitude manifests in women's leadership style and that there is a strong belief amongst women that a successful business should give back to the community, thus enforcing the social contribution factor (Williams & Gurtoo 2012:400).

In addition to that, Nahar (2015:15) mentioned that aspiration to make a social commitment as well as helping other people has been observed to be a key variable for women to decide to be entrepreneurs.

- **Role model influence**

Interacting with other women entrepreneurs helps them to develop themselves, and some of those entrepreneurs become role-models to the new or upcoming entrepreneurs.

Finally, the motivational factor differs from country to country, table 2.4 below illustrate different motivational factors by different African countries.

Table 2. 4: Entrepreneurial motivational factors by different African countries

Country	Motivation
Kenyan and Ghanaian entrepreneurs	Increase in income, creating a job for oneself, personal satisfaction and growth, and job security.
Romania entrepreneurs	Motivated by the opportunity to increase their income and to provide job security.
Ugandan entrepreneurs	Making a living/money.
North, Central and South Vietnamese entrepreneurs	Challenges and achievements, the motivation to increase income, job security, personal freedom and independence.
Filipino entrepreneurs	Motivated by the desire to earn more money and to be independent.

Source: Compiled by the author inspired by Javalgi, Martin, Young, Hart and Dyke (2018:140)

In comparing different countries, it is concluded that the desire to earn more money and the lack of appropriate job opportunities to be the key motivators for people to be entrepreneurs.

2.6 CHALLENGES AND LIMITATIONS OF SMALL BUSINESS

There are unique challenges faced by female small business owners that differentiate their entrepreneurial experiences from those of males (Hodges, Watchravesringkan, Yurchisin, Karpova, Marcketti, Hegland, Yan, and Childs. 2015).

Three common challenges faced by female entrepreneurs and small business owners:

- (1) Garnering sufficient financial support to succeed;
 - (2) Having access to mentors, networks and other types of social resources;
- and

(3) Balancing the demands of work with those of family.

Research suggests that one of the biggest challenges for most small business owners, but particularly female business owners, is obtaining financial resources, in as much as access to financial resources impacts the long-term success of the business (Modarresi, Arasti, Talebi, and Farasatkah. 2017)

2.7 BARRIERS TO WOMEN ENTREPRENEURIAL AND BUSINESS SUCCESS

The theory of liberal feminism argued that gender discrimination has limited women's abilities, creating barriers to their growth (Modarresi *et al.*, 2017).

According to studies on women entrepreneurship, wherever they have been conducted, highlighting the scarcity of formal and informal business-related learning opportunities for women business owners. This absence of formal and informal learning opportunities for women businesses can inhibit their ability to sustain and grow their business (Sharafizad, 2018).

Hossain, Naser, Zaman and Nuseibeh. (2009) highlighted that generally in developing countries, women are brought-up under an adverse conservative socio-cultural environment that results in a lack of confidence in them and the society in which they have been living. This reality results in the family's reluctance to finance a women's venture, banker's reluctance to take risks on projects set up by women, and a general unwillingness to accept women as decision-makers or to stand as guarantors for loans to them.

While women are making significant strides in terms of educational attainment at primary and secondary levels, they often lack the combination of education, vocational and technical skills and work experience needed to support the development of highly productive businesses. Male entrepreneurs, for example, are more likely than female entrepreneurs to have been employed in the wage sector

before starting a business. Female entrepreneurs are less confident in having sufficient skills to run a business and are more likely to state that their fear of failure prevents them from starting a business.

2.8 DEVELOPMENT NEEDS

There are government established organisations to assist women entrepreneurs to grow and be successful in South Africa as SMMEs contribute significantly to the economic growth of the country. However, according to (Klopper, 2015:2013) despite government initiatives, some women still complain that they do not have any support from anywhere including these government establishments, the establishments are strongly advised to improve on their communication and marketing to reach women and inform them of the possible assistance that is provided. Pule (2015:5) agrees that, even though the government has incorporated agencies to assist the SMMEs, not much has changed in improving the performance of entrepreneurs. The SMMEs still struggle to succeed in the industry, and they are also exposed to specific challenges to start and run small businesses.

One avenue for creating mentoring opportunities for women small business owners is for governments to initiate programs aimed at building women's entrepreneurial skills and knowledge by providing business finance and training and establishing an industry-focused support system concerning mentorship, guidance and confidence-building (Sharafizad, 2018:84).

The challenges and difficulties the women entrepreneurs face in running the businesses are overcome by other women entrepreneurs who succeeded more than male entrepreneurs in the SMMEs. In his research Kloppers (2018:45), found out that women entrepreneurs were predominantly motivated by the ideology of success, of self-accomplishment and by a self-fulfilment prophecy, they wanted to sustain rather than grow their businesses, and they rely significantly on creativity, innovation and continuous improvement, which reinforced the Schumpeter's theory on innovation. Furthermore, "An accelerated and concerted focus on improving entrepreneurial skills, business opportunities, and access to funding, as well as promoting entrepreneurship as a respectable career for women to dismantle

negative social and cultural perceptions will foster a more enabling environment for women entrepreneurs” (Business Report, 2018).

The World Bank (2016:14) emphasised that training programs need to be provided primarily for women and it shows that the training of women entrepreneurs leads to increase an entrepreneur’s business income by 5.5 per cent on average. The return on training is higher for women. The World Bank also added that “those countries that provide more incentives and support systems specifically designed for women entrepreneurs have higher rates of female entrepreneurship and in countries where such specific support services do not exist, there are lower levels of women’s entrepreneurship.”

According to Orser, Elliot and Findlay-Thompson. (2012:237), research suggested that female business owners benefit from training support in at least five knowledge domains: networking activities, mentoring opportunities; financial literacy, technology adoption, and access to markets, most small business training program evaluation studies are primarily descriptive and/or report on criteria such as incremental job creation and loan default rates.

According to the Small Enterprise Development Agency, (SEDA), the following are the identified key areas relating to both challenges and opportunities facing women entrepreneurs. The following key government interventions have been recommended to assist with the promotion of women-owned enterprise:

- Entrepreneurial capacity building and training for women:

Developing the skills and capabilities of women is a primary step towards ensuring that women can seize the opportunities as they present themselves.

- Women Entrepreneurs call centre that provides women with necessary telephonic support when establishing and running a business:

A call centre that provides women with at-the-minute business support and information, including assistance with dealing with specific problems will be beneficial in ensuring that women can continue to run their businesses as efficiently as possible, and in turn ensure their sustainability.

- Women Enterprise Programmes, e.g. Women-owned Business Incentive schemes, mentorship programs:

The availability of women-owned enterprise programs and access to all-encompassing business support solutions will ensure that women-owned businesses remain sustainable.

- Promote private sector procurement for women, as well as procurement training:

Women at all stages of their business, and particularly those that have newly established businesses, will benefit a great extent from understanding the key considerations when applying for work or procuring contracts.

- Export and Import Training programs for South African female entrepreneurs:

Opportunities exist for SMME's to gain access to a larger market share by exploring foreign markets. That said women must have access to the relevant information surrounding exports; this includes having knowledge of taxation and legislative concerns regarding exports, and for women-owned enterprises to be able to identify opportunities to export their products.

2.9 SUCCESS STRATEGIES FOR WOMEN ENTREPRENEURS

Women entrepreneurs create a culture of information sharing and motivate new women entrepreneurs, who want to engage in businesses, to work towards growth and sustainability. They recommend information sharing as a strategy to assist in overcoming barriers to entrepreneurial and business success (Foster, 2016:85).

According to Hossain *et al.* (2009:207), a study was conducted that referred to four personal and four external factors that influence women entrepreneurs' success.

2.9.1 The personal factors

2.9.1.1 Motivation and commitment

According to Mooney (2020), entrepreneurs have to have self-motivation that drives them to make their dreams of business a reality. Although launching an enterprise is often simply because of its novelty, excitement and energy, retaining the same degree of enthusiasm as time progresses may become challenging. When you experience obstacles and understand how much time, concentration and labour are needed to sustain your venture, rely on key factors to guarantee your commitment. You are encouraged to commit to the things that you enjoy. When they are passionate about their companies, entrepreneurs remain loyal. With higher motivation and more hours when feelings are involved, you pursue your objectives. For example, if you have a constant affection, obsession and admiration for animals, you are inspired by this passion for making your pet-sitting business a success. The benefits that come from engaging with the animals increase your devotion to your small company.

2.9.1.2 Abilities and skills

In order to become a successful entrepreneur, there are a couple of skills that one needs to acquire. As a female entrepreneur, it is imperative to learn the following skills to be successful; delegating; grow a thick skin; sales skills; communication skills; negotiating skills; market research; open to learning skills; and can be your own master (Signh, 2016).

2.9.2 External factors

2.9.2.1 Business development organisations

According to www.ilo.org (2011), services for business growth are an integral part of the Entrepreneurship growth portion. Some of the main factors contributing to business failure for small and medium businesses are poor management and lack of preparation. Many of the service providers for business growth are government-owned with restricted outreach and based in major urban areas. This was due to insufficient infrastructure outside the major cities, especially the lack of adequate communication systems and a sound transport system. As such, service providers for business growth and other support facilities continue to shun unattractive and inaccessible places. Some market development service providers have also been found to provide irrelevant services that are not tailored to meet the needs of entrepreneurs.

2.9.2.2 Socio-cultural context.

Even as it is accepted that socio-cultural influences form and influence the personality of entrepreneurs and influence their temperament, actions, decisions, attitude and activities within a given market setting, this value orientation is central to what instigates entrepreneurs to seek inventions, wealth and material gains and risk-taking tendency, Alamina (2020).

2.9.3 Networking

Several scholars emphasise the importance of networking to stimulate business, but how networks are used seems to be gender-specific. Research in the field of networking has taught the world how both men and women build their networks, for example, women's networks are more homogeneous than men's, and women also have more family and friends in their networks. Despite these differences, both women's and men's networks mostly contain men (Bogren, Von Friedrich, Rennemo, and Widding, 2013).

The survey that was conducted by WBC managers claims that networking assists in providing business contacts, role models, and learning from more experienced female business owners (Braidford, Stone, and Tesfaye, 2013:150).

2.9.4 Personal success factors

Women entrepreneurs highlight the motivational factor to create sustainable and effective operational businesses by developing strategies that promote and support growth with a focus on all the stakeholders. Women entrepreneurs recommend that one does not only require a vision to start their career in entrepreneurship, but that one also requires a desire to own their very own business. Women entrepreneurs view the passion for owning their own business as the driving force to achieve sustainability and business success; while also balancing work and family responsibility (Foster, 2016:85).

2.9.5 Managerial factors

In a study conducted by Kloppers, (2018:64), women entrepreneurs revealed their success strategies as engagement in business growth, right leadership style and effectively utilising all factors of production including, capital, employees and operational processes. Women recommend leaders to provide guidelines, to empower and direct employees to business success. Women recommend a democratic leadership style to achieve the objectives above. Deborah, Wilhelmina, Oyelana, and Ibrahim. (2015:42) highlight that successful women need to employ efficient managerial skills and take decisions.

2.9.6 Financial management

Meyer (2018:142) reported a strong positive relationship between start-up funds and business success. Businesses with a higher amount of start-up finance are less likely to fail and return higher profits through sales. Also, these businesses tend to hire more employees, which, in some cases, may have a positive impact on the growth of the businesses. Although access to start-up capital and expansion capital

may be more readily available in developed countries, this remains a global challenge for small businesses.

2.9.7 Human Relations

Women entrepreneurs rely on talented and skilled human resources to support business and managerial implementation processes and depend on proper human resource departments to recruit, motivate and train employees using performance measurement and monitoring programs (Hoe, Isa, Hin, Hashim, Yunus, and Abdullah, 2012:138). Also, Irene (2016:76) states that the woman entrepreneur requires her employees to be committed to the business and to take responsibility for her customers in the same way that she does.

2.9.8 Business knowledge and skills

Kloppers (2018:65) recommends that entrepreneurs engage in market research and recommends women to:

- Perform market research to determine the need of the consumer;
- Invest in a sound marketing strategy where they analyse their competitive advantage and identify their value proposition;
- Determine the target market;
- Perform a market mix to satisfy the target customer's needs.

The researcher further highlighted that the business owner performs a regular assessment on performance in which the owner ask the following key questions:

1. Does the enterprise focus on the customer?
2. Do employees satisfy customer needs and add value to ensure customer comebacks?
3. Does the enterprise provide products and services at competitive prices that are readily available?
4. Which is the enterprise's unique selling proposition

2.10 BUSINESS SUCCESS MEASURES

There is a debate over what encompasses the best measure for business success. “Some of the researchers advocate the use of only financial indicators, such as profitability, turnover and return on investment as measures of business success” (Irene, 2017:3). On the other hand, Klopper (2015:43), stated that business success measures could be divided into financial and non-financial measures. Also, the previous studies show that success can be a multi-dimensional concept consisting of financial and non-financial factors. However, researchers have realised that there are many definitions and the measurements of success that vary among individual Entrepreneurs (Grigsby-Williams, 2018:54).

2.10.1 Financial measures

According to Nahar (2015:19), different researchers depicted “Success” from a real point of view, including increment in income or a company’s financial growth, individual wealth creation by the business profitability. Similarly, according to Klopper (2015:43), financial measures include growing sales, growing profits, free cash flow growth, return on assets and growth in market share. Additionally, growth in total sales and employment are also used as financial measurements (Irene, 2017:43).

Furthermore, according to Murphy (2012:36), successful businesses are those who avoid the filing of bankruptcy and businesses with insufficient cash flows prohibiting the repayments of loans to creditors. Hence, the business has to be financially successful to keep the business fully operating when acknowledging the non-financial measures.

2.10.2 Non-financial measures

Most SMMEs do not have financial statements and accurate records; this makes it harder to measure business success through reading financial statements hence business success is consequently measured by self-reporting, perceptions, work experience and competencies were used as non-financial measurements (Irene, 2017:43).

According to (SBA, 2007). the longevity of five or more years in business operation is perceived as the business success factor. On the other hand, Nahar (2015:19), identified that other studies associate female entrepreneurial success with an uninterrupted business run at least for three years and its goodwill. Previous researchers indicate that customer satisfaction and goodwill are linked to customer loyalty, which impacts customer retention and consequently, profitability (Irene, 2017:43).

Mouelle and Barnes (2018:8) add that networking and partnerships are rated among the critical success factors also. Successful entrepreneurs possess not only creative and innovative flair, but also solid general management skills, business know-how, and sufficient contacts (Buthelezi, 2011:26).

Grigsby-Williams (2018:53) highlighted the following few success measures:

- That women view success as having balance in their relationships (work, family and life in general).
- The longer an employee can survive and prevent involuntary exit; the more successful the business will be agreed that success could be.
- Entrepreneurs' personal satisfaction and/or performance.

The effectiveness and efficiency of the business outputs by employees is also regarded as business success, as well as, employment growth, new products, processes, services and customer satisfaction (Klopper,2015:43).

SBP alert (2013) added that the below measures also are considered to be non-financial business success measures:

- Having high prestige and social status
- Being in a leadership role
- Being highly regarded in the industry

- Growing a world-class business and leading a large or rapidly growing business
- Personal satisfaction,
- Customer service ratings
- Growth of employees, the number of employments created and satisfaction with employee relationships.
- Social contribution to the community is a great measure since women will have the satisfaction of making a difference in the community even though the business is not necessarily growing as much;
- Being acknowledged

2.11 CONCLUSION

From the literature provided it is evident that there is still so much to be explored and be identified as business success measures for all the businesses, however, every business is unique, and entrepreneurs also have their definition or measurement of business success. However, to understand more success measures of women entrepreneurs' business and add to the body of knowledge, this study is going to explore additional success measures of women entrepreneurs managing or owning SMMEs as the aim is to have more successful women entrepreneurs.

CHAPTER 3

RESULTS AND DISCUSSION OF THE EMPIRICAL STUDY

3.1 INTRODUCTION

This study followed a transcendental phenomenological approach to explore success factors contributing to women entrepreneurs in selected North West provinces. Semi-structured interviews were used to collect data for the study, where the researcher interviewed six women entrepreneurs in the North West province. Therefore, this chapter will be presenting the findings from the data collected, whereby the research questions should be answered.

The chapter begins with presenting participants' profiles, the study's objectives, six themes, and the interview findings.

3.2 FINDINGS' PRESENTATION

3.2.1 Data interpretation

This section presents the research participants' profiles, namely, highest academic qualification, marital status, age, and children, as tabularise in table 3.1 below.

Table 3 1: The research participants' profiles

Participant	Age	Marital status	Number of children	Highest academic qualification
01	30	Married	1	Postgraduate degree
02	34	Single	1	Masters
03	33	Single	1	Diploma
04	31	Single	1	Diploma
05	33	Single	2	Diploma
06	57	Married	1	BTech

Source: Compiled by the researcher

The participants' profiles as in table 3.1 show that most of the participants were between 30 and 35 years of age and most are single parents with one child and all the participants had post-matric qualifications.

Table 3.2 below outlines the type of business of participants.

Table 3. 2: Type of business

Participants	Type of business
P01	Events (weddings, parties, baby showers, bridal showers) Personalised chopping boards
P02	Wellness company offering health services to corporates and the community
P03	Events: bridal showers, birthday lunches, kiddies parties, baby showers, anniversary.
P04	Selling of fragrances, i.e. colognes and perfumes
P05	Transportation: charter service and staff transportation (started 2019) Catering company (begun 2016)
P06	Sewing company making summer & winter sheets, and curtains

Source: Compiled by the researcher

The type of business that the participants of this study had as tabled in table 3.2, was mostly in the events organising industry. The other type of business was a wellness company where the participant offers health services to corporates and the community, P06 sews sheets and curtains and lastly, the transportation industry, which mainly dominated by male.

3.3 STUDY OBJECTIVES

3.3.1 Primary objectives

The primary research objective seeks to explore women entrepreneurship's success factors in selected cities in the North West province, South Africa.

3.3.2 Secondary objectives

The following secondary goals were formulated to achieve the primary objective of this study:

- To explore women's motivation towards self-employment.
- To explore the uniqueness of women in entrepreneurship.
- To determine the challenges encountered by women in the selected geographical area.
- To explore the perceived meaning of business success to women entrepreneurs.
- To explore the factors contributing to women entrepreneurs' success in the selected city in the North West province, South Africa.

3.4 OVERVIEW OF THEMES

The empirical findings will be explored in the remainder of chapter three through the experiences of the women entrepreneurs who participated in this research. To answer the study's six research questions, this debate on empirical results is addressed simultaneously with the literature integration. The six study questions this dissertation aims to address are:

1. What motivated you to become an entrepreneur?
2. Would you say that women have a unique approach to entrepreneurship? If so, how would you describe this uniqueness?
3. What would you say are the unique challenges women face as entrepreneurs?
4. How do you define business success?
5. In your opinion, what do you consider as the critical success factors for women-owned enterprises in North West?
6. What advice would you give to women wanting to become an entrepreneur?

The relationship between the research questions and the themes discussed in this chapter are tabulated below in table 3.3.

Table 3. 3: The relationship between the themes and the research questions

Research questions	Themes
What motivated you to become an entrepreneur?	Theme 1. Motivation
Would you say that women have a unique approach to entrepreneurship? If so, how would you describe this uniqueness?	Theme 2. Women's uniqueness
What would you say are the unique challenges women face as entrepreneurs?	Theme 3. Unique challenges
How do you define business success?	Theme 4. Business success
In your opinion, what do you consider as the critical success factors for women-owned enterprises in North West?	Theme 5. Critical success factors
What advice would you give to women wanting to become an entrepreneur?	Theme 6. Advice

Source: Compiled by the researcher

3.5 INTERVIEWS FINDINGS

The themes that emerged from the results will now be discussed in detail, and some of the themes have subthemes broadening the central theme. Letter P was used to refer to the participants, accompanied by several interviews, thereby referencing each participant (P01-P06). This given reference secures the identity of the participant.

3.5.1 Theme 1: Motivation

Women are motivated by factors called push and pull factors to start their own business. Henning and Akoob (2017:2) explain the pull and push factors in more detail, where intrinsic motivation, also referred to as a 'pull factor,' refers to one's involvement in activities because of a personal desire to. There are no external rewards involved, only positive feelings resulting from it. The extrinsic motivation, which is referred to as a "push factor," involves a tangible reward or the avoidance of pain or suffering in life.

3.5.1.1 What motivated you to start a business?

"Starting and managing a business offers financial gain" (Mkubukeli & Tengeh, 2015: 18). Most interviewees were motivated by having extra cash, even though the demand and passion for starting a business are there. Still, the fact that it brings more money to the table made these women entrepreneurs to follow their passions.

"Yeah, it was demand and passion. It's something that I love doing. And it also doesn't hurt to make extra cash on the side to buy me things that I love, yeah. So, I think it's a passion. It's demand and just having a side hustle to make extra cash. I believe in having multiple income streams; you can't rely on one income stream". - P01

"Yeah, what motivated me was... the experience I had with clients. So, I would say the feedback I was getting from people with my events planning and how happy they would get after seeing the setup. And then the income that's coming that's very motivating, I won't lie... And the feedback from clients, most importantly, and referrals". P03

One of the interviewees was motivated to start a business because of how people reacted when she had planned and organised her family events, like friends and family who loved her job and encouraged her to start her own business. There was a demand already even before she opened a business, and she identified an opportunity in the market and gave it a try, and it succeeded.

Been recognized as a woman entrepreneur was also one of the motivational factors for one of the interviewees. The interviewee wanted to prove to herself and the society that women can succeed in business.

"Well, I wanted to prove to myself, and I suppose to the world as well that a woman can do and can run her own company and succeed at doing so at running the company." -P02

"What motivated me was I was bored of like, coming to work doing the same thing repeatedly. And I wanted to test whether I can do this whole entrepreneurial thing". - P04

On the other hand, unemployment is one of the push factors that lead women to self-employment, and one of the interviewees was pushed to start a business after she became unemployed. She now runs two businesses, the catering company, and the shuttle company. Now she is employing the unemployed people contributing to social needs around her area.

"It was back in 2016. I had a three month- to a four-month-old baby. I found myself unemployed. I needed to survive. I was working before that, and then I lost my job when my child was too small. I lost my income, and I also had just acquired a new mouth to feed. So, I was pressurized to make something to do something, anything just to have money coming in". -P05

The other motivational factors that motivated these women to become entrepreneurs are being encouraged by the role models. Participant 06 was inspired by her parents ever since she grew up in a business-minded family; already, both the parents were entrepreneurs when she was growing and assisted them most of the time.

"You know what? I grew up in a family where both the mother and the father were business minded. My father had a shop, a cafe. It was the only shop in the village. He also had a farm. My mother also worked in that shop. She liked sewing and selling soft goods. She was selling jerseys, shoes, sew dresses, and curtains. Her main business was curtains. She ended up buying furniture and most of the things only through selling those curtains and soft goods. When she went to deliver the curtains and those goods, I was with her most of the time. Whenever she went to buy material or anything, I was with her. I also grew up in the shop. I never experienced street life. Because from a younger age, from eight, I used to help them in the shop. That is why this thing of business growing up was in my blood". -P06

3.5.1.2 What is motivating you to stay in a business?

"Side hustle and passion. It's what I love doing". -P01

The interviewees who still in business are motivated by the impact they have on the community; the social contribution factor plays an essential and significant role to women entrepreneurs. They want to contribute to young women's lives in their communities so that those young upcoming women entrepreneurs can also assist the future women entrepreneurs who want to be in business.

Furthermore, the need for flexible working hours keeps the other women entrepreneurs in business even today.

"I like the freedom it gives me to manage my time because I get to call the shots, but it also adds a lot of responsibility. When you are running your own company, it means that you are responsible for everything. So at the end of the month, if you didn't work hard, you're not going to make money, so, but I also like the freedom that it affords me to do other things at my own pace my own time. And yeah, that's why I'm still here. And I also love the fact that I get to make a positive impact on people's lives". -P02

Furthermore, more women are still motivated to stay in business because of happy clients; the feedback that they receive from their clients makes them stay in business. Income and the women's passion for their companies keep them in business for most women entrepreneurs.

"I think it's more the feedback from people. How good they smell, how they say that it lasts. They don't just put it on in the house, and then when they leave, you can't smell it anymore. So I think the feedback has kept me going, and people are enquiring and asking me if I have a certain scent, and they're willing to change or try new things that I have in my fragrance collection. So I think that has kept me going and the profit, of course, but mostly the feedback from the people". -P04

"Well, it's the income, okay, I'm a single mother. So most people who've got two kids and are my age usually have partners. So I've decided, okay, for me to live a normal life for where I'm supposed to be right now. I can't go around looking for a partner. Instead, let me start a business, and then it can supplement an income where normally from other households it would be provided for by a partner". -P05

"The most important thing is passion. I have a passion for what I'm doing. And then, one other thing besides passion, I've developed this thing of being a job creator. Because I realised that most people don't have jobs". -P06

3.5.2 Theme 2: Women's uniqueness.

Table 3.4 below summarised the women's unique approach to business according to the participants of this study.

Table 3. 4: Women's unique approach to business

Participants	Women's unique approach to business
P01	<ul style="list-style-type: none"> • <i>"Women are naturally driven".</i> • <i>"Passion drives them"</i> • <i>"Wanting to be better all the time"</i>
P02	<ul style="list-style-type: none"> • <i>"Bring emotions into business i.e. the heart and not just the mind".</i>
P03	<ul style="list-style-type: none"> • <i>"Focus is on empowering others and also ensuring financial stability for the home"</i>
P04	<ul style="list-style-type: none"> • <i>"Emotional beings and put hearts and soul in business".</i> • <i>"Not just profit-oriented like men".</i>
P05	<ul style="list-style-type: none"> • <i>"Women have a natural instinct to serve and to provide".</i> • <i>"Focus is on assisting the family and community".</i>
P06	<ul style="list-style-type: none"> • <i>"Women don't just do business for money, we look for fulfilment and passion.</i> • <i>We consider emotions- heart and not just mind is involved in business.</i> • <i>Starting business with what you have, fearing debt and not overextending oneself.</i> • <i>Women want to be hands on which makes them learn about the business in and out.</i> • <i>Women like to empower others- taking care of the nation".</i>

Source: *Compiled by the researcher*

Table 3.4 above summarised the uniqueness of women entrepreneurs' approach to business. Women approach a business is with their hearts and soul. They bring all their humane into business, unlike men who are only focused on making a profit.

Women were born to serve and provide; they like to assist other people despite whether they are close to them as family members or not. They go into business with passion, and they like empowering other people. Their success is not theirs alone, it's for the family, extended family and the community.

3.5.3 Theme 3: Unique challenges

3.5.3.1 What are the unique challenges faced by women entrepreneurs

According to the interviews data collected, funding for women entrepreneurs and entering dominating male industries are the main unique challenges faced by women entrepreneurs.

"It's just that the fact that we as women are not taken as seriously as our counterparts, which are the males and people. So, yeah, people are still a bit sceptical that a woman can own and run a business. That's not true because we can run and own a business. Some of the challenges are just when you're dealing with some males, and they will undermine you just because you're a woman; for me, that's a challenge... I have experienced challenges of being undermined... And also, the treatment that you get people to talk to you as if like you're a child". - P02

Yoh, I think our challenges are; the first one is that most or as we've been growing up, entrepreneurs were mostly male. So, I think in most businesses, it is mainly a male-orientated type of career. So, I guess that is one of our challenges. I think it's the social norm that a woman cannot run a business. That is also another one. And another challenge is that when it comes to financing individual businesses, unlike mine, I put in my own money; I don't need any type of financial assistance. But when it comes to women receiving financial aid somewhere, it's like you always must have

a male partner or someone who knows someone in a particular institution to give you money to start up your business. So, I think those are some of the challenges that we as women encounter when starting or running our businesses. The challenge I've experienced is mostly collection of your money, of the money that the person had ordered something and it's now time to collect, then the biggest challenge for me would be excuses or what can I say...someone" - P04

"A unique challenge is you are viewed as being inferior because you're a girl... Like, there is a lot of stigma in people undermining your capabilities because of your gender. Because of your appearances... So, you still must deal with being viewed as not being able to deliver on your own. ... Other women also believe that other women can't. Well, I've given up on funding because it takes a while. You can't rely on it. Even if you... I mean, running a business, you must have a schedule for everything, you have to have a timeframe for everything. So sometimes, funding from other institutions takes a while; it slows you down. It's a pain; it's like getting finance or getting a loan is quicker than getting funding. So, I wish the processes if you meet the qualifying criteria, I wish that it was a bit faster than it is now. Because, though, if it's how are you going to grow if you can't meet your targets on time? How are you going to? You understand if you can't get that assistance on time at a certain point, it's crucial for your business; it can make you or break you. That is, I think the timeframe in which funds are released is the one that's a bit of a struggle". -P05

We experienced problems when coming to funding. Yeah, banking institutions, they look down upon us. They think that you don't we are not able we can't run business, so they feel that when they can borrow your money, you'll end up not being able to bring it back. They don't trust women; they don't trust the ability that women have. And one other thing, they think that we are not confident in what we're doing, especially when you come to male counterparts in business. They don't believe that we have confidence in what we're doing. They doubt our ability, as I've said. And then one other thing. As I've spoken to people, we struggle to be taken seriously; if you want people to take you seriously, you have to work; you have to fight. And one other thing that we sometimes do our business, or that is a big challenge to our firm. And what can I say? We struggle to balance business and family life. Because you find that you are a mother. And then you own a business; you have a family to take

care of. And then you don't get support. Sometimes you find that your spouses don't get enough help from them. That's why most of the time, you find that you struggle to get your business going? Because if he doesn't support you, most of the time, when you try to talk to him about your business, he always discourages you; that is why I am saying that is also one of the problems that we encounter". -P06

"I think I would say it's, it's time management, I think that is the challenge." -P01

Work-life balance is a challenge; balancing the demands of work with those of family-like (Hodges et al., 2015) mentioned, it is still a challenge for some women.

"The challenge I would say starts from your family life; I won't lie. Because you need to invest a lot of time in your business, your time, and you need to be focused". -P06

3.5.3.2 Women advance despite the unique challenges

Despite the different challenges women go through, they still conquer and win in business because of the uniqueness found in them. The passion they have for their companies motivates them to stay in business till the company succeeds, no matter the challenges they go through. Women are go-getters, they have unique strengths and abilities, and they can multitask more than their male counterparts. Having to go through funding challenges, women believe in starting a business with what they have at hand. The little money they have, they have a unique way to make it more and use it to achieve what they want.

They instead start small in their ventures rather than be in debt at an earlier stage of their businesses, and what if the company does not succeed? They will have to pay back the money to lenders irrespective.

Women prefer to be hands-on in businesses, as much as they can call shorts, but they love being part of the core business. This is one of their uniqueness.

"Yes. We do. As I said, women are going getters; we go after what we want to achieve, irrespective of our challenges. So yeah, we try to make it work. I think it's a

unique quality that all women you know, irrespective of the challenges that we face, we push beyond those challenges to achieve the goal that we have in mind". P01

"Oh, definitely yes. As I said, all it takes is strength and the ability just to believe in yourself. Those challenges should motivate you even to proceed even better if you believe in what you are doing and know what you're doing. Women are making it; women are even stronger; women are supporting each other more. So I think we are winning". -P02

"They advance by just being focused and standing your ground. I mean, I sometimes do get intimidated by men". -P03

"They do Hey, they do. They use most of them; they multitask, that's what, like most female entrepreneurs, are not just busy with one thing-most of them, especially at start-up, because of that unique skill of multitasking. ..the primary business is there; it is struggling, but they can source funds from other streams. Just unique to being a woman, you can do those things and get a few bucks to balance things out of which is a disadvantage that most guys have. Because they can't multitask, they focus on one thing. So women can juggle things, a lot of things around at once". -P05

"What I can say is ...as I've said, if you have passion for something, nobody can stop you, like myself...So but now, if you have passion, you know what you want. You know where you want to go. I don't think there's no-one who can stop you. Even if you don't have funds, as big businesses don't pay, we struggle to get funding. You use the little that you have to start your business. And then by being hands-on is how we cope. That's the only way that we cope". -P06

3.5.4 Theme 4: Business success

According to Nahar (2015:19), different researchers depicted "Success" from a real perspective, including increment in income or a company's financial growth, individual wealth creation by the business profitability. According to Klopper (2015:43), financial measures include growing sales, growing profits, free cash flow

growth, return on assets, and growth in market share. Additionally, sales and employment growth are also used as financial measurements (Irene, 2017:43).

However, the data collected from the participants do not agree with the previous findings. Most of the current business women don't measure success financially. Their business success is not only in money terms, not because they are not making a profit or their financial books don't look right.

Customer service ratings and growth of employees, the number of employment created, and satisfaction with employee relationships are the leading business success measures for this study.

"I think for me, I wouldn't define business success in only in terms of money. And what is success to me is getting good feedback from my clients to say that I received my package or received my order, and I'm thrilled. And especially with the food business, whenever I prepare something, it always gives me pleasure to hear that this was nice, even my family recommended you to someone else. So, it goes beyond money. It's getting good feedback from my clients and getting referrals. I think, with my chopping boards, I've met a lot of people that I don't even know. So, it's all through referrals, it's all through people recommending me to them. So, for me, that is a success, and it also pushes me to do more. And it's an encouragement to say that if I can succeed in this, it means I can succeed in something else, like exploring other legs of my business. So, I'm learning as well. It's the learning, and it's good feedback from my client". -P01

"All right. So, for my business success, it's the ability to see a positive effect on your target market...But also not forgetting the profit margin, revenues must consistently go up. But for me, it's about making that positive impact. You need to be able to see changes. You can't just be doing the same thing repeatedly without seeing any changes". -P02

"How do I define business success? I define it as...I don't know if word of mouth would help, but people knowing about your brand is what success is for me. And success is my family and my friends supporting me, not just financially but also

spreading the word that someone sells these certain fragrances if you want it. That is a success for me; it's the word of mouth and people talking about it and people wanting to try it that is a business success for you". -P04

Business success, I can say business success is when the owner realizes that he has achieved his or her objective". -P05

The other measure that women entrepreneurs consider is the social contribution; social contribution to their community is an excellent measure for some participants. Women are satisfied with making a difference in the community even though the business is not necessarily growing as much; the evidence is provided below.

"Because you can say you have money. But having money doesn't mean you're successful. The people around you will determine your success... when you know you can invest in other businesses and grow your family; I mean your business. That's where success comes, and you're busy developing where you're from in your community. That's business success for me because you're also empowering other people. That's success". -P03

"I will define it with the overall size of the business; I believe in generating income for other people. So, the size of my employees versus the size of my production and my income. If I can have employees that can run a massive event organization and we can all make a lot of money at a certain point. Like its, success is running without needing aid, without needing like without worrying about much. Without worrying about whether your stuff is in line with your vision, everything is just in harmony. You're no longer teaching people how you want things to run. We no longer need money for anything. Things are just there, and they are running smoothly, and everybody knows what they are supposed to be doing. That is a point of where you saying it's succeeded". -P06

3.5.5 Theme 5: Critical success factors

The table below outlines the summary of critical success factors contributing to women entrepreneurs' success in this study.

Table 3. 5: Critical success factor

Participants	Critical success factors for women-owned enterprises in North West
P01	<ul style="list-style-type: none"> • <i>"Support from the community you reside in.</i> • <i>"Support from the government."</i>
P02	<ul style="list-style-type: none"> • <i>"Women are taking over in industries which were previously male-dominated."</i> • <i>"People now open to the idea of women running a company."</i>
P03	<ul style="list-style-type: none"> • <i>"You have to be known, mingle, and network with people."</i>
P04	<ul style="list-style-type: none"> • <i>"Doing something unique, i.e., instead of just a salon, do a kiddies salon."</i>
P05	<ul style="list-style-type: none"> • <i>"Be disciplined."</i> • <i>"Be a community person."</i> • <i>"Have leadership skills."</i> • <i>"Ability to lift yourself."</i> • <i>"Be able to network."</i> • <i>"Have a thick skin and not to be easily fazed."</i> • <i>"Be willing to adjust with change."</i>
P06	<ul style="list-style-type: none"> • <i>"There is a need for proper planning."</i> • <i>"Clear communication between the top management and employees."</i> • <i>"There must be relevant skills in the organisation."</i> • <i>"Deliver your goods/services Just In Time."</i> • <i>"Have good management in place."</i> • <i>"A proper marketing strategy must be in place."</i> • <i>"Give incentives to employees, not just monetary- even recognition through certificates."</i> • <i>"Training is the top critical success factor as it gives direction."</i>

Source: Compiled by the author.

According to table 3.5, each participant has mentioned different success factors according to them, but two participants said networking.

According to Kloppers, (2018) women entrepreneurs need to network with successful business owners before starting their businesses. This and the continuation of networking among entrepreneurs is one of the critical success factors that is highlighted by the study.

P03 mentioned that she got more recognition because of her mentor, her mentor, who is in the same business-like hers, and helped her enter the market and succeed. When she mentioned her mentor's name, people will pay attention to her because she is known. She attends networking sessions, where they meet and mingle with other business owners, giving them the chance to learn from the industry experts.

"You need to know people." -P03

The other critical success factor is supporting the community and the government more, especially from the area where the participants reside. Having support whereby people buy your products and the government support you by funding and their regulations also support your product's selling is very important. The community culture and what the entrepreneurs sell/produce must not clash because you have customers locally within your community. It is not guaranteed that someone from other organizations will come all the way to buy your product, so women entrepreneurs need their community to grow.

The support again so that the community accepted that women had entered markets that were male dominated before means a lot to women entrepreneurs. That means they can work freely anywhere because they have support. For instance; participant 03 entered the taxi industry where it is common knowledge that it's male-dominated; she fears rendering her service at night because of her male counterparts; she is concerned about her safety more than anything. The support is there from the community, but the male counterparts are still not happy that women are entering their markets.

"I think it's support from the community where you're residing; it's the support from the government as well. If we are supporting you, you know that you will be a

success, and if the government also supports women entrepreneurs, that is also another point for success. The government does a lot of things, so if they can give women a chance, and give women business, then we are guaranteed success". - P01

"Alright, so I think that in Northwest, a lot of businesses were previously owned by males by men. So, the fact that we as women now are coming into these industries, and we are taking over, I think many people are now open to the idea that women can run the company. They are now more supportive of that fact. I think that's one of the things that's making it easier for us now". -P02

Having organizational factors such as the right leadership style where open communication between employees and management can empower and direct employees to business success.

"Critical success factors...for the business to be successful, I think that you must have proper planning. Because if there's no planning, the business won't have direction. You won't reach your objective; you won't breakeven at the end, say your business is successful. One of the success factors is communication in the business; there must be clear communication between management, right from top management up to the employees. Because now if there's no clear communication, you won't make it. There'll be a lot of mistakes then. And then one other thing it will be there must be relevant skills. Because if you don't have people with relevant skills, the business won't be successful. Because firstly, you won't stick to quality. And then there's this thing that we call JIT- you won't be able to deliver your goods Just In Time (JIT). So, it's where you are going to fight with your customers. And then there must also be teamwork. If there's no teamwork, the business won't succeed because other employees will pull in that side as one will be put into the other direction. And then there must also be proper management. There must also be proper management; that's all that I can say about the critical success factors. And then let me add, for a business to be successful also, there must be a proper marketing strategy, it must be in place. Because if there's no marketing, there will be no income. And then the employer must also- give incentive—reward employees for work well done. Not only in monetary form, but also just also to appreciate them.

Maybe by certificates or whatever that you can give so that they can feel appreciated. That's all I can say". -P06

"It's a lot of discipline. Discipline it's a major one; it's a lot of knowledge acquirement. The more you learn about what you don't know, the easier it is to adjust to be a person who's willing always to learn new things. Because things are changing rapidly... you must be able to...what is this word? To adjust to change, it must come easy for you. It must come very easy for you; it shouldn't be a hassle. So, adaptation, discipline. I think those are my top two". -P05

And lastly, having a unique product/service is considered as one of the critical success factors. When establishing a business, one must consider the competitive advantage; your product's uniqueness gives the entrepreneurs a competitive advantage. P04 highlighted that she has a friend who entered the hair and salon industry, but she only caters to children, no grown-ups, and great success to the business. The interviewee knows her target market and is only prepared to stay unique.

"I think going into a unique space of something that is not there makes your business grow and became very successful." -P04

3.5.6 Theme 6. Advice

3.5.6.1 Who wants to start to start a business?

The table 3.5 below summarizes the advice of women entrepreneurs to future entrepreneurs and the ones that want to expand in their business.

Table 3. 6: Theme 6 summary

Participants	Advice to women wants to become entrepreneurs	Advice to women wants to expand their current businesses
P01	<ul style="list-style-type: none"> • <i>"Do a lot of research about the business you want to get into, ask a lot of questions."</i> • <i>"Be open to learning from others."</i> 	<ul style="list-style-type: none"> • <i>"Do your research to see if what you are doing is worth expanding or it needs changing."</i>
P02	<ul style="list-style-type: none"> • <i>"They must believe in themselves."</i> • <i>"Just start, don't procrastinate."</i> • <i>"Work hard, work smart."</i> • <i>"There's no harm in trying something, even if it might fail."</i> • <i>"Be optimistic about what you have."</i> 	<ul style="list-style-type: none"> • <i>"Support is an excellent factor needed."</i> • <i>Reach out to others for mentorship and advice."</i> • <i>"Be open to learn from anyone and don't stop learning."</i>
P03	<ul style="list-style-type: none"> • <i>"Keep doing what you are doing; someone is watching and admiring what you do."</i> • <i>"Stand your ground and don't compromise on your</i> 	<ul style="list-style-type: none"> • <i>"Know why you started your business and stick to it."</i>

	<p><i>business' way of operating."</i></p> <ul style="list-style-type: none"> • <i>"Be tolerant of people when they do or say things which are not right".</i> 	
P04	<ul style="list-style-type: none"> • <i>"Just start. Start small, but just start".</i> 	<ul style="list-style-type: none"> • <i>"Let's support black-owned businesses".</i> • <i>"Women should support each other".</i>
P05	<ul style="list-style-type: none"> • <i>"Go massive- go big!"</i> • <i>"You are capable, do not be scared."</i> • <i>"Take everything one step at a time."</i> • <i>"Allow things to flow".</i> 	<ul style="list-style-type: none"> • <i>"It's simpler than as hard as it looks."</i> • <i>"You have to scare yourself and reach out into the unknown."</i> • <i>"If you have been running a business, you have all the tools, go for it- expand".</i>
P06	<ul style="list-style-type: none"> • <i>"Know what you want to do and know what you can do best.</i> • <i>"Don't try and copy what someone else is doing."</i> • <i>"Do what you are passionate about."</i> • <i>"Fear of the unknown must not paralyse you."</i> • <i>"Don't be afraid to consult and network."</i> • <i>"Use social media for helpful, relevant things instead of just wasting time, i.e., WhatsApp can communicate about business."</i> • <i>"Avoid debt at all costs. Don't start with big money- start with what you have."</i> • <i>"Understand the ins and outs of the business you are doing. This helps you to prevent staff from stealing from you".</i> 	<ul style="list-style-type: none"> • <i>"Businesses have lifespans and seasons- be aware of this and structure your business accordingly, i.e., winter and summer products in accordance to the season.</i> • <i>"Have multiple products so that when people get into your shop, they don't leave empty-handed."</i> • <i>"Keep up to date with the trends and styles which people want."</i> • <i>"Diversify your basket of products in a balanced manner, i.e., don't have too many product lines which end up making you deviate from your core focus".</i>

Advice from women entrepreneurs to women who want to venture into business was mostly to stop procrastination; if they're going to start a business, they should do that immediately with what they have, mostly when capital—procrastinating delays the women entrepreneurs to start their businesses.

And one of the participants mentioned that having a passion for the business you are in will make things easier for future entrepreneurs; the entrepreneurs may want to give up when the company is not doing well, but if it is in line with what they are passionate about, they will pursue the business till it succeeds.

However, even if entrepreneurs can be passionate about their product/service, they need to research the industry they will venture into.

In the end, when they have started the business, future entrepreneurs must believe in themselves; they must not doubt themselves. P05 mentioned that every door must be knocked on; entrepreneurs must not be afraid to; they must not limit themselves as well.

"I would say research, research, research, do a lot of research about the business that you want to be in and read, ask questions... You have to do more research about the type of business that you are in, maybe that other people are already giving the same business, so you have to think now and ask yourself, what competitive advantage are you bringing into the business? So, you have to do a lot of research and, for instance, because I run a food business... Because I believe that no man is an island, you need to learn from others. You do learn from other people. So, the advice I would say is research, ask, get as much information so that you know that you're on the right path". -P01

"I think that they must just believe in themselves, and then they must just start, you know, don't procrastinate. Don't doubt yourself; if you have a product or an idea that you believe in, you must just go ahead, work on it, work harder, and work smarter. No. And don't let anyone else tell you that you can't do it. If there is something that you feel would work, go for it. There's no harm in trying something and then failing. It's better than not doing anything about it. So, I'd say just believe in yourself. Be positive about what you have, whether it's an idea or it's a product". - P02

"I would say just keep on doing what you're doing because there's someone who admires what you do. And most women get demotivated because of our families; I will not lie. Our families pull us down to a point where they don't value your business and your vision". - P03

'I think that is such an easy question because I once heard it on social media. And the lady said, "just start." If you want to become an entrepreneur, just start. That's all you have to do like that. I don't know if I can even elaborate further than that. That is also a key to starting your own small business- start small but just start'. -P04

"Well, what I can say as a woman. Firstly, as I've said, you must know what you want to do. And then you must know what you can do best... The other thing that kills us as women is fear of the unknown. We are afraid to venture into things; we are afraid to venture into business because the only thing we're thinking of is, what if it fails? What if I don't make it? You see, so that is why we see that we have few women entrepreneurs; that is a failure. That is the biggest point. And then as women, we must try every door". It doesn't mean that if the door is closed, you cannot open it. You must try to open every door. And then one other thing is we must be as I've said, you must be mustn't be afraid to consult and to network. And also, we have a tendency we have social media, we women; sometimes we use them in the wrong way; I always tell people that we will stay on one WhatsApp when whatever, whatever. But let's Google for relevant things; if you want to get into the business, let's WhatsApp relevant things. Let's share ideas with the appropriate people. If you're going to get into the industry, you cannot get-go with people who like partying. Yes. And then there's where I talk about the company you keep is very important. The company that you maintain is significant. And then the most important thing, as I've said, try to start a business with the little that you have'. -P05

"Don't start with big money, and then making loans and whatever, so that when we don't succeed, if the business fails, you have to pay those monies. But if you start with something that we have, it's far, much better; it's far much better. And then that's come that comes to avoid debt as much as you possibly can. And try to be hands-on, understand the business that you are doing. Know the ins and outs of it; you must know that if you, for instance, if you bought a roll of material, you must know how many items will be made from it... So it's essential that if you want to get into the business, know the ins and outs of your business, know how much you make per day, how many items, and so

forth. That's all that I can tell people, or especially women, want to get into, into business".

P06

3.5.6.2 Who wants to expand in their business?

Research is considered the most critical fact among entrepreneurs. Even when you want to expand the current business, entrepreneurs must research the market they want to venture into. And the critical fact for entrepreneurs to consider is to ask themselves one question, "Is there a need to expand"?

Because entrepreneurs are in business already and have some of the tools to expand does not mean they have to grow. P05 owns a catering company and bought a shuttle to assist her with her catering tools and assist in delivering her staff at home safely. But that car helped her venture into the transport business where she provides shuttle service to people privately and has now joined the Bolt delivery company. The firm did very well with what she had already, but with P06, she started another business in the Food industry where she was selling bread spread, and the company did not succeed; she had to close the other part of her business. Expanding is good, but thorough research needs to be done before.

3.6 SUMMARY

Chapter 3 discussed the results obtained from the empirical study, which addressed the research questions. Six themes were extracted from the interview questions that were asked to participants. Motivation to start a business, women's unique approach to business, unique challenges faced by women entrepreneurs, defining business success, critical success factors and the advice to women who wants to become entrepreneurs.

CHAPTER 4

CONCLUSIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

The South African government increasingly recognises the role of entrepreneurs and small businesses in achieving sustainable and inclusive economic development and the need to introduce a range of policy changes urgently to support this objective (Bosma *et al.*, 2020:173).

It is formal. Women are taking up space in Africa, becoming and leaning in. Women take what they know for sure and with it build something beautiful. According to Workspace.co.za (2020), Africa currently has the highest growth in companies founded by women and run by them. These women entrepreneurs are leading the way in many sectors. Hence, this study explored the factors contributing to these women entrepreneurs' success in conquering the business world.

This study explored the factors that contribute to the success of women entrepreneurs in the North West province. To better understand this phenomenon, the North West women entrepreneurs' profiles, their motivation to start a business, the unique challenges they have faced as women entrepreneurs, their definition for business success, and their critical success factors for women entrepreneurs are considered by the researcher.

This chapter will conclude and summarise the findings of the empirical study and the literature review. Furthermore, the chapter will revisit the research objectives and make recommendations for future women entrepreneurs in North West and conclude with other researchers' suggestions for future studies.

4.2 CONCLUSIONS ON THE EMPIRICAL STUDY

The following reflects the summary of the women entrepreneurs in different industries in the North West province. The areas that were covered in this study are Potchefstroom, Mogwase, and Rustenburg.

Biographical information results.

Most participants were between 30 and 35 of age, only had one participant aged above 50 years. Moreover, most of the women entrepreneurs were single women with one child, only had two married participants and only one participant with two children.

The results further revealed that only one woman among the six participants had a Master's degree and the other participants had a postgraduate qualification in terms of educational background. Lastly, the study shows that the only participant that had a Master's degree is the only one who resigned from her full-time job to run her business. In contrast, the other participants are still employed full time even though they are running a business on the side.

Path to ownership results.

Most of the women entrepreneurs who were part of the study ran the business for more than two to three years. Even today, the other company that is still standing was started in 2008, and only two firms were established in 2019, only a year old this year.

Structure of participating women-owned businesses results.

The study focused on women entrepreneurs generally, but most of the participants were in the events organising industry where it is a women-dominated area of expertise. Only one participant expanded her possibilities managing a company by joining the transportation industry, where she joined the charter service, and staff transportation joined the dominating male sector. Her service is limited to such time because she is afraid of her safety. Moreover, the other last two participants are selling fragrances-colognes and perfumes, and the other is sewing sheets and curtains.

The next section elaborates more on the study's findings from the empirical research, addressing the objectives outlined in chapter one.

4.2.1 The motivational factors

Factors under pull factors such as the need for independence, achievement, recognition, personal development, improved financial opportunity, and opportunity identification, as explained in detail in chapter 3, are the motivational factors that urge women to start businesses. From this study's results, it is concluded that women entrepreneurs who participated in this study were most pulled by opportunity presenting itself like participant P01 said "responded to demand" and participant P03 said she "started after getting requests to post organising two consecutive baby showers of family members'. It is evident that women when they see an opportunity, they pursue it.

The other motivational factor is fulfilling social needs, "the ability to make a positive impact on people's lives" and "job creation for learners who have not had a chance before" are the two motivational factors from participant P02 P06 that motivates them to stay in business. Making more wealth for the participants is also a motivational factor but helping other people in the community is the most critical factor for this study.

Under the push factor, only one participant had to start a business because of unemployment. The participant lost her job in 2016, and she was forced to support her family; that is when she started cooking for people to make money.

Pull factors are the main factors that motivated participants of this study to start new businesses.

4.2.2 Business challenges

One of the participants highlighted that funding is one of the challenges that's are still faced by women entrepreneurs today. Furthermore, funding institutions look down on women of whether they will succeed in their businesses or not. This led to women been recognised as high-risk entrepreneurs and are not quickly funded by financial institutions. Also, the participants from the study mentioned that as women and having to provide for

your family; you need to establish a business with what you have, the money that you have, one needs to start a business with because the turnaround time of government is too long to a point where entrepreneurs will lose faith in starting a business because of the delay of funding. However, according to Bosma *et al.*, (2020:173), the Minister of Small Business Development announced: “new measures to make funding more accessible and affordable for small businesses through making funding available through all its centres, with commitments to radically improve funding turnaround times.”

It is concluded that women entrepreneurs are go-getters; they do not wait for government institutions’ funding to start a business. They use what they have in the pocket. They succeed most of the time; they are still in business doing well.

Furthermore, there is a still stigma that women entrepreneurs are still not approved by their society and families to run a business successfully without males assisting them.

The societal belief that women cannot run a successful business, women are generally viewed as lacking confidence, being undermined, and only be considered if working with men, not getting support from family. Women not taken seriously by male counterparts are the challenges that women entrepreneurs still face even today. Furthermore, this stigma needs to be addressed by society and the family for future women entrepreneurs to be spared from this stigma.

4.2.4 Business success

The literature review in chapter two highlighted the non-financial measures for business success as the business’s longevity, networking, having a work-life balance, having high prestige and social status, and being in leadership, to name a few are the business success measures.

The participants listed new business success factors and are as follows: seeing the positive impact on your target market, developing your community and empowering the less fortunate, people knowing about your product, support from family, and running a business without needing funding.

However, there is a correlation between the previous studies and the interviews conducted recently. The literature stated that customer satisfaction and customer service ratings are also business success measures. The participants also supported that by highlighting that getting good feedback from customers and getting referrals from satisfied customers is their business success measure.

Solid general management skills and business know-how are the two factors listed in the literature review and are supported by the study participants. Getting to a point in business where the employees need not be taught every day on how to run the company where they also know the know-how of the business and the system is in place the owner is not needed to be at the industry physically anymore and knows she can rely and trust the employees to deliver even on her absence. The other success measure highlighted supporting the managerial skills measure is the entrepreneur having achieved her objectives set out when she started the business.

Moreover, lastly, in addition to non-financial measures listed above, the financial steps that the participants listed: Money, revenues consistently going up, having financial stability for the family, being able to acquire assets, generating income for other people, the business reaches and moves past the breakeven point and being able to pay and cover the overheads. This concludes that the study participants use both financial and non-financial measures, as mentioned in the literature review.

4.2.5 The critical success factors

One of the critical success factors mentioned in the literature review by (Singh, 2016) that women must “grow a thick skin” was mentioned by one of the participants and added that assist women entrepreneurs not to be easily fazed.

Managerial skills are also one of the critical success factors for women entrepreneurs. Referring back to chapter two concerning the managerial factors, it is said that women need to have efficient managerial skills to run the business successfully. The organisational skills supporting the women participants' literature review are proper planning, clear communication between management and the employees, and be disciplined. Furthermore, employees' guidelines, employees empowerment, and direct employees to business success are critical success factors. The participants also added to this previous study by highlighting that employees need to have skills to grow the business. The business should be able to function efficiently in the women entrepreneur's absence. Trust needs

to be there between management and employees, and entrepreneurs need to trust their employees to the point that they can delegate the work to them. Training in place for employees leads to overall business success.

Networking is also a critical factor mentioned by women entrepreneurs. If the entrepreneurs can mingle and network, they will be known and get referrals that lead to business success.

Entering and taking over the dominating male industries is the success factor for this study's women participants. It is concluded that the community has accepted the women entrepreneurs and are very supportive because they can deliver their service/product as male counterparts do; hence it is considered a success factor.

4.3 RECOMMENDATIONS

Recommendations from the empirical study from women participants are summarised in table 4.1 below.

Table 4. 1: Recommendations by the women participants

Participants	Recommendations as made by the research participants
P02	<ul style="list-style-type: none"> • <i>Businesswomen should consider offering mentorship to young women</i>
P03	<ul style="list-style-type: none"> • <i>There are lots of opportunities out there for women.</i> • <i>Women need support, especially financially.</i> • <i>Just be strong, take things as they come.</i> • <i>Do not be greedy.</i> • <i>Be empathetic and sympathetic.</i> • <i>Have humility in what you do.</i> • <i>Do not succumb to peer pressure.</i>
P04	<ul style="list-style-type: none"> • <i>This year has been a tough one, but let us keep moving forward.</i> • <i>Let us support each other and keep moving.</i>
P05	<ul style="list-style-type: none"> • <i>Be conscious about your safety; as a woman entrepreneur, there are certain safeguards you need put in place to ensure no harm befalls you, i.e., not operating the transport business past certain times.</i> • <i>Start a business based on your passion, or if you're not going to be the one running- get people passionate about the business focus area.</i> • <i>You can start small but start with the end picture in mind.</i>
P06	<ul style="list-style-type: none"> • <i>Have a plan in place for how your business will operate if you are not going to be there, i.e., retired or deceased.</i> • <i>Black women must stand up and prove to the world that we have what it takes to run businesses.</i> • <i>As women are aware not to become a prey and be exploited by men, i.e., trading sex for advancement in business.</i> • <i>Understand how the business world operates and don't be over-reliant on other people; you need to stand on your own feet.</i>

Source: Compiled by the researcher

Table 4.1 summarised the recommendations that were made by women participants in the study. Women should implement mentorship programs for other women entrepreneurs. Women need to be there for each other and need to support each other. One of the participants added that she

does have a mentor, but it is a male mentor because there is not much women entrepreneur's mentorship in the North West province, or maybe they are not known even though such programs exist. Women should research the mentorship programs in their areas and the women entrepreneurs whose businesses need to provide mentorship to the upcoming entrepreneurs.

Research about the market you want to enter is very critical. Before embarking on a new journey, it is recommended that women do research before to have that unique competitive advantage to be successful. There are many opportunities out there, and women need to explore and not be afraid to enter new markets that are not yet explored.

Moreover, when entering a male-dominating industry like the taxi industry, be cautious about safety; even in other industries, safety comes first.

Employ people you can rely on, employees who can run the business smoothly in your absence and have passion for the company. This could help the business expand because the entrepreneur will trust her employees and leave the business and go network and explore other markets before entering it.

We all know that push factors like unemployment pushes people to start their businesses, but the recommendation is that women should start businesses following their passion. Passion will force them to strive even when faced with challenges; all means will be explored before the business can be shut down. However, if you choose something that you passionate about, entrepreneurs put all their hearts into the business and make sure it is a success.

Lastly, when they start a business, they need to start with what they have; they must avoid loans if they do not succeed.

4.4 ACHIEVEMENT OF THE STUDY OBJECTIVES

The objectives of the study were defined in chapter one, section 1.4. The objectives consisted of two objectives: primary objectives and secondary objectives to achieve the primary objective.

This study's primary research objective was to explore women entrepreneurship's success factors contributing to their success in selected cities in the North West province, South Africa.

The following secondary goals were formulated to achieve the primary objective of this study:

- To explore women's motivation towards self-employment.
- To explore the uniqueness of women in entrepreneurship.
- To determine the challenges encountered by women in the selected geographical area.
- To explore the perceived meaning of business success to women entrepreneurs.
- To explore the factors contributing to women entrepreneurs' success in the selected city in the North West province, South Africa.

How the objectives of the study were achieved will be discussed in the section below.

To explore women's motivation towards self-employment.

The study achieved this objective through empirical research by conducting semi-structured interviews with six women entrepreneurs in the North West province through Zoom and Skype online applications.

To explore the uniqueness of women in entrepreneurship.

This objective was achieved through descriptions that were provided by the study's participants after conducting qualitative interviews.

To determine the challenges encountered by women in the selected geographical area.

The literature review in chapter two provided the previous challenges that women entrepreneurs faced. The empirical research findings of the unique challenges were discussed in chapter three. Both these chapters contributed to the achievement of the third objective.

To explore the perceived meaning of business success to women entrepreneurs.

This objective was achieved through the literature review discussed in chapter two and the empirical findings discussed in chapter three and further chapter four.

To explore the factors contributing to women entrepreneurs' success in the selected city in the North West province, South Africa.

The study's primary objective is "exploring factors that contribute to the women entrepreneurs' success" and was achieved through the literature review chapter. It was supported by the study participants' descriptions of the qualitative interviews, and the findings were discussed in chapter three.

4.5 SUGGESTIONS FOR FUTURE RESEARCH

The focus needs to change from researching the challenges and barriers of women entrepreneurs to more research on the factors contributing to women entrepreneurs' success.

Broader demographic scope and larger sample population should be explored in the future; only six women entrepreneurs in North West province were interviewed for this study.

Future research exploring the factors contributing to women entrepreneurs' success factors should focus on one industry to be specific and acquire relevant information for relevant recommendations for future women entrepreneurs in that industry.

4.6 SUMMARY

The chapter concludes the study on the factors contributing to the success of women entrepreneurs in SMMEs in the North West province by summarising the findings delivered by empirical research. The study ends with presenting conclusions from the empirical studies and making practical recommendations and recommendations for future research.

The research meets all objectives stated in chapter one through the combination of a literature review and explorative empirical research. The primary objective “factors contributing to women success” was summarised in this chapter together with the motivation to start a business, challenges faced by women entrepreneurs and the perceived definitions of business success by the women participants.

The empirical study resulted in the formulation of recommendations to women entrepreneurs and suggestions for further research was highlighted that there is a need for a more comprehensive study on the same subject with a larger sample.

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APPENDICES

APPENDIX A: INTERVIEW SCHEDULE

Q1 Please tell me a little about your business?

Q2 What motivated you to become an entrepreneur?

Q3 Considering the business background and your motivation we have just discussed; would you say that women have a unique approach to entrepreneurship? If so, how would you describe this uniqueness?

Q4 According to you, what would you say are the unique challenges women face as entrepreneurs?

Q5 Considering what we have discussed this far, how do you define business success?

Q6 In your opinion what do you consider as the critical success factors for women-owned enterprise in North West?

Q7 If given the opportunity, what advice would you give to women wanting to become an entrepreneur?

Q8 Is there maybe something else that we might have left out or that you might want to add regarding women entrepreneurs and specifically the factors contributing to their success.

Q9 Do you have any questions that you would like to ask me?

Demographics

1. Age
2. Education
3. Marital status
4. How many children

APPENDIX B: INFORMED CONSENT LETTER

Informed consent letter



Private Bag X6001, Noordbrug
South Africa 2522

Tel: 018 299-2000
Fax: 018 299-2999
Web: <http://www.nwu.ac.za>

To whom it may be concerned

INFORMED CONSENT TO PARTICIPATE IN AN INTERVIEW

Date:

Participant code:

My name is Mamoqebelo Motlounge and I am an MBA student at the North West University Business School. The aim of this study is to explore the factors contributing to the success of women entrepreneurs in SMMEs in a selected city in the North West province in South Africa. This study forms part of a dissertation to be submitted in partial fulfilment of the requirements for the degree Master of Business Administration at the North West University. It is an internationally accredited degree that requires adherence to strict ethical standards as a prerequisite to conducting this research.

Thank you for your willingness to participate in the interview. Your participation is voluntary. You do not have to answer any questions you do not want to answer. If at any time, you do not want to continue with the interview, you may decline. Your time and involvement are profoundly appreciated. The entire interview will take approximately 45 minutes. To maintain the essence of your words for the research, I will record the information. At any time, you may request to see or hear the information I collect.

The interview will be voice-recorded; however, your name will not be recorded. The interviewer will take notes. This is done for data analysis. The recording will be transcribed by the interviewer and kept confidential in a password-protected computer. The transcripts and recordings will be destroyed after three years.

Furthermore, all individual identification will be removed from the hard copy of the transcript. Participant identity and confidentiality will be concealed using coding procedures. Please note that excerpts from the interview may be included in the final dissertation report or other later publications. However, under no circumstances will your name or identifying characteristics appear in these writings.

Limited demographic information will be collected with the purpose to form a profile of the participants but will not be used to make comparisons between groups or for further statistical analyses.

The study was approved by the Scientific Committee of the NWU Business School. The Chair of the Scientific Committee is Prof Christoff Botha. He can be reached at 018 299 1672 and his email address is christoff.botha@nwu.ac.za.

Ethical clearance was obtained by the Faculty of Economic and Management Sciences Ethics Committee (EMS-REC) and the ethical clearance number was allocated [Insert number here:]. The Chair of the Ethical Committee is Mark Rathbone. He can be reached at 018 299 1356 and his e-mail address is mark.rathbone@nwu.ac.za.

The supervisor of the mini-dissertation is Professor Stephan Van der Merwe. He can be reached at 018 299 1414 (Email address: stephan.vandermerwe@nwu.ac.za) for further questions or concerns about the research project.

Your input is of great value to this research and I appreciate your help in providing this information.

Sincerely,

MAMOQEBELO MOTLOUNG

NWU Business School

North West University, Potchefstroom

APPENDIX C: ETHICS LETTER



Private Bag X6001, Potchefstroom
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Economic and Management Sciences Research
Ethics Committee (EMS-REC)

16 July 2020

Prof Stephan van der Merwe
Per e-mail

Dear Prof van der Merwe,

EMS-REC FEEDBACK: 29052020
Student: Motlounge, MB (33328846)(NWU-00681-20-A4)
Applicant: Prof S van der Merwe - MBA

Your ethics application on, *Exploring the factors contributing to the success of women entrepreneurs in SMMEs in the North West Province*, which served on the EMS-REC meeting of 29 May 2020, refers.

Outcome:

Approved as a minimal risk study. A number NWU-00681-20-A4 is given for one year of ethics clearance.

Due to the Covid-19 lock down ethics clearance for applications that involve data collection or any form of contact with participants are subject to the restrictions imposed by the South African government.

Kind regards,

Prof Mark Rathbone
Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)