



**Personal factors influencing the success of immigrant
small business owners in the eThekweni metropolitan area**

By

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DECLARATION

I, the undersigned, hereby declare that the work exhibited in this dissertation is based on my research and that I have not submitted this dissertation to any other higher education institution to attain an academic qualification.

This dissertation is presented by me for examination for the Master of Business Administration.

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LIST OF ACRONYMS

SMEs	-	Small and Medium Enterprises
DGP	-	Gross Domestic Product
US	-	United States
Covid-19	-	Coronavirus Disease
EUR	-	Euro
AUE	-	United Arab Emirates
SEDA	-	Small Enterprise Development Agency
SAMAF	-	South African Micro-Finance Apex Fund
SEFA	-	Small Enterprise Finance Agency
NYDA	-	National Youth Development Agency
TIA	-	Technology and Innovation Agency
NEF	-	National Empowerment Fund
CBD	-	Central Business District
SPSS	-	Statistical Package for the Social Science
SARS	-	South African Revenue Service

ABSTRACT

The South African economy is characterised by a high unemployment rate, low growth rate, and widespread poverty. Immigrant-owned businesses can address some of these economic problems as they contribute to economic growth, job creation, and alleviation of poverty in the community. However, many of these businesses fail due to various reasons. This study seeks to identify and empirically investigate the personal factors influencing the success of immigrant small business owners in the eThekweni metropolitan area. By identifying and empirically testing such factors, valuable recommendations can be put forward to immigrant small business owners on how to succeed in the market and subsequently contribute to economic growth. The study aims to investigate personal factors influencing the success of immigrant small business owners in the eThekweni metropolitan area in terms of the following research objectives: entrepreneurial competence, leadership style, and self-confidence.

A quantitative research design and a convenience non-probability sampling method will be utilised for the study. A questionnaire will be designed as a measuring instrument and physically distributed to immigrant entrepreneurs to measure the hypothesised relationship of the identified research objectives. The researcher utilised Raosoft software to calculate the sample size for the study (i.e. required sample size of 377 based on a 5% margin of error, 95% confidence level, and 50% response distribution).

The researcher utilised both open-ended and fixed-alternative questions to collect data. Data will be recorded on a 5-point Likert scale, analysed using the SPSS version 27 statistical package and exploratory factor analysis will be performed to test the validity of the measuring instrument. Also, the hypothesised relationships will be evaluated through regression analysis.

The findings of the study concluded that entrepreneurial competence and self-confidence have a positive relationship with the success of immigrant small business owners. Therefore, it is evident that personal success factors play a vital role in enhancing the success of immigrant small business owners. Furthermore, the findings also concluded that there is no correlation between leadership style and the success

of immigrant small business owners, however, the respondents perceived that leadership style is important for business growth. Therefore, future research can be conducted to determine how leadership style impacts the success of SMEs. According to the findings of the study, most immigrant entrepreneurs within eThekweni metropolitan area are operating informal businesses, therefore, the South African policymakers must develop regulations that will govern all foreign-owned businesses within the country such as developing policies regarding the formalisation of these businesses, support programs, training and funding opportunities that can be explored by immigrant entrepreneurs. Immigrant small businesses are continuing to dominate in local communities of South Africa, and it should be investigated how immigrants identify entrepreneurial opportunities that are neglected by the natives.

CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE RESEARCH PROBLEM

1.1 Introduction

South Africa continues to attract immigrants from neighboring countries seeking a better life. The existence of immigration businesses plays a significant role in society in terms of job creation and economic growth (Khosa and Kalitanyi, 2016; Fatoki and Oni, 2015; Fatoki 2014a). Khosa and Kalitanyi (2016) and Kushnirovich (2015) assert that the growth and sustainability of immigrant businesses are crucial as they create employment for both locals and immigrants. Given the importance of these businesses to an economy, it is important to understand what contributes to their success, especially when alluding that such businesses have a high rate of failure (Dzomonda and Fatoki, 2018).

According to Mouelle and Barnes (2018), while many African immigrant entrepreneurs prosper despite the challenging South African environment, many immigrants' small businesses also fail (Dzomonda and Fatoki, 2018). This claim is supported by Muchineripi, Chinyamurindi, and Chimucheka (2019), who maintained that although immigrants are more entrepreneurial, their businesses usually fail when they are compared to that of local entrepreneurs. In addition, Murphy and Weber (2016) argue that business failures driven by immigrants differ from those businesses of the local population. Bushe (2019) points out that further attention is required in terms of looking at the sustainability of immigrant entrepreneurship and the role they play in the advancement of the South African economy. As such, it is important to establish the factors that influence the success of immigrant small business owners to benefit from the various advantages that such businesses hold to the South African economy. This study will therefore identify and empirically test the personal factors influencing the success of immigrant small business owners in the eThekweni metropolitan area.

According to the best knowledge of the researcher, a similar study as what is proposed in the preceding paragraphs has not been executed before in South Africa, in particular in eThekweni, and the findings will therefore offer valuable insight into the personal factors that influence the success of immigrant small business owners, which is critical for economic growth and job creation (Chetty and Sherefedin, 2018 and Kushnirovich, 2015).

1.2 Research problem

South Africa is characterised by a high rate of unemployment and poverty. Immigrant small businesses make a significant contribution to economic growth, poverty alleviation, and job creation in the host country (Chetty and Sherefedin, 2018 Dzomonda and Fatoki, 2018) and can therefore address some

of the challenges that the South African economy is facing. In South Africa, there is a challenge of not being able to quantify and recognise the immigrants' skills in the economy (Kalitanyi and Visser, 2014). According to Mouelle and Barnes (2018), many African immigrant entrepreneurs prosper despite the challenging South African environment. Bushe (2019:23) pointed out that when entrepreneurial activity succeeds or fails it is always traceable to an individual entrepreneur who either lacks or possesses skills, aptitude, and behavioral characteristics that could generate business success. The entrepreneurial competencies play a vital role in the success of small, and medium enterprises (Sajilan and Tehseen, 2015).

The study by Khosa and Kalitanyi (2016) conducted in Cape Town, South Africa, revealed that 55% of immigrant-owned businesses are registered and 72% of them have more than one employee. The share of immigrants in the U.S labour force has grown from 12,5% in 2000 to 16.7% in 2014 (Lofstrom 2017). According to American Immigration Council (2014), cited in Gomez, Perera, Weisinger, Tobey, and Zinsmeister-Teeters (2015), from 2013 the immigrant-founded businesses in the United States comprised US\$900 billion in market capitalisation and employed approximately 600 000 people. Unfortunately, in South Africa, immigrant small business owners face challenges and fail due to various reasons. Subsequently, the host country fails to reap the economic benefits that these businesses can provide. Immigrants are perceived to be taking away entrepreneurial opportunities from the natives (Toli and Tengeh, 2017). A South African study by Toli and Tengeh (2017) points out that certain studies have shown that African immigrants tend to be more educated and experienced in job creation and operating small businesses than their indigenous counterparts. Therefore, it is vital to investigate the personal-related factors that influence the success of immigrant small businesses.

1.3 The aim of the study

In view of the importance of immigrant small businesses to an economy, and given the fact that many such businesses fail, this study aims to identify and empirically investigate the personal factors influencing the success of immigrant small business owners in the eThekweni metropolitan area. This will enable a better understanding of how small immigrant businesses can succeed and subsequently contribute to the economy in terms of job creation, poverty alleviation, and income generation.

1.4 Study objectives

- To investigate the relationship between *entrepreneurial competence* and *success of immigrant small business owners*.
- To investigate the relationship between *leadership style* and *success of immigrant small business owners*.

- To investigate the relationship between *self-confidence* and *success of immigrant small business owners*.
- To investigate the relationship between personal factors that influence the success of immigrant small businesses.

1.5 Hypotheses

H1: There is a positive relationship between *entrepreneurial competence* and *the success of immigrant small business owners*.

HO: There is no positive relationship between *entrepreneurial competence* and *the success of immigrant small business owners*.

H2: There is a positive relationship between *leadership style* and *the success of immigrant small business owners*.

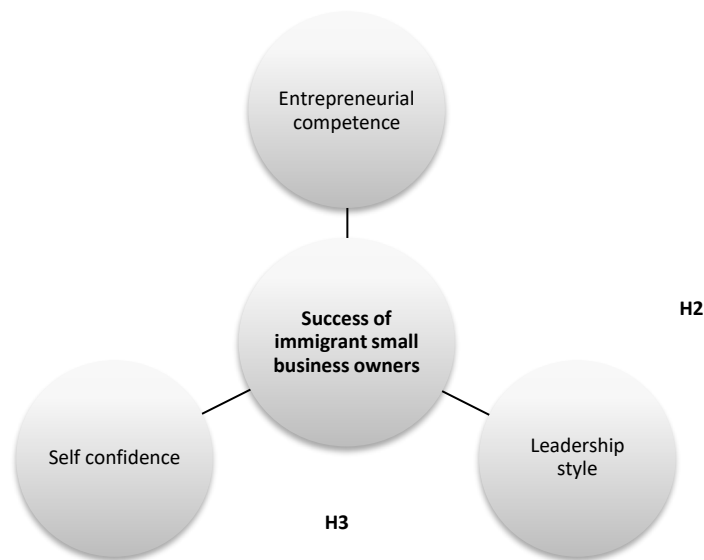
HO: There is no positive relationship between *leadership style* and *the success of immigrant small business owners*.

H3: There is a positive relationship between *self-confidence* and *the success of immigrant small business owners*.

HO: There is no positive relationship between *self-confidence* and *the success of immigrant small business owners*.

1.6 Independent and dependent variables

This study will include the following dependent and independent variables as shown in the figure below:



1.6.1 Defining the independent variables

Entrepreneurial competence: These are individual characteristics such as the ability, skills, and knowledge required to perform specific tasks (Sajilan and Tahseen, 2015).

Leadership: An ability to lead, providing vision and motivation to accomplish certain objectives and elevate business growth (Bushe, 2019).

Self Confidence: This refers to determination, passion, courage, drive, and resilience to overcome challenges, failures, and criticism (Mouelle and Barnes, 2018).

1.7 Significance of the study

The research will comparatively analyse the personal factors enhancing the success of immigrant-owned businesses in the eThekweni Metropolitan area. A significant contribution made by immigrant small businesses to the economy and local communities will be outlined through the study findings and analysis. The importance of the existence and growth of these businesses will be further explained given the existing challenges that immigrant entrepreneurs endure to run their businesses. The study will benefit other small business owners to take note of the factors that enhance growth in their business as well as the local municipality to acknowledge the importance and substantial contribution that is made by these businesses in terms of enhancing economic growth, creating jobs, alleviate poverty, and generate income.

1.8 Structure of the dissertation

- **Chapter One: Introduction**

This chapter provides a general introduction and overview of the study. It sets out the problem statement, the rationale of the study, and the aim and objectives of the study.

- **Chapter Two: Importance and impact of immigrant small businesses**

This chapter reviews the existing literature and discusses the importance and impact of immigrant-owned businesses on an economy.

- **Chapter Three: Factors influencing the success of immigrant small business owners**

The purpose of this chapter is to identify and discuss the personal factors influencing the success of immigrant small business owners. A hypothesised model of factors influencing the success of immigrant small business owners will be presented. The relationships depicted in this model will be justified based on anecdotal and empirical evidence and subjected to further empirical testing in the present study.

- **Chapter Four: Research design and methodology**

This chapter will provide an overview of the research design and methodology adopted in the present study. In particular, the chapter will provide information on the study population, sample, sampling method, research instrument and administration, and method of data collection. The sample size and statistical analysis techniques that will be used to test the proposed relationships between the dependent and independent variables as well as the validity and reliability of the study will also be discussed in this chapter.

- **Chapter Five: Empirical results**

This chapter reports the empirical results of the study. More specifically, results pertaining to the reliability and validity of the study will be reported. The results of the empirical testing of the proposed relationships between the dependent and independent variables will also be presented.

- **Chapter Six: Conclusion and recommendations**

The chapter concludes the study and makes recommendations to immigrant small business owners on how to succeed in the market and subsequently contribute to economic growth, job creation, and alleviation of poverty.

1.9 Conclusion

This chapter has outlined the introduction and background to the research problem. The study aim and objectives were articulated including the hypothetical relationship that will be tested in the study. Furthermore, this chapter also pointed out the significant contribution made by immigrant entrepreneurs, independent variables and explained the dissertation structure.

2.1 Introduction

According to Fatoki (2017), small and medium enterprises (SMEs) are key drivers to sustained economic growth and employment generation in both developing and developed countries. Following the inauguration of the late President Nelson Mandela on 27 April 1994, many migrant entrepreneurs from the rest of Africa migrated to South Africa to set up shops and thrive in business (Worku, 2018). Immigrant entrepreneurs have become a significant driving force in establishing new businesses and in reducing the escalation of South Africa's high rate of unemployment (Fatoki, 2014b). This notion is supported by Khosa and Kalitanyi (2016), who indicates that the growth and sustainability of immigrant businesses are crucial as they can yield employment for both locals and immigrants and acknowledge that employment creation is indeed a sign of business growth. Murphy and Werber (2016) similarly indicate that the presence of immigration businesses has a significant economic impact on entrepreneurship.

Muchineripi *et al.* (2019) argue that while immigrants were more entrepreneurial, their businesses have low survival rates. This notion is supported by Dzomonda and Fatoki (2018) who indicated that immigrant-owned businesses have a high failure rate. Such businesses experience challenges in obtaining funding from financial institutions, due to these entrepreneurs' lack of credit history. Labour market discriminations and a lack of language skills are other challenges that these businesses face (González and Campbell, 2018; Lofstrom, 2017). Moreover, Dzomonda and Fatoki (2018) indicated that government support programs can enhance the performance of immigrant businesses.

Factors that influence the success of immigrant small business owners:

- Networks and social networks (Khosa and Kalitanyi, 2016)
- Business networks and social networks (Fatoki and Oni, 2014a)
- Entrepreneurial skills (Kalitanyi and Visser, 2014)
- Entrepreneurial competencies (Sajilan and Tehseen 2015)
- Social capital (Gomez, Perera, Weisinger, Tobey and Zinsmeister-Teeters, 2015)
- Entrepreneurial alertness (Fatoki and Oni, 2015)

Previous studies have identified entrepreneurial opportunities explored by immigrant entrepreneurs, the challenges encountered by immigrant entrepreneurs, and the impact of these businesses in the host country. However, other studies have incorporated personal success factors into other arrays of

factors and this study aims to investigate the personal factors influencing the success of immigrant small business owners. Mouelle and Barnes (2018) have, for example, investigated the determinants of success of female African immigrant entrepreneurs in South Africa which only focused on female African immigrant entrepreneurs. Mukwarami, Tengeh, and Iwu (2018) investigated the success factors of immigrant-owned informal grocery shops in South African townships, which only focused on informal grocery shops of immigrant entrepreneurs and did not include other types of small businesses owned by immigrant entrepreneurs. The proposed study aims to conduct a comprehensive investigation on personal factors influencing the success of immigrant small business owners, therefore addressing the gap in the current literature on immigrant small businesses.

According to Temouri, Shen, Pereira, and Xia (2020), their study contributes to the literature on small businesses and entrepreneurship by defining SMEs' growth strategies. Therefore, this study can also contribute to the SME literature by identifying certain growth strategies for enhancing business performance. This is supported by Asah, Fatoki, and Rungani (2015) who indicate that their research findings can assist in identifying factors that will minimise failure and improve the performance of small businesses in South Africa. Furthermore, research findings can allow imminent entrepreneurs to recognise the importance of implanting effective strategies and acknowledge best practices for enhancing business growth and sustaining profit (Anyanga and Nyamita, 2016).

2.2 Literature on the success factors for the current study

Radipere and Dhliwayo (2014) state that it is imperative to identify successful business strategies that are neglected by local entrepreneurs but utilised by immigrant business owners. The study indicates that the performance of the business is measured by its product line, number of personnel, generated income, market share, and return on investment. To ensure business success the entrepreneur must ensure effectiveness and efficiency, Furthermore, the authors further point out that entrepreneurship is motivated by personal characteristics (Radipere and Dhliwayo, 2014).

Musara and Nieuwenhuizen (2021) highlighted various challenges uncouneted by immigrant entrepreneurs and indicate that there are various successful immigrant-owned small businesses in South Africa and enquires as to what makes these business ventures successful despite the challenges. The failure rate of small businesses in South Africa is approximately between 70% and 80% (Masocha and Charamba, 2014) and (Fatoki, 2014c). However, the number of immigrant-owned small businesses are increasing in South Africa disregarding the changing environmental factors (Masocha and Charamba, 2014). The study further indicates that it is crucial to determine the factors enhancing the success of immigrant-owned businesses because these ventures still manage to succeed and grow in the market even without government funding (Masocha and Charamba, 2014).

Theoretically, the success of immigrant-owned SMEs forms the foundation for the broader development of the small business sector (Musara and Nieuwenhuizen, 2021).

It is pivotal to research critical factors that develop and maintain successful SMEs considering the economic contribution overall development of the country generated by these businesses (Alfoqahaa, 2015). The key success factors can be referred to as activities, investable skills, or resources that can define a visible change in value or relative costs in the business market (Alfoqahaa, 2018). According to Ajani and Oluyemi (2016), entrepreneurs can achieve quantifiable success through various critical factors. A study by Ezennia and Mutambara (2020) indicates that personal qualities enhance the passion of immigrant entrepreneurs to engage in various business ventures considering the challenges they encounter, risk, and uncertainty. Ezennia and Mutambara (2021) indicate that immigrant business has managed to succeed over the years with their resilience to retain sustainability within their business and empirically the study revealed that 53.3% of immigrant entrepreneurs have managed to sustain their businesses for 7 years. Therefore, the following have been referred to in the literature on the success factors for the current study:

2.2.1 Entrepreneurial competence

Entrepreneurial competency is defined as the fundamental individual characteristics such as skills, knowledge motive, and personality (Boyatzis 1982 cited in Sajilan and Tehseen, 2015). Baum *et al.* (2001) cited in Sajilan and Tehseen (2015) defined entrepreneurial competency as individual characteristics required to perform a particular job such as skills, ability, and knowledge.

Ajani and Oluyemi (2016) indicate that entrepreneurial competencies pertain to knowledge, attitudes, and skills acquired by entrepreneur managerial development to increase business performance and generate profit and further point out that self-confidence, creativity, education, and experience are other important characteristics of entrepreneurial competence.

A study conducted by Endi (2013) that was testing the influence of entrepreneurial characteristics and competencies on business performance in SMEs in Malang Regency East Java Indonesia cited in Ajani and Oluyemi (2016) revealed that there is a correlation between entrepreneurial characteristics and business performance, therefore businesses with greater entrepreneurial characteristics have greater opportunity to succeed. Ajani and Oluyemi (2016) further indicate that the success of small businesses is dependent on various entrepreneurial characteristics such as the ability to take the risk and identify opportunities.

Failure and poor performance of small businesses in South Africa result from a lack of managerial competence (Herrington, Kew and Kew, 2014; Fatoki, 2014 and Steyn, 2014 cited in Ncube and Chimucheka, 2019). This is supported by (Ncube and Chimucheka 2019:6) that the performance of

each small business owner or manager is influenced by managerial competencies. Ncube and Chimucheka (2019) revealed that there is a significant relationship between managerial competencies and the performance of SMEs in Manaka Municipality, therefore it is pivotal to note that managerial competency plays a crucial role in refining the performance of the business. He points out that small business owners should enroll in specific training and engage in business seminars to elevate managerial competency and suggests that the significance made by managerial competencies must be investigated in a similar study in other Provinces (Ncube and Chimucheka, 2019).

(Bird, 1995) cited by Tehseen, Ahmed, Qureshi, Uddin, and Ramayah (2018) defined entrepreneurial competencies as fundamental characteristics contributing to the sustainability, growth, and development of new businesses.

Entrepreneurial competencies significance can contribute to the development of opportunities and minimization of risks by businesses because most of these businesses lack competencies in a specific competitive environment, furthermore, competencies are one of the substantial resources for small businesses and there is a positive relationship between entrepreneurial competencies and success of small businesses (Tehseen *et al.* (2018). Pulka, Ramli, and Mohamad (2021) indicate that entrepreneurial competencies incorporate capabilities and experiences that enhance entrepreneurial success.

The government, researchers, and other stakeholders have maintained concentration on the growth of SMEs, entrepreneurship and entrepreneurial activities have resulted as they significantly contribute to job creation, GDP (Gross domestic product), and income through exports (Pulka, Ramli, and Mohamad, 2021). SMEs in Africa share the same challenges and opportunities as other SMEs in part of the world; however, they also encounter various challenges (Alemayehu and Van Vurren, 2017). Furthermore, firms require various resources to effectively run their business and achieve growth, therefore managerial competencies and entrepreneurial skills contribute to business growth (Alemayehu and Van Vurren, (2017).

According to Brouthers, Nakos, and Dimitratos (2014) and Koryak *et al.* (2015) cited in Alemayehu and Van Vurren (2017) indicates that businesses with strong entrepreneurial orientation are better positioned for growth compared to businesses with limited entrepreneurial intensity. Mashavira and Chipunza (2021) point out that small businesses usually encounter the challenge of limited resources, therefore, business owners should channel competencies towards activities that will improve business performance. Moreover, the study envisaged competencies as planning, organising, construction of scenarios, consumer focus, strategic planning, and teamwork.

According to Ahmed and Kar (2018), performance can enhance various factors of entrepreneurial competency such as organising, opportunity, competencies, strategy etc. Entrepreneurial competencies enhance the success of the business and ensure sustainable competitive advantage, furthermore, entrepreneurial competencies are pivotal for the competitive scope of SMEs and organisational competence (Mahadalle and Kaplan, 2017). Organisational competence can be improved through various capabilities such as leading, delegating, coordination, etc (Yeasmin, 2016). A study by Yusuf and Suseno (2020) has revealed that the notion of sustainable innovation could be associated with the preceding research gap between managerial competence and business performance.

2.2.2 Relationship between entrepreneurial competence and success of Immigrant small businesses

According to Radipere and Dhliwayo (2014), the establishment of strong foreign ethnic within the South African economy represents the success of immigrant entrepreneurship, and education plays a significant role in improving their business performance. The study further indicates that it is crucial to determine the successful business strategies utilised by immigrant entrepreneurs as their businesses are perceived to be more successful compared to native businesses and the success of their businesses is determined by market growth and the size of the businesses (Radipere and Dhliwayo, 2014).

A study by (Masocha and Charamba, 2014) indicates that the availability of management and financial information determines management competence. The study further alludes that about 50% to 60% of businesses fail within the first three years of their establishment due to incompetence and mismanagement, therefore, adequate experience is one of the crucial determinants of success for business owners. Furthermore, the study has revealed that entrepreneurial skills play a crucial role in the success of immigrant-owned small businesses (Masocha and Charamba, 2014).

Urban, Murimbika, and Mhangami (2022) indicate that previous studies on immigrant entrepreneurship have emphasised specific immigrant characteristics that account for successful enterprising. Conceptually, previous work experience enhances business success as this empowers immigrant entrepreneurs to understand their business environment and identify opportunities (Urban, Murimbika, and Mhangami, 2022). (Rauhut and Kompaniets, 2018) indicate that immigrants are perceived to possess individual competencies in a very narrow environment. A study by Fatoki (2014c) has revealed that immigrant businesses generate more profit as a result of education and experience possessed by immigrant entrepreneurs within the line of the business venture. Therefore, the study concluded that there is a significant relationship between business performance and the level of education of immigrant entrepreneurs (Fatoki, 2014c). These findings are supported by a study

conducted by Agbenyegah and Mahohoma (2020) on SMEs within eThekweni who revealed that entrepreneurial competencies have a significant relationship with the performance of small businesses and further pointed out that entrepreneurial competencies play a vital role in the performance of SMEs.

The result of the study by Fatoki and Oni (2015) has revealed a significant relationship between the performance of immigrant-owned businesses and entrepreneurial alertness. The empirical results of a study by Khosa and Kalitanyi (2016) conducted in Cape Town revealed that 77% of immigrant entrepreneurs had secondary education, 50.7% had post-matric qualifications up to the post-doctoral level and the study further revealed that immigrant-owned businesses in Cape Town are successful due to their business sustainability. According to Toli and Tengeh (2017), about 78.4% of immigrant entrepreneurs had prior knowledge of their business markets before establishing their business ventures. The research findings by Muchineripi *et al.* (2019) indicate that certain immigrant entrepreneurs possess skills that are scarce in South Africa. According to the study by Mouelle and Barnes (2018), the majority of female immigrants that form part of the study had educational degrees which prove their level of knowledge and their businesses have been existing for more than three years. This is therefore an indication of their business success as supported by Khosa and Kalitanyi (2016) who revealed in their study that the majority of immigrant businesses have been operational for more than 3 years which is an indication of business growth.

The study conducted by Yeasmin (2016) in Lapland indicates that the acknowledgment and application of entrepreneurial analysis that will identify opportunities that will generate growth of immigrant businesses ensure entrepreneurship sustainability and positively influence economic growth. The study further indicates that immigrant entrepreneurs are dependent on different sectors for support and survival, furthermore, they are willing to ensure entrepreneurship success by improving their competencies (Yeasmin, 2016). Furthermore, the study emphasized competence-based learning as a form of small business support to improve entrepreneurial competence and the study referred to entrepreneurial competence as an ability where immigrant entrepreneurs are able to run sustainable businesses by applying various entrepreneurial skills, and communication skills, strategic and effectively organise work. The findings of the study revealed that certain immigrant businesses owned by immigrant entrepreneurs with entrepreneurial competence are successful (Yeasmin, 2016).

The empirical results of the study by Thugi and Gathenya (2018) revealed that the management level of education played a significant role in improving employee performance. Empirically, the study by Ezennia and Mutambara (2021) that was investigating the entrepreneurial factors influencing the need for high achievement in African immigrant-owned micro-businesses in Durban, South Africa has revealed that 97.3% of immigrant business owners specified that it was through their business skills

and strategies that enabled them to propagate the business. This is supported by (Fatoki and Oni (2014b) that immigrant entrepreneurs are keen for a high-risk project with an opportunity to generate higher income and the results of the study have revealed that immigrant business owners are eager to take a risk, proactive and innovative. Therefore, entrepreneurial competence is vital for the success of immigrant businesses. This statement is further supported by Ezennia and Mutambara (2021) who investigated the entrepreneurial factors influencing the need for high achievement in African immigrant-owned micro-businesses in Durban, South Africa and recommends that formal training, education, and development of entrepreneurs is vital for business success as the success of their businesses is dependent on their educational background and training.

Immigrant entrepreneurs with personal skills and competencies can better utilise their managerial competencies by exhibiting more innovative attitudes as compared to their native counterparts (Brzozowski and Cucculelli, 2020). Immigrant entrepreneurs with a higher level of education are comparative in terms of developing good communication skills (Mosbah and Wahab, 2018). Karunaratne (2017) points out some of the following factors that can be utilised to ensure success, generate growth, and survival of immigrant entrepreneurs: Level of education in host and home country and previous work experience. This is also supported by Akbari and Haider (2017) who they allude that immigrants' educational levels have a statistically positive impact on economic growth. The study conducted by Fatoki (2019) revealed that there is a significant relationship between entrepreneurial intelligence and the personal success of immigrant business owners. The findings of the study by Karadal, Shneikat, Abubakar, and Bhatti (2020) revealed that the success of immigrant entrepreneurs with Turkish background in the USA is dependent on risk tolerance, attentiveness, persistence, motivation, creativity, and future orientations. Immigrant entrepreneurs are dependent on competencies and personal choice. (Paoloni, Valeri, and Paoloni, 2017).

2.2.3 Leadership style

Leadership is defined as an element of management theory and provides vision, influence, and motivation to develop business growth (Bushe, 2019). Leadership is vital for organisational success and ethical leaders impact the performance of the business; therefore, effective leadership enhances businesses to perform as they encourage and lead their followers (Madanchian *et al.* 2016). Leadership performance is one of the critical factors for long-term feasibility for small and medium enterprises and there is fewer recognisable information concerning various aspects of SMEs leader's behaviours that enhances business performance and how their personality impact the performance of the business (García-Vidal, Sánchez-Rodríguez, Pérez-Campdesuñer and Martínez-Vivar, 2019). Leadership style is a critical factor that enhances individuals' commitment and interests in the organisation (Saasongu, 2015). Nanjundeswaraswamy and Swamy (2014) indicate that an

organizational goal can only be achieved through an effective leadership style as this impact the productivity and performance of employees.

Leaders are accountable and have the ability to inspire, facilitate, motivate, influence, be optimistic, and monitor employee performance (Madanchian and Teherdoost, 2019). Furthermore, effective leadership enhances the performance of the business (Madanchian and Teherdoost, 2019). The study conducted by Mgeni (2015) in Tanzania has revealed that there is a positive relationship between entrepreneurial leadership and business performance and that leadership style makes a tremendous contribution to the performance of small businesses. Leaders that support organisational sustainability possess a vision that allows employers and employees to adhere to sustainability values (Sulaeman, Tisnawatisule, Hilmiana, Cahyandito, 2018).

Dyczkowska and Dyczkowski (2018) defined the two leadership styles as follows: the democratic leadership style provides directions and simultaneously stimulates personnel to easily manage tasks and an autocratic leadership style consists of a person that does not consider the views of the employees. A leader can stimulate motivation, and a feeling of belonging to a particular organisational community through coaching, mentorship, and encouragement as individual considerations imitate attention to subordinates' contributions (Dyczkowska and Dyczkowski, 2018).

Furthermore, leadership is vital in shaping the business environment especially augmented changes resulting from economic change. (Dyczkowska and Dyczkowski, 2018). It is evident that leadership behaviour directly influences the working conditions endorsed by the employees (Dyczkowska and Dyczkowski, 2018). Therefore, leadership style plays a crucial role in small businesses as these businesses are exposed to a competitive environment for talented employees within various business entities and point out that autocratic leaders provide clear instructions on what should be done by the employees (Dyczkowska and Dyczkowski, 2018). However, Akbari, Bagheri, Imani, and Asadnezhad (2019) indicate that few studies have tested the contribution made by leadership style on employees' work behaviour within SMEs.

Managers must develop mechanisms that motivate and supports good entrepreneurial principles and promote employees to be innovative to overcome challenges relating to innovation and this will be achieved through the practice of entrepreneurial leadership that motivates and supports innovations developed by subordinates (Akbari *et el.* 2019).

Soomro, Shah, and Mangi (2019) define entrepreneurial leadership as a leadership style possessed by entrepreneurs utilising social intelligence, not sector-limited and perceived as a critical factor that develops an employee's entrepreneurial attitude. Conceptually, the strategic factor, personal factor,

communicative and motivational factor have been identified as factors that provide support to the entrepreneurial leader (Soomro, Shah, and Mangi, 2019).

Franco and Matos (2015) define leadership as a process that influences others to effectively understand how and what is required to be done, however, there is still an existing gap to recognise and understanding the role of leadership styles in small businesses. There is a major gap in identifying features that must be possessed by entrepreneurial leaders to manage their businesses (Soomro, Shah, and Mangi, 2019).

Small businesses are challenged with innovation management especially in developing countries due to reluctance in adopting leadership styles that promote delegation, participation, and empowerment (Rasheed, Shahzad, and Nadeem, 2021). Furthermore, the implementation of leadership practices that supports the innovation and behaviour of employees can improve business performance and subsequently increase the economic contribution of SMEs (Rasheed *et al.* 2021). Therefore, leaders of small businesses must adopt effective leadership that enhances business performance and understand the business environment's rapid change. (Madanchian *et al.* 2016; Nanjundeswaraswamy and Swamy, 2015).

2.2.3.1 Leadership style can be viewed as

Transformational leaders: These are defined as individuals who are more ethical, proactive, and determined to achieve business growth, empower individuals and increase business performance (Franco and Matos, 2015 Knezovic and Drkic, 2021). The study further indicates that in SMEs, transformational leadership seems to be most favouring managerial situations most (Franco and Matos, 2015). This is supported by Dzomonda, Fatoki, and Oni (2017) who indicate that small businesses have presented normal stages of leadership styles towards transformational leadership style. According to Knezovic and Drkic (2021), transformational leaders can stimulate the behaviour of the employees within the organisation. According to Thugi and Gathenya (2018), transformational leadership enhances motivation and the performance of individuals through various mechanisms. Previous literature has highlighted the significant role contributed by leadership style in product innovation and explained a significant role that can be contributed by transformational leadership to implement new technological processes (Rasheed *et al.* 2021).

Transactional leaders: They are individuals whose objectives are to identify roles and develop clear structures that enable employees to achieve their goals, furthermore, it is sustained through the recognition process relating to the results achieved by the employees (Franco and Matos, 2015). Therefore, the study will pay attention to transformational leadership and transactional leadership as defined above. According to Mgeni (2015), managerial leadership consists of transactional leadership

and entrepreneurial leadership consists of transformational leadership together with other leadership activities that contain entrepreneurial orientations.

A study by Asiimwe, Kavoo-linge, and Sikalieh (2016) has made evidence that profitability, transformational and transactional leadership have a significant relation while there is a moderate correlation between business performance, transformational and transactional leadership, however, there was a positive relationship between transactional leadership and performance. The study further pointed out the importance of adopting leadership styles that enhance business performance and for leaders to also understand the rapid changes in the business environment (Asiimwe, Kavoo-linge, and Sikalieh, 2016). The results of the study by Sulaeman *et al.* (2018) revealed that transformational leadership influences about 32.4% of business sustainability, therefore, it is transformational leadership that supports sustainability and it is characterised by a capability to influence, inspire, motivate, generate profit and easily adapt to environmental change.

Paudel (2020) points out that the impact generated by leadership and entrepreneurship on business performance is a major challenge for academic research because they are associated with national economic growth. The high failure of small businesses could also be a result of poor leadership style (Saasongu, 2015). Therefore, the study concluded that the appropriate leadership style that improves small business performance in Makurdi metropolis is transactional leadership style when compared to transformational leadership style and recommends the adoption of transactional leadership style during the start-up stage of small business and introduce transformational leadership during business development phases. However, the empirical evidence by Paudel (2020) indicates that the transformational leadership style mostly contributes to entrepreneurial orientation and positively influences business performance.

2.2.4 Relationship between leadership style and success of Immigrant small businesses owners

According to Masocha and Charamba (2014), leadership and management skills are crucial factors enhancing entrepreneurial success and most successful business owners are skilled leaders. Leadership is more about the needs of the business and employees, and it is defined as a process of motivating individuals to achieve designated business goals, therefore, the role of a leader is characterised by various factors that can either result in failure or success of the business (Matimu and Esther, 2018). This notion is further supported by a study conducted by Mhandu and Ojong (2017) on undocumented female immigrants in the urban informal sector who pointed out that the role played by leadership in the organisations seems to be unquestionable as leaders inspire, outline objectives, mobilise resources, exploit available opportunities and take over the responsibility pertaining to success and failure of the business.

Liu (2014) indicates that there is a significant consideration in the choice of leadership in Chinese SMEs than in other countries because there is a significant correlation between the personal successes of leaders, development, and success of SMEs in China. According to the study by Paoloni, Valeri, and Paoloni (2017), women immigrant entrepreneurs' leadership styles and business aspects are very compound due to various intervening factors such as motivation, different personal and professional experiences, etc. Furthermore, the study revealed that there is no significant relationship between genders and the leadership style adopted by immigrant entrepreneurs (Paoloni, Valeri, and Paoloni, 2017).

Furthermore, the study explored that the undocumented Zimbabweans female immigrant entrepreneurs in Durban, South Africa have exhibited leadership qualities to ensure their entrepreneurial success (Mhandu and Ojong, 2017). The study also indicates that after the fall of apartheid, individuals that migrated to South Africa became pioneers of immigrant entrepreneurship and they viewed the economy of South Africa as stable to exercise their leadership skills. Therefore, the study revealed that the Zimbabwean female immigrant entrepreneurs can integrate social development and economic growth by their leadership personalities (Mhandu and Ojong, 2017).

2.2.5 Self-confidence

Self-efficacy is perceived as a foundation of individual accomplishment and human motivation (Omisakin, 2017). Putra, Elfiswandi, Fitri, and Nengsih (2019) define self-confidence as a trusted appraisal of capabilities to succeed. García-Vidal *et al.* (2019) define self-confidence as a judgment that relates to capabilities, and motivation to successfully accomplish a certain task utilising available resources compared to required resources to complete that task. Garaika, Negara, Margahana, Negara, and Selatan (2019) revealed that self-confidence holds a significant positive influence on entrepreneurial goals, and it improves decision-making in business development as entrepreneurs easily adapt to the environment. Zuhir, Surin, and Rahim (2017) define self-efficacy as a business's owner's confidence and trust in their capability to complete any challenging task in achieving a particular goal.

A study by Ahammer, Lackner, and Voigt (2019) alludes that there is a comprehensive consensus pertaining to the strong positive correlation between performance and self-confidence. This is supported by Putra *et al.* (2019) where their research findings revealed that self-confidence has a positive and significant relationship to the performance of SMEs in Padang city, and it is one of the critical factors that influence the performance of SMEs. Furthermore, a study by Amelia, Syukmayetti, and Zuripal (2021) has also proven that self-confidence has a positive impact on business

performance and recommends the development of improved programs and support to intensify the self-confidence of small business owners.

Sulaeman *et al.* (2018) indicate that empowerment of employees enhances skills, knowledge, and confidence. Employee empowerment enhances business knowledge and enables entrepreneurs to generate profits over low production expenses, meet market needs and improve sales (Sulaeman *et al.* 2018). It has been noted that self-efficacy prepares business owners with the necessary skills to achieve their goals and in completing a specific task, hence, it also improves individuals' efforts and plays a significant role in influencing individuals to achieve their objectives (Zuhir *et al.* 2017).

Yusoff, Zainol, Ismail, Redzuan, Abdul Rahim Merican, Razik, and Afthanorhan (2021) indicates that entrepreneurs that possess a greater level of confidence have better business efficiency opportunities and it is one of the significant entrepreneurial characteristics enhancing entrepreneurial success. Furthermore, self-confidence can provide entrepreneurs the ability to adapt to business environment challenges (Yusoff *et al.* 2021). According to Eide, Moen, Madsen, and Azari (2021) managers that have a positive attitude toward intensive change in growth improved radical innovation but affect the employee's well-being. Authors perceive that business owners can improve business performance through the promotion of creativity, vision, and self-confidence and they must also possess an ability to restore self-confidence to other members of the organisation as a reflection of successful leadership (García-Vidal *et al.* 2019). However, individuals who do not possess sufficient self-confidence will resist participating in decision-making processes while self-confident individuals will have an opportunity to showcase their leadership potential (Knezovic and Drkic, 2021).

According to Mahadalle and Kaplan (2017), Self-confidence is one of the crucial entrepreneurial personal factors that enhances the performance of small businesses. A high level of self-confidence has improved entrepreneurial success given the uncertainty and unpredictability that exists within the business environment (Mahadalle and Kaplan, 2017).

2.2.6 Relationship between self-confidence and success of Immigrant small business owners

According to the study by Zhang and Chun (2018) on immigrant entrepreneurs alluded that the participants acknowledged themselves as individuals that are competent and self-motivated. The study by (Radipere and Dhliwayo (2014) on the analysis of immigrant and local owned SMEs in South Africa indicates that training promotes individual employee self-efficacy and organisational culture, and this is achievable when business owners involve their employees in decision-making and ensure that they have the ability and confidence to carry and implement the business strategy. Zhang and Chun (2018) further indicate that self-efficacy is crucial in boosting emerging entrepreneurs' capabilities to mobilise required resources and according to the findings of the study self-confidence

was maintained in choosing an acknowledgeable business venture and keeping a zero mindset. The study findings also revealed that self-confidence influenced immigrant entrepreneurs to positively respond to negative feedback during the establishment of their businesses (Zhang and Chun, 2018).

Masocha and Charamba (2014), investigated the challenges and key success factors of African immigrant entrepreneurs in the Eastern Cape Province of South Africa and revealed that the level of confidence that immigrant entrepreneurs have in their business and positive attitude towards the organisation has provided them with an ability to ensure business success despite the challenges. Furthermore, they point out that self-confidence can be perceived as perseverance as it develops a basis for a positive attitude and approach (Masocha and Charamba, 2014).

Self-efficacy enhances immigrant entrepreneurs to be more alert to entrepreneurial opportunities and the study results have shown that immigrants tend to be more motivated to develop businesses in the host country if they have higher cognitive cultural intelligence, consequently, various training programs pertaining to the business rules, regulations and cultures of the host country should be developed by policy makers to empower immigrant entrepreneurs (Yang, Yu, Tang and Ma, 2022). However, Arkilic (2020) argues that immigrant organisation mobilisation selection is empowered by the sending states in terms of encouraging self-confidence, and collective identity and providing business owners with support and capacity development. The study further points out that the home country's positive and comprehensive discourse restores more self-confidence in immigrant entrepreneurs and streamlines their previously managed identities (Arkilic, 2020).

Duan and Sandhu (2021) indicate that individuals that are most motivated to establish their businesses are those with strong goal setting and self-confidence, hence the results of the study have revealed that 71.8% of immigrant entrepreneurs were motivated to start their businesses so that they can be their boss, 30.8% need for success, 30.8% by financial progress and 17.9 were motivated by unemployment. Young immigrants have more self-confidence, aggressive, willing to take risks and they strike for success (Rauhut and Kompaniets, 2018).

Self-efficacy can be defined as one own belief in their capabilities to accomplish a specific task and a high level of self-confidence improved an individual's intentions to develop new businesses (Khaw, Thurasamy, Al-Abrow, Alnoor, Tiberius, Abdullah, and Abbas, 2021). Furthermore, Entrepreneurial self-confidence enhances immigrant entrepreneurs to generate business growth and identify entrepreneurial opportunities, and the results of the study have indicated that there is a positive correlation between self-confidence and immigrants' entrepreneurial intention (Khaw, *et al*, 2021).

A study by Glinka and Brzozowska (2015) alluded that most immigrant participants in the study were self-confident and honoured for being entrepreneurs. Self-efficacy is vital for the establishment of

businesses and for motivating immigrant entrepreneurs in Lapland (Yeasmin, 2016). Furthermore, certain participants had a desire to pursue entrepreneurship, however, they did not have sufficient information on entrepreneurship motivation and alluded that self-confidence can be perceived as the factor that enhances sustainable entrepreneurship (Yeasmin, 2016).

According to Paoloni, Valeri, and Paoloni (2017), immigrant women entrepreneurs lack self-confidence due to difficulties in a migratory path, living conditions of the host country as well as other business development factors. However, entrepreneurial motivation exists in some immigrant entrepreneurs prior to their migration and functions as a push factor (Elo, 2019). This notion is supported by Mouelle and Barnes (2018) by indicating that female immigrant entrepreneurs contribute to their entrepreneurial performance by exploring their characteristics and behaviours that improve their self-confidence and reduce fear of failure to run successful businesses. The study further indicates that the fear of failure and lack of self-confidence prevents females from establishing new business ventures, consequently, the practice of faith can improve the level of self-confidence in decision-making (Mouelle and Barnes, 2018).

2.3 Entrepreneurship

According to Olufemi Muibi Omisakin (2017), entrepreneurship is an imperative concept for both developing and developed societies. He further alludes that entrepreneurs are perceived as people with an ability to utilise various factors of production to produce goods and they are vital to growing and advancing the economy of many countries Omisakin (2017).

Entrepreneurs are regarded as extraordinary people with a great ability to utilise other factors of production to produce goods needed by mankind. Entrepreneurs are therefore regarded as action figures in the business world and its processes and are essential to growing and developing the economy of most countries. Generally, an entrepreneur is seen as the person who bears the risk of coordinating all other factors of production and who possesses the psychological capacity to energize, and coordinate entrepreneurial activities.

The concept of entrepreneurship involves generating value through business opportunities, managing associated risks, and can apply management skills and communication to activate required human, financial and physical resources (Veerabhadrappe (2009) cited in Ngota, Mang'unyi, and Rajkaran (2018). Tengeh and Nkem (2017) describe an entrepreneur as an individual who identifies certain business opportunities and has the ability to activate essential resources required to operate the business. Entrepreneurship is considered a development tool, and it plays a vital role in economic development (Van Vuuren and Alemayehu, 2018).

2.4 Entrepreneurship characteristics

Various entrepreneurial characteristics are crucial to enhance the performance of the entrepreneurs such as personality, innovation, risk-taking, etc (Ajani and Adekanmbi, 2016). Both potential and existing entrepreneurs must have substantial entrepreneurial characteristics and business practices that will empower them to develop sustainable small businesses (Ajani and Adekanmbi, 2016). According to Gupta and Mirchandani (2018), entrepreneurship is currently perceived as a significant driver of economic development.

Garaika, Negara, Margahana, Negara, and Selatan (2019) alluded that entrepreneurship influences economic growth and recovery, innovation, social and empowering communities, therefore it plays a vital role in the economic movement in terms of creation of employment, modernisation, and diversify the business sector.

Formal organisations: formal businesses include a structure, policies, and systems put in place; informal organisations are referred to unplanned and unrecorded activities that continuously transpire which include power, influence, values, and norms (Asoba and Mefi, 2020).

According to Isaga (2018) cognitive characteristics are defined as characteristics that are utilised by entrepreneurs in decision-making regarding the establishment of the business, conducting of assessments, and performance. Hence, entrepreneurial characteristics are perceived as one of the factors that enhance economic growth and performance (Isaga, 2018). In terms of economic theory, entrepreneurship develops employment, promotes regional development, and effectively mobilise capital and skills (Rauhut and Kompaniets, 2018). SMEs in South Africa are classified in various forms, and entrepreneurship has played a significant role in stimulating economic growth through job creation (Ezennia and Mutambara, 2021).

2.5 Defining successful entrepreneurship and entrepreneurial failure

According to Fatoki (2019), successful entrepreneurship is determined by business continuance and entrepreneurial failure refers to the end of business operation, furthermore, a successful business venture is a business that has been operational for three years. In the study conducted by Gonzalez and Campbell (2018) participants emphasised the significance of learning from both the success and mistakes of successful business owners.

Bushe (2019) has highlighted the following strategies to improve business success:

- Entrepreneurs to certify that they are capacitated and have the necessary skills to manage the business.

- Maintain professional management and
- Manage environmental change

For SMEs to successfully perform and increase growth, they must be able to address hindering factors that will negatively impact business growth and develop strategic mechanisms for financial accessibility, marketing, enhance customer service, customer security, and utilise technology to monitor business operations instead of intensifying the reputation and image of the business (Baporikar, Nambira, and Gomxos, 2016). (Dzomonda, Fatoki and Oni, 2017) points out that the issue of small business failure in South Africa can be addressed by the entrepreneurial orientation approach. A study by Bruwer and Coetzee (2016) alludes that approximately 75% of small businesses in South Africa fail after three years.

The main purpose of every organisation is to maintain growth and improve performance (Madanchian, Hussein, Noordin, and Taherdoost, 2016). Anyanga and Nyamita (2016) indicate that the implementation of inappropriate strategies that hinder business growth results in the failure of small businesses in Kenya. However, a study by Anwar, Shah, and Khan (2018) indicates that the lack of adequate resources causes newly established businesses to fail, however, these businesses can access a valuable resources through the internationalisation process and consequently contribute to gross domestic product and enhance economic growth Anwar *et al.*, 2018).

According to Anyanga and Nyamita (2016) business growth is a critical factor of a successful business and it is determined in terms of venue generated, value-added, and business growth, Furthermore, growth defines the success of entrepreneurial ventures. Hence, business performance is determined by the transformation in the value of assets and sales (Isaga, 2018).

2.6 Immigrant entrepreneurship

Immigrant entrepreneurship is described as moving into a new nation out of the country of origin to establish or carry out a business venture (Dalhammar, 2004; Ngota *et al.*, 2017) cited in (Ngota *et al.* 2019). Immigrant entrepreneurs also refer to people who have migrated for over a decade, however, ethnicity is referred into a broader interpretation that includes immigrants and certain minorities that have been living in the country for centuries (Asoba and Mefi, 2020).

Immigrants are perceived as being more entrepreneurial, essential for the enhancement of economic growth and innovation, furthermore, the number of entrepreneurs has increased by more than eight million from 1980 to 2017 and immigrant entrepreneurship increased from 6.9% to 20.2% (Lofstrom and Wang, 2019). Conceptually, immigrant-owned small businesses have the capability to identify,

evaluate, develop, and enjoy opportunities within the international market (Morgana, Sui, and Baum, 2018).

According to Zhang and Chun (2018), immigrant entrepreneurship is perceived as an adaptive outcome that has responded to the host society's adversities. Chester (2016) indicates that the advanced technology during the 21st century, mobility, and enhanced globalisation has shaped immigrant entrepreneurs as global business leaders. Immigrant entrepreneurship is a very crucial strategy for survival (Khaw *et al.* 2021). Therefore, within the entrepreneurship literature, immigrant entrepreneurship remains a very crucial subject study (Awotoye and Singh, 2018).

2.7 The importance and contribution of Immigrant small businesses

The importance and role of African immigrant entrepreneurship are barely particularised in terms of their contribution on skills transmission, however, the study revealed that immigrant small businesses contribute towards skills transmission to the natives therefore adaptive governmental policies require a holistic obligation towards African immigrants' contributions to entrepreneurial skills transmission as it enhances economic growth and develops new business opportunities (Ngota, Rajkaran, and Mang'unyi, 2019 and Ngota, Rajkaran, Balkaran and Mang'unyi, 2017).

The transformation of South Africa's socio-political structure from 1990 to 1994 has made a tremendous transformation in the country which invited investors, entrepreneurs as well as educated and skilled workers from around the world, furthermore, African Immigrants have identified South Africa as their home destination and this has enhanced the growth of African immigrant entrepreneurs in South Africa (Ezennia and Mutambara, 2020). Theoretically, it has been argued that poor employment opportunities of immigrants have influenced the higher level of entrepreneurship among immigrants as compared to the natives, therefore, the contribution of immigrant entrepreneurship needs to be perceived as an impactful social process and not only evaluate on an economic perspective (Lilius and Hewidy, 2019). Immigrant entrepreneurship attention has improved result of the increase of immigrant-owned businesses in Gauteng, however, entrepreneurship contributes to the country's gross domestic products, creates jobs, and therefore, it plays a significant role in economic activities and reduces the number of individuals dependent on government (Radipere and Dhliwayo, 2014).

Immigrants are perceived as being more entrepreneurial, essential for the enhancement of economic growth and innovation, furthermore, the number of entrepreneurs has increased by more than eight million from 1980 to 2017 and immigrant entrepreneurship increased from 6.9% to 20.2% (Lofstrom and Wang, 2019). According to Masocha *et al.* (2017), the immigration small businesses that are operating in small towns in South Africa endure more profit and win over the consumer's attention.

However, in South Africa, there is a challenge of not being able to quantify and recognise the immigrants' skills in the economy (Kalitanyi and Visser, 2014).

According to the Immigration Act 13 of 2002 amended in May 2014, the Department of Home Affairs has established conditions on issuing business visas to foreign nationals that wish to establish businesses in South Africa and one of the aforesaid conditions indicated that such business must uphold a potential to the advancement of South African economy and national interest (Mouelle and Barnes, 2018). The study by Ngota *et al.* (2019) further revealed that 33.9% of immigrant entrepreneurs were sharing their entrepreneurial skills with South African nationals to equip them with new skills, while 29.4% indicated by sharing their skills with South African nationals also enables them to learn about the new business environment.

Asoba and Mefi (2020) indicate that driving and accelerating of growth of immigrant-owned businesses is vital for South Africa's elevation of employment, exports, and gross domestic productivity. South African Small businesses share 91% of all formal businesses, contribute 60% towards employment, and account for 34% of gross domestic products (World Bank, 2018; Banking Association of South Africa, 2018 cited in Fatoki, 2019)

According to Asoba and Mefi (2020), certain studies have revealed that more than 75% of immigrant entrepreneurs transfer their entrepreneurial competencies to local entrepreneurs they have a business relationship, and it has been suggested that immigration laws should be transformed by South African government to include immigrant entrepreneurs as they contribute to skills development and economic growth. Akbari and Haider (2017) pointed out that other research findings indicate that the positive impact made by immigrants on economic growth is not fully recognised, therefore the intervention by policymakers is pivotal in enhancing the economic contribution of immigrants in Canada. This is supported by Kalitanyi and Visser (2014) who indicate that South Africa needs to recognise the significant contribution generated by the existence of immigrants and refugees as they provide scarce skills that are vital to the South African economy. The position of immigrants' skills in the South African economy is not quantified nor acknowledged (Kalitanyi and Visser, 2014).

According to Omisakin *et al.* (2015) cited in Omisakin (2017) indicate that SMEs in New Zealand have established about 90.7% of all firms and create approximately 50% of employment for the native-born. Immigrants' businesses are enhancing the economy of New Zealand by providing employment and developing new business ventures (Omisakin, 2017).

Immigrant entrepreneurs are perceived to be more successful and established and make a significant contribution to the villages and rural areas of their host country (Omisakin 2017). Yanai, Senik, Muhamad, Hamid, and Jamaludin (2020) and Duan, Sandhu, and Kotey (2021) indicate that it would

be important that future researchers to further identify the specific factors shaping the immigrant's entrepreneurship activities.

In the field of entrepreneurship, it is still questionable as to what leads businesses to succeed while others are failing (Isaga 2018). A South African study by Toli and Tengeh (2017) points out that certain studies have shown that African immigrants tend to be more educated and experienced in job creation and operating small businesses than their indigenous counterparts. This is further supported by Mouelle and Barnes (2018) who indicate that many African immigrant entrepreneurs prosper despite the challenging South African environment. Therefore, it is crucial to investigate how immigrant entrepreneurs sustain their businesses.

2.8 Challenges encountered by Immigrant SMEs

Migrants experience challenges of settlement, culture, language, employment, and other challenging factors during their arrival to their host country especially finding employment is very challenging for immigrants as they are usually discriminated against for being unable to fluently speak the language of the host country and they have insufficient work experience in the host country (Omisakin, 2017). A study conducted by Chetty and Sherefedin (2018) reveals that about 74.3% of immigrant entrepreneurs are affected by language barriers in operating their businesses. Scarce entrepreneurial skills and ineffective management techniques are the challenges affecting the performance of small businesses in Nigeria (Ajani and Oluyemi, 2016).

Ngota et al. (2019) indicate that their study is in response to the hostile economic environment in South Africa towards immigrants and immigrant entrepreneurship, in particular African immigrant entrepreneurship where people are becoming more prejudiced, demonstrating destructive and brutal behaviour towards immigrants while making negative comments and looting of their businesses. During the past decade in South Africa, there has been forceful rivalry between native-born business operators and businesses operated by African migrants and the perception is that immigrant-owned businesses tend to thrive (Ngota et al. 2019)

The study conducted by Masocha, Buso, and Fatoki (2017) revealed that immigrant small businesses are also challenged by the high rate of crime, resentment from the native businesses, and the challenge of finding a conducive location for their businesses. The study further indicates that the high rate of failure of small businesses is due to the absence of entrepreneurial skills. The South African government needs to develop strategies that support immigration businesses as this will enhance economic development as these businesses have not received proper support from the government (Masocha et al. 2017). Omisakin (2017) indicates that immigrant businesses have various challenges

such as the inability to secure finance, high tax, small population, utility bills, competitiveness, and high business costs.

Immigrants utilise various ways to address these challenges by lending from family and friends, utilising word of mouth, providing proper training to their employees, and spending their savings, therefore the study recommends the integration of immigrant entrepreneurs as they are pivotal in enhancing economic growth and generate employment (Ngota, Rajkaran, Balkaran and Mang'unyi, 2017).

In South Africa, many immigrant entrepreneurs have been victims of xenophobic attacks which further escalated to physical attacks, and they are also victims of crime due to their nationality and informal business status (Chetty and Sherefedin, 2018). Several challenges have been noted affecting the growth and profitability of SMEs which reduces their ability to effectively contribute to growth (Shah and Maqsood Ahmad, 2019). Furthermore, a study by Nanjundeswaraswamy and Swamy (2015) indicates that the challenge of increased competition is one of the challenges encountered by small and medium enterprises in India.

South Africa has been characterised by sporadic incidents of fatal attacks on immigrant entrepreneurs (Radipere and Dhliwayo, 2014). According to Ezennia and Mutambara (2020), the xenophobic attacks in April 2019 against African immigrants resulted in the loss of two lives in Durban and they created a very tense environment among all African immigrant residents in Durban, South Africa, conceptually, these recorded series of attacks has affected various immigrant-owned businesses. Therefore, Immigrant owned business are subjected to competition with native business owners and exposed to a prominent risk of operating foreign small businesses, consequently, social challenges such as xenophobia have tremendously contributed to the challenges that are faced by immigrant SMEs in South Africa and these businesses experience difficulties in accessing government loans (Masocha and Charamba, 2014).

Small businesses are challenged with growing competition at the domestic level and global levels (Soomro, Shah, and Mangi, 2019). Growth in SMEs is one of the crucial factors for business owners and policy developers especially in developing economies (Temouri, Shen, Pereira, and Xia, 2020). Furthermore, Rasheed and Siddiqui (2019) indicate that the financial decisions within small businesses are administered by the attitude of the owner or manager. Therefore, the managers of small businesses must recognise available options in the decision-making process in deriving exploitative compared to exploratory strategies within the dynamic environmental uncertainty and change (Temouri *et al.* 2020).

The inability of accessing external finance from commercial banks and trade creditors is perceived as one of the factors that can affect the performance of small businesses, and this has resulted in small businesses in South Africa failing (Asah *et al.* 2015). This is supported by Karadag (2017) who indicates that small businesses in Turkish encounter various challenges such as lack of inexperienced personnel, access to financial resources, etc. The study further indicates that the lack of an efficient and effective financial management system is one of the prevailing challenges within small businesses. (Karadag, 2017). The study conducted on immigrant entrepreneurs in Durban by Ezennia and Mutambara (2021) indicates that immigrant entrepreneurs have been attempting to adjust to hostilities, xenophobia, and victimisation.

The severe influence of COVID-19 on general businesses has also impacted and threatened the future of African immigrant entrepreneurs (Urban, Murimbika, and Mhangami, 2022). Therefore, the government-specific regional assorted incentives to advance the human and social qualities of immigrant businesses to minimise their vulnerabilities resulting from the effects of COVID-19 (Urban, Murimbika, and Mhangami, 2022). The stress levels of immigrant entrepreneurs are likely to be intensified due to various challenges they encounter when adapting to the new society (Awotoye and Singh, 2018).

2.9 Economical Contribution of SMEs

Crowley-Henry, O'Connor, and Suarez-Bilbao (2021) indicate that SMEs are classified and defined differently across countries and regions. Frentzen and Lampadariou (2016) stated that a small business comprises subordinates that are not more than 50 with an annual income that does not exceed EUR 10m and a microenterprise is a business that does not have more than 10 employees with an annual income of not more than EUR 2m. According to Madanchian and Teherdoost (2019), the SMEs in Malaysia are defined according to a specific group of industry, number of full-time personnel, and annual generated income.

The South African government has defined SMEs in the National Small Business Act 102 of 1996 where these ventures are categorised into small, micro, and medium enterprises according to their value of assets, number of employees, and annual turnover, therefore, a small business comprises 50 full-time employees, R2 million annual income as well as gross assets that are not more than R10 million (Ncube and Chimucheka, 2019). This study will define small businesses according to the information indicated above.

SMEs are known as a pillar of economic development in any economy (Soomro, Shah, and Mangi, 2019). This is supported by Fadil and St-Pierre (2021) who indicate that most global economic base is constituted by small and medium-sized enterprises. Shrafat (2018) points out that worldwide, SMEs

have been endorsed for their significant role in the economic development process. The substantial contribution made by small and medium enterprises toward job creation, exports, and shaping entrepreneurship has been acknowledged around the world (Mashavira and Chipunza, 2021). Conceptually, studies should analyse indicators that are directly linked to the growth and survival of SMEs, and this will be achieved through the enhancement of work regarding the performance of the SMEs (Fadil and St-Pierre, 2021). Therefore, the performance of SMEs plays a vital role in shaping the economy of the country (Amelia *et al.* 2021).

South Africa retains its cultural diversity and is perceived as a rainbow nation, therefore the South African economy is currently challenged with providing sustainable employment and alleviation of poverty, furthermore, the small businesses in South Africa can be classified as either immigrant-owned or native-owned small businesses (Masocha *et al.*, 2017). Knezovic and Drkic (2021) allude that SMEs usually require employees that are proactive and who have an entrepreneurial mindset.

According to Santo (2015) cited in Alemayehu and Van Vurren (2016), SMEs in Africa is playing a vital role in transforming the socio-economic conditions of the continent. SMEs contributes to the economy by creating around 80 percent of employment opportunities, establishing a new middle class, and increasing the demand for new goods and service. The small business sector is the driver of success, and inclusive growth and generates employment in South Africa (Fatoki, 2019). According to Bruwer and Coetzee (2016), small businesses in South Africa play a vital role in the economy. This is supported by Khosa and Kalitanyi (2016) who tabled that 54,8% of immigration businesses were registered and 42,2% were not registered, furthermore most immigrant enterprises have been in existence for more than 3 years which gives evidence that immigrant-owned businesses grow. SMEs play a vital in developing the South African economy and they are a primary source of generation of employment (Cant and Wiid, 2013). Therefore, the role played by SMEs' socio-economic growth is very vital as they contribute to the gross domestic product, entrepreneurship, and the development of the new workforce (Karadag, 2017).

There is very little that is explored regarding drivers and growth strategies of small businesses as a result there is confusion about growth strategies and how managers can develop an effective match between contexts and modes of growth. Alemayehu and Van Vurren (2016). Therefore, researchers and practitioners should consider various factors involved in determining business growth and strategies Alemayehu and Van Vurren (2016).

For entrepreneurs to achieve a measure of success, various critical factors must be in place (Ajani and Oluyemi, 2016). According to Jaeger and Matyas and Sihn (2014) cited in (Ajani and Oluyemi, 2016) indicates that operational efficiency and business excellence of small business owners are imperative for the growth and sustainability of the business, Furthermore, small businesses play a vital

role in national economic growth and contribute to industry development. According to Zuhir *et al.* (2017), human capital strengthens the development and improvement of small businesses. Small and medium-sized enterprises (SMEs) are crucial for socio-economic growth due to their significant role in creating a new workforce, gross domestic product increase, innovation, and entrepreneurship (Karadag, 2017). SMEs are pivotal in the enhancement of South Africa's economic growth, alleviating poverty, developing employment opportunities, and enabling equitable distribution of wealth (Ncube and Chimucheka, 2019).

According to Asah, Fatoki, and Rungani (2015), the number of businesses within developed and developing economies are being dominated by small businesses. Various characteristics within small businesses influence the choice of entry and level of commitment in the foreign market, and the level of control applied to the foreign market activities (Lin and Ho, 2019). Nanjundeswaraswamy and Swamy (2015) highlight the importance of small businesses and their role in producing cheaper domestic imports that substitute consumer goods for low-income groups and indicate that they also support a venture that produces components, tools, and spare parts for big industries. Lin and Ho (2019) point out that small businesses usually conduct their business activities within low-cost structures and play a vital role in reducing risks related to small businesses within the host country.

According to Anyanga and Nyamita (2016), SMEs achieve a high market share, productivity, great profit and attract more customers by developing growth strategies. However, several studies have proved the significant role played by SMEs, particularly in developing countries (Lin and Ho, 2019). Furthermore, Gupta and Mirchandani (2018) allude that in AUE (United Arab Emirates), the SMEs are preserved as drivers of the economy, providing approximately 43% of the total workforce of the country with employment and accounting for about 95% of the business population in the country.

Rodríguez-Gutiérrez, Moreno, and Tejada (2015) point out that despite the challenges that are encountered and prevent the growth of SMEs, some small businesses overcome those challenges and achieve great business growth. Therefore, various factors are crucial for the success and survival of the business during each development stage (Asiimwe, Kavoo-linge, and Sikalieh, 2016). In South Africa entrepreneurship has not been perceived as a career of choice as most citizens only become entrepreneurs because of job frustration or retrenchment, however, some South African have identified a gap in the market, embraced business opportunities, and drawn towards entrepreneurship (Asah, Fatoki and Rungani, 2015).

According to the literature, the survival of SMEs is critical in the first three to five years as they encounter and address several challenges, however, the failure and survival of the small business can also be distinguished by obtaining assistance such as access to financial resources and training of the management during the initial stage (Karadag, 2017). The study further indicates that small

businesses play a vital role in socio-economic growth by developing employment, increasing innovation, and entrepreneurship, and significantly contributing to the gross domestic product (Karadag, 2017). This is supported by the study conducted in Cape Town, South Africa by Khosa and Kalitanyi (2016) where their research findings revealed that 55% of immigrant businesses are formal businesses, about 72% have employed more than one employee and about 58% of immigrant-owned businesses have been operational for over 2 years.

2.10 Success factors enhancing the performance of small businesses

The survival of SMEs is mostly dependent on the owner or manager's capability and performance (García-Vidal *et al.* 2019). A study conducted by Ngota *et al.* (2019) indicates that statistical analysis has revealed that there is no significant relationship between gender, longevity, and life span of the businesses as well as entrepreneurial educational level and type of business they are operating. Asoba and Mefi (2020) indicate that managerial competencies and roles are critical factors enhancing the growth of small businesses, therefore management and leadership enhance business growth. The study further indicated regulatory institutions are hindering growth by requiring possession of accurate prescribed documents to operate a business and pointed out that immigration small businesses are highly disorganized and fragmented (Asoba and Mefi, 2020).

A study by Bewaji, Yang, and Han (2014) revealed that entrepreneurial education level is a fundamental factor in understanding entrepreneurial activities, strategic decisions, and business performance. A study by Mashavira and Chipunza (2021) alluded that networking is one of the critical factors that influence the performance of small businesses through entrepreneurial competencies.

Khosa and Kalitanyi (2016) indicate that the creation of employment illustrate business have grown and their research findings have revealed that 72% of the business that was part of the study had employees. A study by Asah *et al.* (2015) indicates that there is a correlation between SME manager's managerial skills and performance. Conceptually, the age of the firm is perceived as a factor that determines the business capacity to adapt to environmental change and to calculate the success of the business (Rodríguez-Gutiérrez *et al.* 2015). Furthermore, the strategy of business cooperation can minimize challenges that hinder business growth (Rodríguez-Gutiérrez *et al.* 2015) and entrepreneurial experience and training positively contribute to business growth (Rodríguez-Gutiérrez *et al.* 2015). The business competitive advantage can be improved through the development of personal skills and abilities by managers and entrepreneurs and by strengthening the scope of research on business outcomes and strategic decision-making (Lombardi, Tiscini, Trequattrini, and Martiniello, 2021).

Rodríguez-Gutiérrez *et al.* (2015) point out that the validity of possible success factors cannot be extended to businesses that operate in different productive activities, but these success factors can be combined in companies within the same productive and competitive environment because success strategies differ from industry to industry. According to Saasongu (2015), organisational performance can also be utilised to measure the profit generated by the business, market share, and the quality of the product within the same competitive environment.

In West Africa, small businesses comprise dynamic companies and self-employed outlets involved in a range of activities within urban areas and they do not have access to the required financial resources that will generate business growth (Quartey *et al.* 2017). The study further highlights that provision for finance is valued as much riskier in Africa compared to other regions while provision for finance is valued to be riskier for small businesses compared to large businesses (Quartey *et al.* 2017). According to Solano (2015) studies have proven that domestic immigrant entrepreneurs utilise their educational knowledge to well conduct their businesses, hence, the significant role contributed by the family of immigrant entrepreneurs, especially by the extended family plays a very crucial role in the business (Solano, 2015). In most economies in the world, small business operations occupy a favourable position in the economic landscape, especially in developing countries (Quartey, *et al.* 2017).

2.11 Government support provided to SMEs

The world has a challenge of unemployment considering the current unfavorable economic conditions caused by the COVID-19 pandemic, therefore various programs were developed to support or promote the establishment of businesses (Yusoff *et al.* 2021). In South Africa, the government has developed various programs to support small businesses and established bodies such as the Small Enterprise Development Agency (SEDA), Small Enterprise Finance Agency (SEFA), South African Micro-Finance Apex Fund (SAMAF), National Youth Development Agency (NYDA), the Technology and Innovation Agency (TIA) and the National Empowerment Fund (NEF); The establishment of the white paper in 1995 aimed to create demand of good and services provided by small businesses, and improve financial and non-fiscal support to minimise constraints. Therefore, the establishment of the Department of Small Business and Development in 2014 was to accomplish the mandate of providing support to the small business sector by monitoring the abovementioned bodies established by the government (Dzomonda and Fatoki, 2018). To improve managerial competencies, the government should avail access to training for small business owners (Ncube and Chimucheka, 2019).

In Malaysia, the government has established SME development programs to enhance the social well-being and economic stability contributed by small businesses and aim to promote an entrepreneurial

culture within the Malaysian community by encouraging entrepreneurship as a career of choice (Yusoff *et al.* 2021). Dzomonda and Fatoki (2018) propose that immigrant entrepreneurs must be included in the strategic and operational framework of government agencies. Furthermore, government support programs can positively contribute to the performance of immigrant-owned businesses (Dzomonda and Fatoki, 2018). This is also supported by Tehseen *et al.* (2018) who point out the need for government to establish programs such as seminars where small business owners, suppliers, and consumers can facilitate their relationship on various products and services.

Dzomonda and Fatoki (2018) indicate that small businesses that have to obtain government support are more likely to perform better, however, most immigrant entrepreneurs are not aware of the agencies that provide support to small businesses in South Africa as these government support programs can improve their business performance.

Dzomonda, Fatoki, and Oni (2017) and Asah, Fatoki, and Rungani (2015) indicate that government must develop training centers within South Africa to improve entrepreneurial orientation and leadership styles within the SMEs, conduct workshops through different government bodies where entrepreneurs will be given a platform to share their success stories, provide comprehensive support that supports the collaboration of all other sectors and provide mentorship to assist small business until they reach their growth stage.

Studies have emphasised that government should create financial awareness and management to enhance competitiveness and performance of small businesses and simultaneously provide training to small business owners or managers (Karadag, 2017). Quartey, Turkson, Abor, and Iddrisu (2017) point out that many studies have focused more on the challenges encountered by small businesses in their daily operations. However, It is suggested that government should establish policies that will protect small businesses against direct competition from established businesses during their early development stage (Anyanga and Nyamita, 2016). This statement is supported by Amelia *et al.* (2021) who indicate that government must provide financial support to small businesses and support in terms of regulations as these factors are negatively impacting productivity.

According to Yusoff *et al.* (2021), the world is currently challenged with the issue of unemployment as many people are losing their jobs and active participation in entrepreneurial activities has been encouraged by the government. Therefore, Local authorities and other related parties can boost the sustainability and competitiveness of small businesses by providing more effort, guidance, and emphasis on their abilities (Amelia *et al.* 2021).

2.12 Conclusion

This chapter reviewed the literature on immigrant-owned businesses and the economic impact generated by small businesses in South Africa and the rest of the world. Research findings on success factors enhancing the performance of small businesses were highlighted as well as challenges encountered by immigration entrepreneurs. The literature defined entrepreneurship and entrepreneurial characteristics were highlighted. This chapter also included the literature review on the importance and contribution of immigrant-owned businesses and literature on the success factors of the current study has been included. Furthermore, the chapter highlighted literature on support provided by the government to small businesses.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to identify and discuss the personal factors influencing the success of immigrant small business owners. A hypothesised model of factors influencing the success of immigrant small business owners will be presented. The relationships depicted in this model will be justified based on anecdotal and empirical evidence and subjected to further empirical testing in the present study. This chapter outlines and discusses individual processes that are utilised to achieve the objectives of the study. A description of the research approach, research design, research paradigm, population, sampling method, data analysis, inclusion and exclusion criteria, delimitation, limitation, validity and reliability, anonymity, confidentiality, and ethical considerations will form part of the research methodology of this study.

3.2 Summary of the Research Problem and objectives

South Africa is characterised by a high rate of unemployment and poverty. Immigrant small businesses make a significant contribution to economic growth, poverty alleviation, and job creation in the host country (Chetty and Sherefedin, 2018 Dzomonda and Fatoki, 2018) and can therefore address some of the challenges that the South African economy is facing. In South Africa, there is a challenge of not being able to quantify and recognise the immigrants' skills in the economy (Kalitanyi and Visser, 2014). According to Mouelle and Barnes (2018), many African immigrant entrepreneurs prosper despite the challenging South African environment. Bushe (2019) pointed out that when entrepreneurial activity succeeds or fails it is always traceable to an individual entrepreneur who either lacks or possesses skills, aptitude, and behavioural characteristics that could generate business success. The entrepreneurial competencies play a vital role in the success of small, and medium enterprises (Sajilan and Tehseen, 2015). Unfortunately, in South Africa, immigrant small business owners face challenges and fail due to various reasons. Subsequently, the host country fails to reap the economic benefits that these businesses can provide. Immigrants are perceived to be taking away entrepreneurial opportunities from the natives (Toli and Tengeh, 2017).

This study aims to identify and empirically investigate the personal factors influencing the success of immigrant small business owners in the eThekweni metropolitan area. This will enable a better understanding of how small immigrant businesses can succeed and subsequently contribute to the economy in terms of job creation, poverty alleviation, and income generation.

3.3 Research design

Quantitative research design: According to Creswell (2005) cited in Chetty and Sherefedin (2018) indicates that a quantitative research approach translates data through statistical analysis to correlate what is known and what would be learned through the research. Bilal, Naveed, and Anwar (2017) indicate that a quantitative research method utilises theoretical and mathematical equations to determine hypothesis of the study, and it is utilised to test the primary and secondary data. According to Leedy and Ormrod (2005) cited in Mashavira, Chipunza, and Dzansi (2019) the quantitative research approach can respond to questions regarding relationships among measured variables to predict, explain and control the phenomena.

Qualitative research design: Aspers and Corte (2019) define qualitative research as a reiterative process that has increased scientific community understanding by developing a substantial distinction and subsequently gets closer to the study phenomenon. The study further defines qualitative research as a focused multimethod that consists of interpretation and a realistic approach to its subject matter (Aspers and Corte, 2019). Therefore, a qualitative research methodology is most applied when the research problem is not understood with a desire meticulously explore the problem and the study participants must have been exposed to or experienced the investigated content (Rutberg and Bouikidis, 2018).

A quantitative research design will be utilised for the study where a questionnaire will be designed to collect data for the study. This methodology is deemed appropriate for the purposes of this study, as various statistical analyses will be utilised to measure the hypothesised relationships.

3.4 Research approach

The study will utilise a descriptive quantitative research approach to collect quantifiable information for statistical analysis of the population sample. A descriptive research approach is defined as a research method that scientifically describes the accuracy of the existing phenomena in the study (Atmowardoyo, 2018). The researcher in quantitative studies utilises experiments or standardised questionnaires to collect data and it may be utilised to determine the relations between variables and results (Rutberg and Bouikidis, 2018). Furthermore, quantitative research enables the researcher to have control over the study variables, and research questions, and it is conducted in an environment structured environment. According to Antwi and Hamza (2015), a quantitative research approach focuses on testing theory and hypothesis, and it mainly follows the confirmatory scientific method while a qualitative research approach follows the exploratory scientific method.

3.5 Research paradigm

A positivist paradigm will be implemented in terms of testing the hypothesis through a collection of empirical data which supports the theoretical framework of the study. The context of positivism derives from the period of the 17th and 18th centuries by the philosophers Descartes and Locke where during that time the scientific community moved away from notions of dictatorship based on royal rulings but valued individual's intellectual and objective knowledge (Park, Konge and Artino, 2020).

According to Amelia, Syukmayettil, and Zuripal (2021) quantitative research is based on the philosophy of positivism to study a particular population, and collect data through research instruments either quantitative or statistical data analysis to test the hypotheses. This is supported by Antwi and Hamza (2015) who indicates that a quantitative methodology is being supported by a positivist research paradigm as well as the study conducted by Park *et al.* (2020) which indicates that a positivist research paradigm identifies explanatory relationships through a quantitative research approach. Research paradigms guides scientific discoveries through principles and assumptions to irradiate the quality of the findings supporting the scientific studies and identify gaps through the production of comprehensive evidence (Park *et al.* 2020).

3.6 Population

According to Dorsten and Hotchkiss (2005) cited in Kalitanyi and Visser (2014) population should include persons they want to define rather than individuals who send back the questionnaires.

The population of this study is all entrepreneurs who operate immigrant small businesses within the eThekweni area. As a complete database of such businesses are not available, and it is therefore not possible to include the entire population in the sample, the sample will include immigrant entrepreneurs who operate immigrant small businesses in the eThekweni metropolitan area focused on the Durban CBD and Outer South area. The study will target any available immigrant small businesses from the transport and storage sector, wholesale and retail sector, communication sector, manufacturing sector, catering, and accommodation sector, and moto trade and repair services. The study is targeting to reach 377 participants who are immigrant entrepreneurs. Due to the unavailability of the database of these businesses the participants will be recruited when the researcher physically visits these businesses to collect data and the study will target small businesses that are conveniently available to the researcher.

3.7 Sampling method

Probability sampling: this sampling method connects to a choice of many quantities of subjects from a specified population (Grey, 2014 cited in Chetty and Sherefedin, 2018). Probability sampling is formed by the following sampling methods: Simple random sampling, systematic sampling, stratified sampling, and cluster sampling.

Non-probability sampling: A non-probability sampling technique is where the researcher selects samples based on the subjective judgment of the researcher. Non-probability sampling is less complex and convenient in terms of financial expenses and time (Welman, Kruger, and Mitchell, 2005 cited in Kalitanyi and Visser, 2014). There are five main types of non-probability sampling methods, namely: Convenience sampling, purposive sampling, snowball sampling, quota sampling, and self-selection sampling.

The researcher selected a convenient sampling method for the study because it is easy, fast, and cost-effective and this is supported by (Mukwarami and Tengeh, 2018). Convenient sampling is a non-probability sampling technique where participants are recruited where they are conveniently available to the researcher (Farrokhi, 2012 cited in Mukwarami and Tengeh, 2018).

A non-probability sampling method will be utilised for the study. A convenient sampling technique will be utilised. A complete database of the population is not available, and the advantages of this technique are that it is cost-effective, and it allows the researcher to select samples based on accessibility rather than random selection. Data will be collected from 377 immigrant entrepreneurs owning small businesses in the Durban CBD and Outer South area who are available and willing to participate in the survey and will be requested to complete the survey instrument. The researcher utilised Raosoft software to calculate the sample size for the study (i.e., required sample size of 377 based on a 5% margin of error, 95% confidence level, and 50% response distribution).

3.8 Measuring instrument

A self-administered questionnaire will be utilised as a measuring instrument to collect data, looking at the biographical information of the respondents and personal factors influencing the success of immigrant small business owners. The researcher will utilise printed copies of the questionnaire consisting of both open-ended and fixed-alternative questions and each questionnaire will take about 20 minutes to complete. The questionnaires will be personally distributed and dropped off by the researcher, however, all COVID-19 protocols will be observed by ensuring utilisation of hand sanitiser by both the researcher and the participant, wearing of face masks, adhering to social distancing

protocols when interacting with the participant and ensure that there is no physical contact with the participants.

3.9 Data analysis

Data will be analysed using SPSS version 27 statistical package and exploratory factor analysis will be performed to test the validity of the measuring instrument. Also, the hypothesised relationships will be evaluated utilizing regression analysis. This is supported by Dzomonda, Fatoki and Oni (2017) who indicate that factor analysis is utilised to verify measures of discriminant construct validity and Asah, Fatoki, and Rungani (2015) indicate that exploratory factor analysis is utilised to enhance research validity and improve the research problem. Therefore, both descriptive and inferential statistics will be included as part of the data analysis to provide descriptions of the population and determine the relationship between variables. Once data is collected it will be recorded on a 5-point Likert scale using Microsoft Excel and put it on SPSS for data analysis guided by research objectives.

3.10 Inclusion and exclusion criteria

The study will focus on any immigrant owned small businesses that are conveniently close to the researcher because the researcher does not have funds to finance travelling costs.

3.11 Pretesting

To ensure validity and reliability, a pilot survey questionnaire will be conducted to identify problem areas and synchronisation of questions to avoid misinterpretation and to ensure that the questions do not influence the response of the participants or significantly improve data quality. Pretesting data will be conducted from a few businesses of the targeted population within the Durban CBD. The participants of the pilot study will not form part of the main study.

3.12 Delimitations of the study

The study will focus on immigrant-owned small businesses (both formal and informal) in the eThekweni metropolitan area and data will be collected from immigrant entrepreneurs who own small businesses in two focus areas within the eThekweni area, namely the Durban CBD and Outer South area.

3.13 Limitations

Given the convenience sampling technique, and the context of the study (eThekweni area), the results of the study can only be generalised to a certain extent. The researcher might also encounter a challenge of participants resisting participate. The non-responsiveness of participants may result in

an insufficient sample size for statistical measurement and difficulty in data analysis. The researcher is however confident that a sufficient sample size will be obtained.

3.14 Validity and reliability

Validity is defined as the extent to which a concept is accurately measured in a quantitative study. It is vital in terms of ensuring that the study measures what it intends to measure. Ncube and Chimucheka (2019) define validity as an effective instrument utilised to conduct a study or a test. Patino and Ferreira (2018) indicate that validity refers to how the study results are represented by the study population between similar individuals outside the study. Therefore, studies have defined internal and external validity as follows:

Internal validity: it is defined as the degree to which the observed study results are not due to methodology but signify the truth within the population (Patino and Ferreira, (2018).

External validity: This refers to the generalizability of the study (Khorsan and Crawford, 2014)

Frentzen and Lampadarios (2016) indicate that construct validity is achieved through utilisation of an extensive range primary and secondary data and external validity utilised to test the ability for generalisation. According to Garaika, Negara, Margahana, Negara, and Selatan, (2019) construct validity consists of the following two tests:

- Convergent validity presents values that have been obtained from a question measuring similar concepts that are highly correlated (Garaika *et al.* 2019).
- Discriminant validity measures present values obtained of items that are measuring different construct and they do not have any significant relationship with each other (Garaika *et al.* 2019).

Therefore, this study will measure construct validity in terms of discriminant and convergent validity. This will enable the researcher to establish whether constructs that are expected to be related are related and whether constructs that should not be related are, in fact, not related. Furthermore, discriminant validity is utilised to test the degree how which measures in a model differ from other measures in the given model (Shrafat, 2018). The discriminant validity is referred to as the extent to which a construct is empirically distinct from other constructs in the structural model organizations. Rasheed *et al.* (2021) indicates that discriminant validity determines a construct empirical district from other constructs in the organisation structural model.

Reliability relates to the consistency of a measure or degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects to address the reliability of the study. This is supported by Longest, (2014) cited in (Ncube and Chimucheka, 2019) who indicate that reliability consists of the possibility of continually measuring and observing

something and yielding similar results, therefore it measures the degree of results consistence and stability. Therefore, the researcher will measure internal consistency utilising Cronbach's alpha version 27.

3.15 Anonymity and confidentiality

Anonymity refers to the non-identification or disclosure of personal information of the participants in the study (Muchineripi *et al.* 2019). Confidentiality refers to ensuring that the identity of the participants is not revealed to anyone outside the study. Therefore, participants will be requested to sign a consent form to ensure anonymity and confidentiality before the completion of the questionnaire. Personal information that may identify the participants will not be reflected during the data collection phase and collected data will only be accessed by the researcher.

3.16 Ethical considerations

All relevant ethical requirements will be adhered to and an information letter regarding the research will be issued to the participants. The participants will be informed verbally and in writing that participation is voluntary, and they will be requested to sign a consent form to ensure anonymity and confidentiality.

3.17 Conclusion

This chapter provided a broader overview of the research design and methodology adopted in the present study. A clear explanation was provided pertaining to the study population, sample, sampling method, research instrument and administration, method of data collection, ethical considerations, anonymity, and confidentiality. Delimitations, inclusion, and exclusion as well as how Covid regulations will be maintained during data collection. The chapter also explained the sample size and statistical analysis techniques that will be utilised for the proposed relationships between the dependent and independent variables. The validity and reliability of the study have been discussed in this chapter.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents an intensive discussion of the data analysis gathered to address this research and the interpretation of the research findings. A total of 377 self-administered questionnaires were distributed and 250 were returned giving a response rate of 66%. According to Gordon (2020) cited in Urban, Murimbika, and Mhangami (2022) indicate that it is difficult to collect data among African immigrants due to reluctance to participate in formal data collection given the issue of constant victimisation of foreign-owned businesses in South African and this is one of the reasons for obtaining a relatively low response. The captured data were assessed for reliability and the results were recorded and discussed in the next section. Strict ethical standards were applied where all participants were informed that there was no direct risk or benefit to them for participating in the study and ensured that the information gathered is confidential (Urban, Murimbika and Mhangami, 2022).

4.2 Reliability test

Table 4.1

Case Processing Summary			
		N	%
Cases	Valid	250	100.0
	Excluded ^a	0	.0
	Total	250	100.0

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

Table 4.1 shows that from the 250 returned questionnaires, all of them were included in the reliability test and no case was excluded.

Table 4.2

Reliability Statistics	
Cronbach's Alpha	N of Items
0.788	28

Table 4.2 shows that there were 28 Likert items that were exposed to the reliability test and a Cronbach's alpha of 0.788 was obtained which is in the acceptable range. This means that the questionnaire used to gather this information was reliable and valid information was gathered which helped to give credible findings about the research.

4.3 Data analysis

This section presents data analysis of the gathered information based on the research objectives and the hypotheses.

4.3.1 Personal information of the respondents

4.3.1.1 Age groups of the respondents



Figure 4.1 Ages of the respondents

The bar chart shows that 48.0% of the respondents were in the 41 to 50 years age group followed by 27.6% were in the 31 to 40 years age group, 12.8% were in the 51 years and above and 11.6% were in the 21 to 30 years. These findings reflect that most of the respondents were in the mature adults' group from 41 years and above.

4.3.1.2 Gender of the respondents

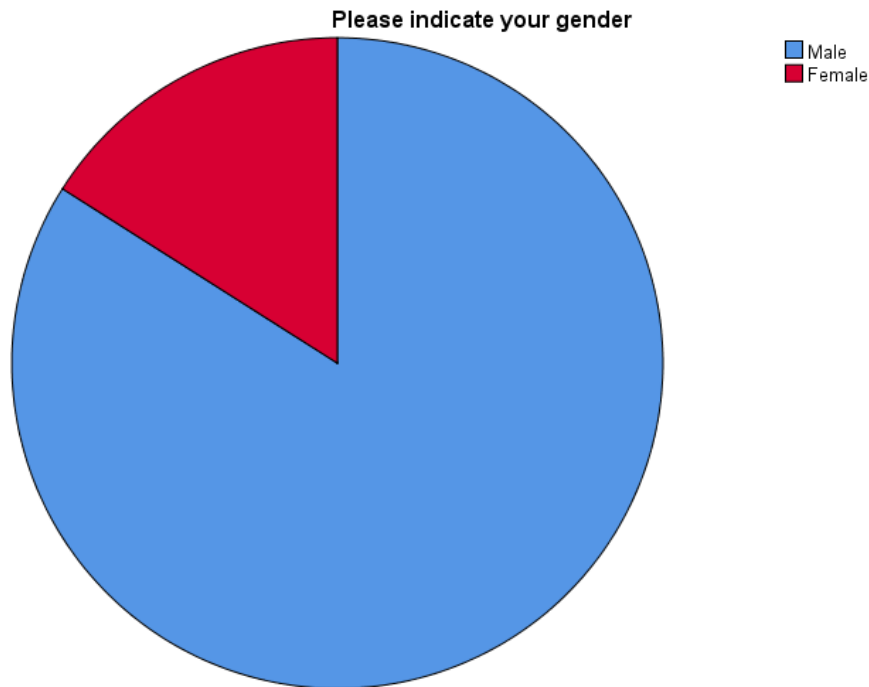


Figure 4.2 Gender of the respondents

Figure 4.2 shows that the majority of the respondents, 84% were males and the remainder 16% were females. This was a male-dominated research. These findings are comparable with the findings of the study by Khosa and Kallitanyi (2016) that the immigrant-owned small businesses were dominated by males.

4.3.1.3 Highest qualifications of the respondents

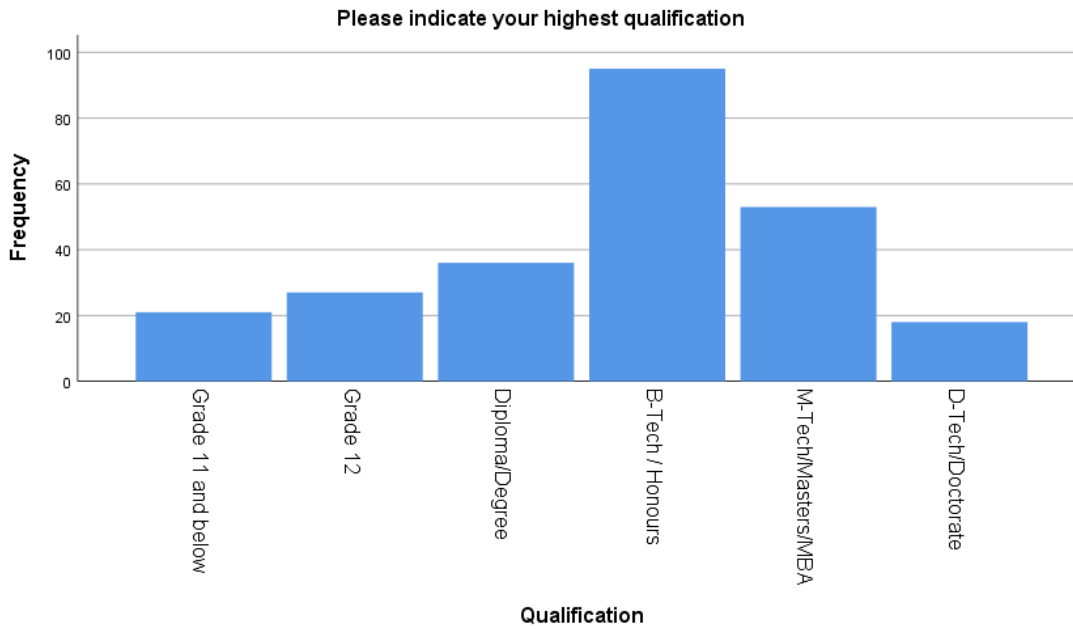


Figure 4.3 Qualifications of the respondents

Figure 4.3 shows that 38% of the respondents indicated that they have a B-Tech/Honours qualification followed by 21.2% with an M-tech/Masters/MBA, 14.4% with a Diploma/Degree, 10.8% having a Grade 12, 8.4% with a Grade 11 and below and 7.2% with a D-Tech/Doctorate. A South African study by Toli and Tengeh (2017) points out that certain studies have shown that African immigrants tend to be more educated and experienced in job creation and operating small businesses than their indigenous counterparts. These findings show that the respondents were educated to a greater extent with a significant number of people having higher qualifications. Muchineripi *et al.* (2019) has revealed in their study findings that certain immigrant entrepreneurs have skills that are scarce in South Africa.

4.3.1.4 Duration the business was established



Figure 4.4 Duration of the establishment of the business

Figure 4.4 shows that most of the respondents, 58.4% had established their businesses less than 5 years ago whilst 22.8% established their businesses 6 to 10 years and 18.8% had established their businesses 11 to 15 years. These findings reflect that most of the respondents established their businesses less than 5 years ago. Khosa and Kallitanyi (2016).

4.3.1.5 Full-time employees in the organisation

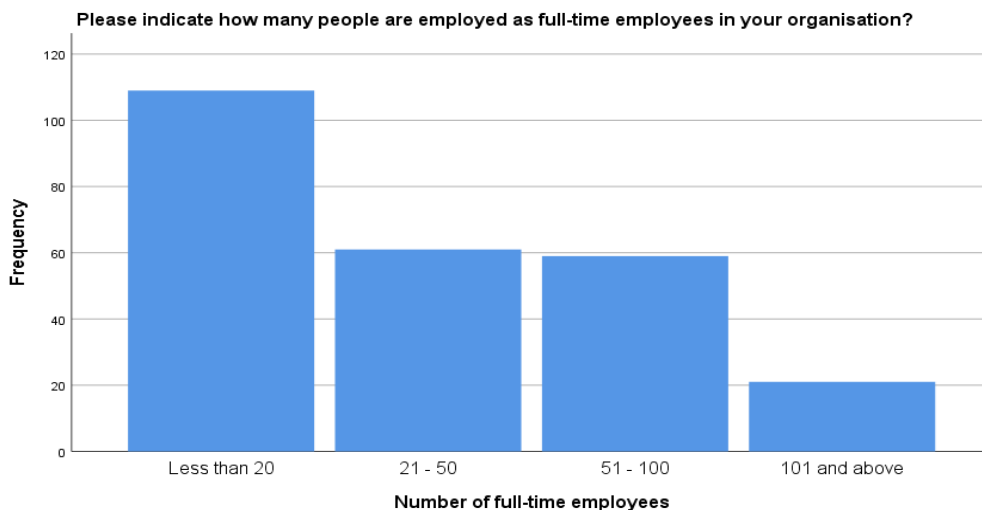
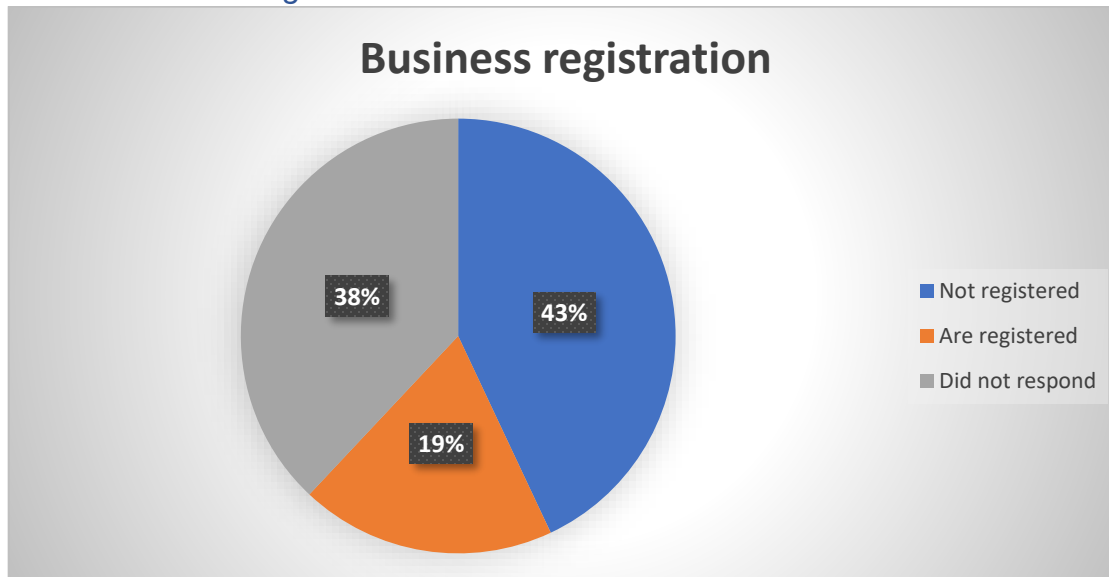


Figure 4.5 Full time employees

Figure 4.5 shows that 43.6% of the respondents had less than 20 full-time employees followed by 24.4% with 21-50, 23.6% with 51-100, and 8.4% with 101 and above full-time employees. These findings reflect that most of the respondents had 50 or less full-time employees. This notion is

supported by Khosa and Kalitanyi (2016), who indicates that the growth and sustainability of immigrant businesses are crucial as it can yield employment for both locals and immigrants and acknowledge that employment creation is indeed a sign of business growth.

4.3.1.6 Business registration



Responding to whether the businesses were registered or not, 43% said they are not registered whilst 19% said they are registered and 38% did not respond to the question. These findings reflect that most of the SMEs are not registered and non-response calls for further research to understand the reasons behind it. However, Worku (2018) revealed that 67% of immigrant entrepreneurs were not paying tax to SARS because they are operating informal small businesses. It is difficult to collect data among African immigrants due to reluctance to participate in formal data collection given the issue of constant victimisation of foreign-owned businesses in South Africa and this is one of the reasons for obtaining a relatively low response (Gordon, 2020 cited in Urban, Murimbika and Mhangami, 2022).

4.3.1.7 Language proficiency

Table 4.3 Language proficiency of the respondents

Please indicate your language proficiency (mainly English)?	
Valid	Percent
Poor	12.3
Intermediate	36.4
Advanced	52.3

Table 4.3 shows that 52.3% of the respondents indicated that their language proficiency mainly in English is advanced with 36.4% indicating that they are intermediate and 12.3% indicating that they are poor in their language proficiency. These findings reflect that most of the respondents believe that they are at an advanced level in language proficiency especially talking about the English language. However, A study conducted by Chetty and Sherefedin (2018) reveals that about 74.3% of immigrant entrepreneurs are affected by language barriers in operating their businesses. Therefore the findings indicate that immigrant entrepreneurs have managed to improve their language proficiency. Immigrant entrepreneurs with a higher level of education are comparative in terms of developing good communication skills (Mosbah and Wahab, 2018).

4.3.2 The role of entrepreneurial competence

This section presents the respondents' perception about the role of entrepreneurial competence in enhancing the success of immigrant small business owners.

4.3.2.1 *The importance of entrepreneurial competence in the business*

Table 4.4 The importance of entrepreneurial competence in the business

Please indicate how important is entrepreneurial competence in the business?		
		Percent
Valid	Least important	13.2
	Moderately important	13.2
	Important	41.6
	Highly important	20
	Extremely important	12
	Total	100

Table 4.4 shows that 41.6% of the respondents said that entrepreneurial competence is important in the business whilst 20% said it is highly important, 13.2% said it is moderately important, 13.2% said it is least important and 12% said it is extremely important. These findings reveal that most of the respondents believe that entrepreneurial competence is important in the business to a greater extent. These findings are supported by a study conducted by Agbenyegah and Mahohoma (2020) on SMEs

within eThekweni who revealed that entrepreneurial competencies have a significant relationship with the performance of small businesses and further pointed out that entrepreneurial competencies play a vital role in the performance of SMEs. Immigrant entrepreneurs are dependent on different sectors for support and survival, furthermore, they are willing to ensure entrepreneurship success by improving their competencies (Yeasmin, 2016).

4.3.2.2 Contribution of the required knowledge and skills to the success of your business

Agree or disagree that having the required knowledge and skills positively contributes to the success of your business

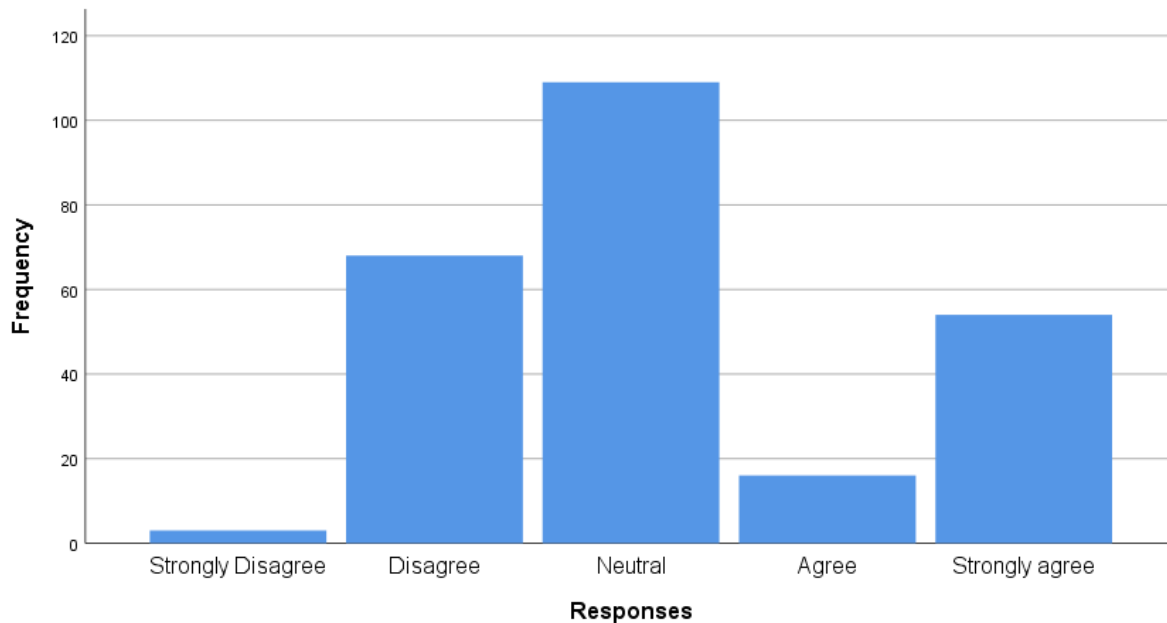


Figure 4.6 Contribution of required knowledge and skills to the success of your business

Figure 4.6 shows that 1.2% strongly disagree with the contribution of having the required knowledge and skills to the success of your business with the support of 27.2% who disagreed whilst 43.6% were neutral and 6.4% agreed with the support of 21.6% who strongly agreed. These findings reflect that to some extent the respondents believe that having the required knowledge and skills contribute to the success of their businesses at the same time to some extent they disqualify that. However, to some average extent, the respondents were neutral about the contribution of the required knowledge and skills to the success of their businesses. The study by Ngota *et al.* (2019) further revealed that 33.9% of immigrant entrepreneurs were sharing their entrepreneurial skills with South African nationals to equip them with new skills, while 29.4% indicated by sharing their skills with South African nationals also enables them to learn about the new business environment.

4.3.2.3 Lack of experience in managing a business, decision-making, and business failure

Agree or disagree that lack of experience in managing a business may lead to poor decision-making that might result in business failure

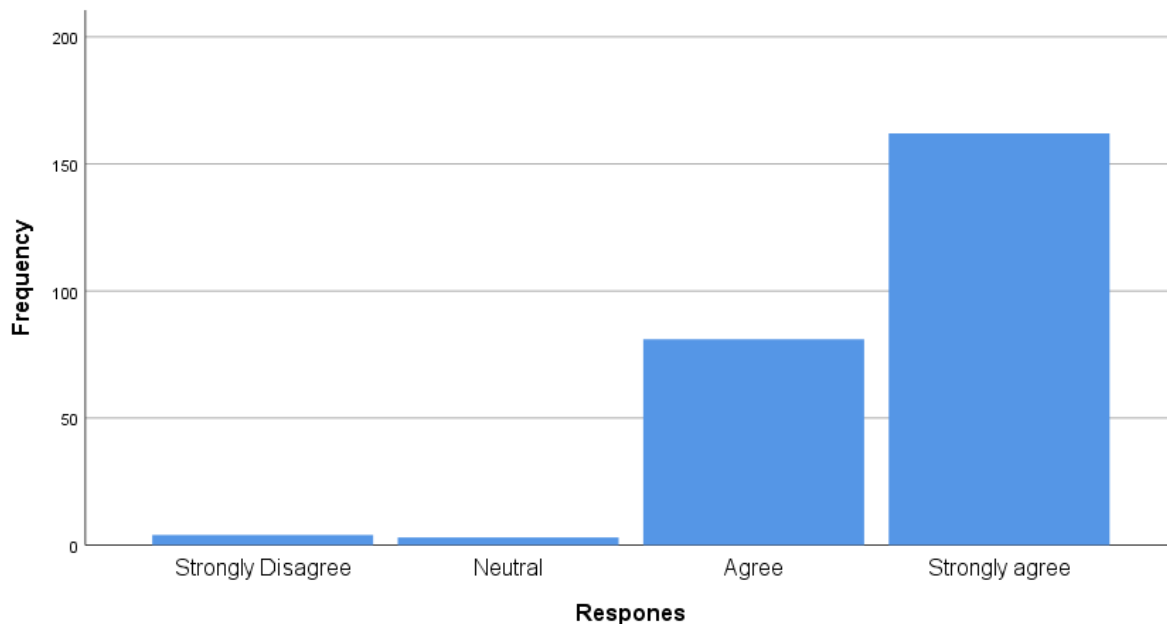


Figure 4.7 Impact of lack of experience in managing a business

Responding to how much the respondents agree or disagree to lack of experience in managing a business may lead to poor decision-making that might result in business failure, 1.6% strongly disagree whilst 1.2% were neutral and 32.4% agreed with the support of 64.8% who strongly agreed. These findings reflect that the respondents believe to a great extent that a lack of experience in managing a business may lead to poor decision-making that might result in business failure. According to Urban, Murimbika, and Mhangami (2022), previous work experience enhances business success as this empowers immigrant entrepreneurs to in understanding their business environment and identify opportunities. The findings of the study are supported by Masocha and Charamba (2014) who allude that about 50% to 60% of businesses fail within the first three years of its establishment due to incompetence and mismanagement, therefore, adequate experience is one of the crucial determinants of success for business owners as entrepreneurial skills play a crucial role for the success of immigrant-owned small businesses.

4.3.2.4 Training concerning entrepreneurship before starting your business

Table 4.5 Entrepreneurship training

Please indicate whether you have obtained any training concerning entrepreneurship before starting your business?			
		Frequency	Percent
Valid	No	196	78.4
	Yes	54	21.6
	Total	250	100.0

Table 4.5 shows that the majority of the respondents, 78.4% indicated that they have not obtained any training concerning entrepreneurship before starting their businesses whilst the remaining 21.6% indicated that they received training. These findings reflect that to a greater extent the respondents have not obtained any training concerning entrepreneurship before starting their businesses. (Yeasmin, 2016) put emphasises on competence-based learning as a form of small business support to improve entrepreneurial competence and the study referred to entrepreneurial competence as an ability where immigrant entrepreneurs are able to run sustainable businesses by applying various entrepreneurial skills, communication skills, strategic and effectively organise work.

4.3.2.5 Personal attributes of entrepreneurial competence practiced for the businesses

Table 4.6 Personal attributes of entrepreneurial competence

	Item	Yes %	No %	Sometim es %	Neve r %
12.1	I have frequent interactions with others to acquire new information	33	19	47	1
12.2	I am a vivid information seeker	24	9	57	10
12.3	I can distinguish between profitable opportunities and non-profitable opportunities	59	2	36	3
12.4	I am always on alert for new business ideas when looking for information	45	23	31	1
12.5	I am always actively searching for information	21	37	42	0
12.6	I read news, and magazines regularly to acquire information	17	7	76	0
12.7	When facing multiple opportunities, I can select good ones	15	26	43	16
12.8	I browse the internet daily	22	23	50	5

Table 4.6 shows that 33% of the respondents indicated that they have frequent interactions with others to acquire new information with the support of 47% who said they do sometimes whilst 19% said they do not do that and 1% said they never do that. These findings reflect that to a great extent they sometimes have interactions with others to acquire new information. Learning from peers and mentors can assist in decision-making and reduce failure (González and Campbell, 2018). The study by Ngota *et al.* (2019) further revealed that 33.9% of immigrant entrepreneurs were sharing their entrepreneurial skills with South African nationals to equip them with new skills, while 29.4% indicated by sharing their skills with South African nationals also enables them to learn about the new business environment.

In addition, 24% of the respondents indicated that they are vivid information seekers with the support of 57% who said they do sometimes whilst 9% said they do not do that and 10% said they never do that. These findings reflect that to a great extent the respondents sometimes are vivid information seekers. Immigrant entrepreneurs seek, find and nurture mentorship relationships and professional development to grow their businesses beyond their enclave and the study participants pointed out that

it is vital to learn from the successes and mistakes of successful entrepreneurs (González and Campbell, 2018).

Also, 59% indicated that they can distinguish between profitable opportunities and non-profitable opportunities with the support of 36% who said they do sometimes whilst 2% said they do not do that and 3% said they never do that. These findings reflect that to a great extent the respondents believe that they can distinguish between profitable opportunities and non-profitable opportunities. Rauhut and Kompaniets (2018) indicate that immigrants are perceived to possess individual competencies in a very narrow environment.

Furthermore, 45% said they are always on alert for new business ideas when looking for information with the support of 31% who said they do sometimes whilst 23% said they do not do that and 1% said they never do that. These findings reflect that to a great extent the respondents believe that they are always on alert for new business ideas when looking for information. These results are supported by Urban, Murimbika, and Mhangami (2022) who indicate that previous work experience enhances business success as this empowers immigrant entrepreneurs to in understanding their business environment and identify opportunities.

Responding to “I am always actively searching for information” 21% said yes with the support of 42% who said sometimes whilst 37% said they do not do that. These findings show that the respondents always actively searching for information to some great extent. These findings are supported by Ngota *et al.* (2019) who revealed that 33.9% of immigrant entrepreneurs were sharing their entrepreneurial skills with South African nationals to equip them with new skills, while 29.4% indicated by sharing their skills with South African nationals also enables them to learn about the new business environment.

Responding to “I read news, and magazines regularly to acquire information” 17% said yes with the support of 76% who said sometimes and 7% said they do not do that. These findings reflect that to a very great extent the respondents read news, and magazines regularly to acquire information. Reading, training, and sharing of knowledge peers can positively impact operational performance (Mouelle and Barnes, 2018). Fatoki and Oni (2015) have revealed that there is a positive correlation between entrepreneurial alertness and the performance of immigrant-owned businesses.

Responding to “When facing multiple opportunities, I am able to select good ones” 15% said yes with 43% saying sometimes, 26% said no and 16% said they never do that. These findings show that to some moderate extent the respondents are able to select good ones when facing multiple opportunities. Immigrant entrepreneurs with personal skills and competencies can better utilise their managerial competencies by exhibiting more innovative attitudes as compared to their native counterparts (Brzozowski and Cucculelli, 2020).

More so, responding to “I browse the internet daily” 22% said yes with the support of 50% who said sometimes whilst 23% said no and 5% said they never do that. These findings reflect that to a greater extent the respondents sometimes browse the internet daily. These findings support the research findings on immigrant female African entrepreneurs by Mouelle and Barnes (2018) that immigrant entrepreneurs are keen for knowledge, seek advice from peers / mentors, and search for information on the internet.

4.3.3 The leadership style carried out by the immigrant small business owners

4.3.3.1 Good leadership style impact to business success

Table 4.7 Good leadership style enhancement of the success of business

In your view, does a good leadership style enhance the success of your business?		
		Percent
Valid	Strongly disagree	3.2
	Disagree	10
	Neutral	41.6
	Agree	20
	Strongly agree	25.2
	Total	100

Responding to “In your view, does a good leadership style enhance the success of your business?” 3.2% strongly disagree with the support of 10% who disagree whilst 41.6% were neutral and 20% agree with the support of 25.2% who strongly agree. These findings reflect that to some moderate extent the respondents believe that a good leadership style enhances the success of your business. Leadership style plays a crucial role in small businesses as these businesses are exposed in a competitive environment for talented employees within various business entities (Dyczkowska and Dyczkowski, 2018).

4.3.3.2 Personal attributes of good leadership you have adopted to run your business

Table 4.8 Personal attributes of good leadership

	Item	Yes %	No %	Sometimes %	Never %
14.1	I have the ability to inspire others	43	18	39	0
14.2	I set clear goals	19	11	11	59
14.3	I develop a vision to enhance my business growth	19	11	23	47
14.4	I stay focussed	37	6	57	0
14.5	I communicate well with others and my employees	52	7	41	0
14.6	I know my strengths and weaknesses	33	25	42	0
14.7	I motivate my employees	34	9	57	0
14.8	I know when to ask for assistance	51	13	36	0

Table 4.8 shows that 43% of the respondents believe that they have the ability to inspire others whilst 39% said sometimes and 18% said they do not have that ability. These findings reflect that to some extent the respondents have some confidence in themselves such that they believe they can help others. According to Kalitanyi and Vesser (2014), the employees that formed part of the study confirmed that they have gained skills relating to the establishment and operation of new business ventures from their immigrant employers.

In addition, 19% said they set clear goals with 11% saying sometimes and 11% said they do not and 59% indicated that they never set clear goals. These findings reflect that to a great extent the respondents never set clear goals for their businesses. Duan and Sandhu (2021) indicate that individuals that are most motivated to establish their own businesses are those with strong goal setting and self-confidence, hence the results of the study have revealed that 71.8% of immigrant entrepreneurs were motivated to start their own businesses so that they can be their own boss, 30.8% need for success, 30.8% by financial progress and 17.9 were motivated by unemployment.

Responding to “I develop a vision to enhance my business growth” 19% said yes with 23% saying sometimes whilst 11% said no they do not do that and 47% said they never develop a vision to enhance their business growth. These findings reflect that to a great extent the respondents never develop a vision to enhance their business growth. Authors perceive that business owners can improve business performance through the promotion of creativity, vision, and self-confidence and they must also possess an ability to restore self-confidence to other members in the organisation as a reflection of successful leadership (García-Vidal *et al.* 2019).

Looking at “I stay focussed” 37% said yes whilst 57% said sometimes and 6% said no. These findings reflect that to some great extent the respondents stay focused. Ajani and Oluyemi (2016) further indicate that the success of small businesses is dependent on various entrepreneurial characteristics such as the ability to take the risk and identify opportunities. Therefore, it is evident that immigrant business owners are eager to take a risk, proactive and innovative (Fatoki and Oni, 2014b).

Considering “I communicate well with others and my employees,” 52% said yes with 41% saying sometimes and 7% said no. These findings reflect that to some great extent the respondents communicate well with others and their employees. A study by Kalitanyi and Vesser (2014) confirmed that most immigrant entrepreneurs had a good relationship with their employees.

Considering “I know my strengths and weaknesses,” 33% said yes whilst 42% said sometimes and 25% said no. These findings reflect that to some extent the respondents are confident in themselves such that they sometimes know their strengths and weaknesses. Garaika *et al.* (2019) revealed that self-confidence holds a significant positive influence on entrepreneurial goals, and it improves decision-making in business development as entrepreneurs easily adapt to the environment.

Also, looking at “I motivate my employees” 34% said they do whilst 57% said sometimes and 9% said no. These findings reflect that most of the respondents believe in motivating their employees sometimes. Immigrant entrepreneurs transfer their entrepreneurial skills to their employees through learning, imitation, training, experience and motivation to engage in entrepreneurial activities (Kalitanyi and Vesser, 2014).

Considering, “I know when to ask for assistance,” 51% said yes whilst 36% said sometimes and 13% said they do not know. These findings reflect that to some great extent the respondents know when to ask for assistance.

4.3.4 Perceptions towards self-confidence in ensuring the success of immigrant small business owners

4.3.4.1 Importance of self-confidence in enhancing the success of the businesses



Figure 4.8 Importance of self-confidence

Responding to “In your own opinion, please indicate how important is self-confidence in enhancing the success of your business?” 22.8% said it is important whilst 20.8% said it is highly important and 56.4% said it is extremely important. These findings reflect that the respondents strongly believe that self-confidence is extremely important in enhancing the success of their business. These research findings are supported by Amelia, Syukmayettil, and Zuripal (2021) who revealed that self-confidence has a positive impact on business performance and recommends the development of improved programs and support to intensify the self-confidence of small business owners.

4.3.4.2 The relationship between self-confidence and growth of business

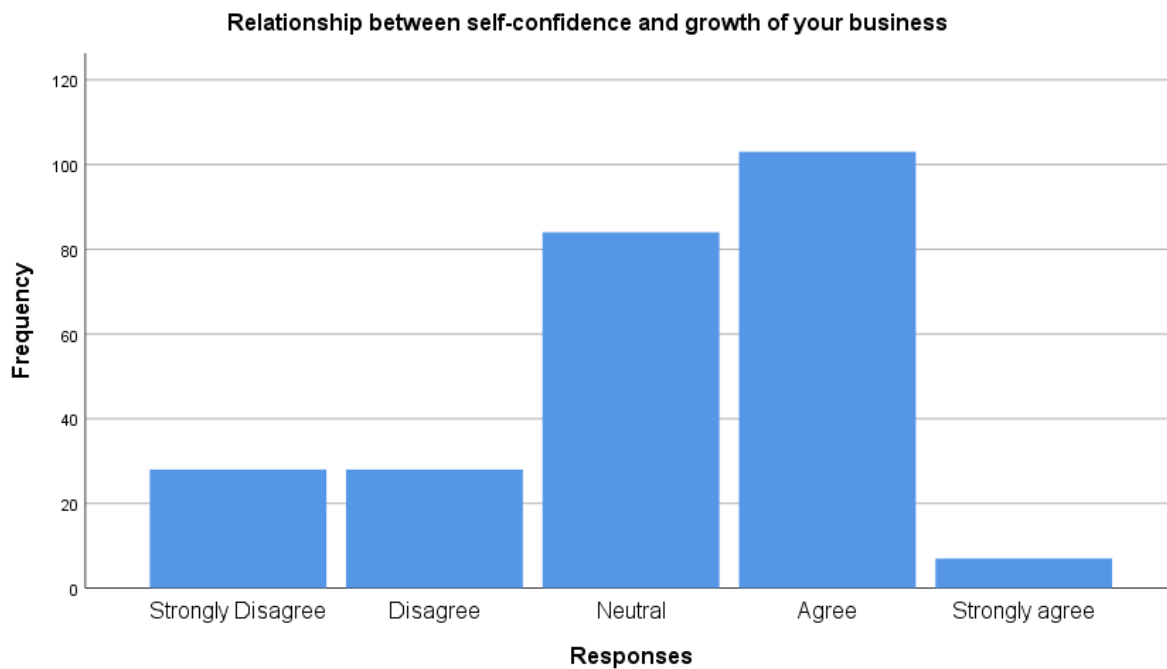


Figure 4.9 Self-confidence and business growth

Responding whether there is a relationship between self-confidence and the growth of your business? 11.2% strongly disagree with the support of 11.2% who disagree whilst 33.6% were neutral and 41.2% agree with the support of 2.8% who strongly agree. These findings reflect that to some extent the respondents believe that there is a relationship between self-confidence and the growth of your business. The level of confidence that immigrant entrepreneurs have in their business and positive attitude toward the organisation has provided them with an ability to ensure business success despite the challenges (Masocha and Charamba, 2014).

4.3.5 Personal factors influencing the success of your business.

4.3.5.1 Importance of personal success factors for business growth

Table 4.9 Personal factors and business growth

	Item	Not Important	Important	Very Important
17.1	Entrepreneurial competence	13	76	11
17.2	Leadership style	26	71	3

17.3	Self-confidence	7	89	4
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Responding to “In your opinion, how important is each of the following personal success factors for business growth?” 76% said entrepreneurial competence is important for business growth with the support of 11% who said it is very important and 13% said it is not important. These findings reflect that the majority of the respondents believe that entrepreneurial competence is important for business growth to a greater extent. Conceptually, certain immigrant businesses owned by immigrant entrepreneurs with entrepreneurial competence are successful (Yeasmin, 2016). Similarly, 71% said leadership style is important for business growth with the support of 3% who said it is very important and 26% said it is not important. Effective leadership enhances the performance of the business (Madanchian and Teherdoost, 2019). These findings reflect that the respondents believe to a greater extent than leadership style is important for business growth. At the same time, to a lesser extent, other do not believe that leadership style is not important for business growth. Also, 89% believe that self-confidence is important for business growth with the support of 4% who believe that it is very important and 7% believe that it is not important. To a greater extent, the respondents believe that self-confidence is important for business growth. Entrepreneurial self-confidence enhances immigrant entrepreneurs to generate business growth and identify entrepreneurial opportunities and empirically, there is a positive correlation between self-confidence and immigrants’ entrepreneurial intention (Khaw, et al, 2021).

4.3.5.2 *Barriers to achieving business goals*

The majority of the respondents 100% indicated that entrepreneurial competence has created a barrier to achieving their business goals. Immigrant entrepreneurs are dependent on different sectors for support and survival, Therefore, they are willing to ensure entrepreneurship success by improving their competencies (Yeasmin, 2016). At the same time, 39% of the respondents indicated that both leadership style and self-confidence have created barriers to achieving their business goals. Leadership style is a critical factor that enhances individuals’ commitment and interests in the organisation (Saasongu, 2015). Whilst, self-efficacy prepares business owners with the necessary skills to achieve their goals and in completing a specific task, hence, it also improves individuals’ efforts and plays a significant role in influencing individuals to achieve their objectives (Zuhir et al. 2017).

4.4 Hypotheses testing

All the hypotheses were tested at a 5% level of significance and the null hypotheses were rejected when the p-value was less than 0.05 in favour of the alternative hypotheses.

Testing the first hypotheses:

H_0 : There is no positive relationship between entrepreneurial competence and the success of immigrant small business owners.

H_1 : There is a positive relationship between entrepreneurial competence and the success of immigrant small business owners.

At a 5% level of significance, the following results were obtained:

Considering: I have frequent interactions with others to acquire new information and In your view, ranking from 1 to 5, (with 1 being strongly disagree and 5 strongly agree), do personal factors play a significant role in the success of your business?

Table 4.10 Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	78.796 ^a	3	.001
Likelihood Ratio	96.996	3	.000
Linear-by-Linear Association	63.052	1	.000
N of Valid Cases	250		
a. 2 cells (25.0%) have an expected count less than 5. The minimum expected count is 2.45.			

Table 4.10 shows that “I have frequent interactions with others to acquire new information and In your view, ranking from 1 to 5, (with 1 being strongly

disagree and 5 strongly agree), do personal factors play a significant role in the success of your business?" has a p-value of 0.001 which is less than 0.05. This is a strong relationship confirming that there is significant evidence at 5% level to reject the null hypothesis and conclude that I have frequent interactions with others to acquire new information and In your view, ranking from 1 to 5, (with 1 being strongly disagree and 5 strongly agree), do personal factors play a significant role in the success of your business? Are strongly related. This means that the null hypothesis is rejected in favour of the alternative hypothesis and conclude that there is a positive relationship between entrepreneurial competence and the success of immigrant small business owners.

It is important to note that this was true for most of the crossed variables that were representing entrepreneurial competence and the success of immigrant small business owners showing that a strong relationship exists. These findings are supported by a study conducted by Agbenyegah and Mahohoma (2020) on SMEs within eThekweni who revealed that entrepreneurial competencies have a significance relationship with the performance of small businesses and further pointed out that entrepreneurial competencies play a vital role in the performance of SMEs.

Testing the second hypothesis:

H_0 : There is no positive relationship between leadership style and success of immigrant small business owners.

H_2 : There is a positive relationship between leadership style and the success of immigrant small business owners.

At 5% level of significance, the following results were obtained:

Considering "In your view, ranking from 1 to 5, (with 1 being strongly disagree and 5 strongly agree), do personal factors play a significant role in the success of your business? and I stay focused":

Table 4.11 Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.698 ^a	3	.637
Likelihood Ratio	3.131	3	.372
Linear-by-Linear Association	1.105	1	.293
N of Valid Cases	250		
a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .72.			

Table 4.11 shows that “In your view, ranking from 1 to 5, (with 1 being strongly disagree and 5 strongly agree), do personal factors play a significant role in the success of your business? and I stay focused” had a p-value of 0.637 which more than 0.05. This means that there is no sufficient evidence at the 5% level to confirm the relationship and it is concluded that there is no positive relationship between leadership style and the success of immigrant small business owners. It is important to note that these findings were true for all crossed variables that were representing leadership style and the success of immigrant small business owners showing that there is no relationship. There is a major gap in identifying features that must be possessed by entrepreneurial leaders to manage their businesses (Soomro, Shah, and Mangi, 2019). These findings are further supported by Franco and Matos (2015) who indicate that there is still an existing gap to recognise and understanding the role of leadership styles in small businesses.

Testing the third hypotheses

H_0 : There is no positive relationship between self-confidence and success of immigrant small business owners.

H_2 : There is a positive relationship between self-confidence and the success of immigrant small business owners.

At 5% level of significance, the following results were obtained:

“In your view, ranking from 1 to 5, (with 1 being strongly disagree and 5 strongly agree), do personal factors play a significant role in the success of your business? And I know when to ask for assistance”

Table 4.12 Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	750.000 ^a	9	.023
Likelihood Ratio	496.825	9	.000
Linear-by-Linear Association	249.000	1	.000
N of Valid Cases	250		
a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .58.			

Table 4.12 shows that “In your view, ranking from 1 to 5, (with 1 being strongly disagree and 5 strongly agree), do personal factors play a significant role in the success of your business? And I know when to ask for assistance” have a p-value of 0.023 which is less than 0.05 giving sufficient evident at 5% to reject the null hypothesis. This means that “In your view, ranking from 1 to 5, (with 1 being strongly disagree and 5 strongly agree), do personal factors play a significant role in the success of your business? And I know when to ask for assistance” are closely related. Thus, it is concluded that there is a positive relationship between self-confidence and the success of immigrant small business owners. Entrepreneurial self-confidence enhances immigrant entrepreneurs to generate business growth and identify entrepreneurial opportunities and the results of the study has

indicated that there is a positive correlation between self-confidence and immigrants' entrepreneurial intention (Khaw, *et al*, 2021).

4.5 Conclusions from the hypothesis

The results of the study have revealed that there is a positive relationship between entrepreneurial competence and the success of immigrant small business owners. Therefore, the result has rejected the null hypothesis. Empirically, it was also proven that personal success factors play a very crucial role in enhancing immigrant entrepreneurial success and concluded that there is a correlation between personal success factors and the success of immigrant small business owners. The results also revealed that immigrant entrepreneurs interact with others to acquire new information, are vivid information seekers, and are able to identify profitable opportunities.

The findings indicate that there is no significant relationship between leadership style and the success of immigrant small business owners. Therefore, the result has accepted the null hypothesis. therefore, further research must be conducted in this aspect to determine the impact generated by leadership styles on the success of SMEs. However, it must be noted that the participants have perceived leadership style as one of the important factors that can enhance entrepreneurial success.

The results of the study have revealed that there is a significant relationship between self-confidence and the success of immigrant small business owners. Furthermore, it is evident that immigrant entrepreneurs are individuals that possess a high level of self-confidence. Therefore, the results have revealed that self-confidence enhances the growth of immigrant-owned small businesses. High level of self-confidence has improved entrepreneurial success given the uncertainty and unpredictability that exists within the business environment (Mahadalle and Kaplan, 2017). 100% of the respondents perceived that self-confidence plays a vital role in enhancing the success of their businesses.

Hypothetically, it has been proven that personal success factors play a very crucial role in enhancing the growth of immigrant small businesses in eThekweni metropolitan area. At least 76% of the respondents have identified entrepreneurial competence as one of the fundamental factors contributing to the success of immigrant small businesses. Mashavira and Chipunza (2021) point out that small businesses usually encounter the challenge of limited resources, consequently, business owners should channel competencies towards activities that will improve business performance. The findings of the current study further revealed that most immigrant entrepreneurs have acknowledged leadership style as one of the crucial personal factors enhancing business growth with a response rate of 71% of the respondents. Conceptually, the findings of the study have revealed that self-confidence is one of the vital personal factors that enhance business growth. Therefore, there is a correlation between self-confidence and the success of immigrant small business owners. To ensure

business success the entrepreneur must ensure effectiveness and efficiency as entrepreneurship is motivated by personal characteristics (Radipere and Dhliwayo, 2014). The current study has revealed the impact generated by the abovementioned personal success factors in foreign-owned small business and how the existence of these businesses has contributed to the economy. The study has revealed that personal factors have a positive relationship with the success of immigrant small business owners.

4.6 Chapter Summary

This chapter presented a detailed data analysis and interpretation of the research findings. The analysis was guided by the research objectives and the hypotheses. The research established that to a significant extent business success of immigrant small business owners is said to be more related to entrepreneurial competence and self-confidence than the leadership styles of the respondents. Also, most of the respondents could not confirm the registration of their businesses.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Chapter one of this study highlighted the aim of the study which was to investigate personal factors influencing the success of immigrant small business owners in the eThekweni metropolitan area. This chapter will discuss data analysis and review the findings highlighted in chapter four. Furthermore, this chapter will include limitations, conclusions, and recommendations which will be in line with the primary findings of the study. The researcher will highlight the overview of the study, and its limitations and develop recommendations for future research guided by the findings of the study. Data was collected through a self-administered questionnaire to 250 participants and the research findings in the literature review will supplement the result of this study considering the research objectives.

5.2 Summary of the study

South Africa continues to attract immigrants from the neighbouring countries seeking a better life. The existence of immigration businesses plays a significant role in society in terms of job creation and economic growth (Khosa and Kalitanyi 2016; Fatoki and Oni 2015; Fatoki 2014a). Khosa and Kalitanyi (2016) and Kushnirovich (2015) assert that the growth and sustainability of immigrant businesses are crucial as they create employment for both locals and immigrants. Given the importance of these businesses to an economy, it is important to understand what contributes to their success, especially when alluding that such businesses have a high rate of failure (Dzomonda and Fatoki 2018). According to Mouelle and Barnes (2018), while many African immigrant entrepreneurs prosper despite the challenging South African environment, many immigrants' small businesses also fail (Dzomonda and Fatoki 2018). This claim is supported by Muchineripi, Chinyamurindi, and Chimucheka (2019), who maintained that although immigrants are more entrepreneurial, their businesses usually fail when they are compared to that of local entrepreneurs. In addition, Murphy and Weber (2016) argue that business failures driven by immigrants differ from those businesses of the local population. Bushe (2019) points out that further attention is required in terms of looking at the sustainability of immigrant entrepreneurship and the role they play in the advancement of the South African economy. As such, it is important to establish the factors that influence the success of immigrant small business owners to benefit from the various advantages that such businesses hold to the South African economy. This study has therefore identified and empirically tested the personal factors influencing the success of immigrant small business owners in the eThekweni metropolitan area. The findings will therefore offer valuable insight into the personal factors that influence the success of immigrant small business owners, which is critical for economic growth and job creation (Chetty and Sherefedin 2018

Kushnirovich 2015). Therefore, the researcher presents and discusses the findings of the current study in the next section.

5.3 Discussion of key findings from the primary study

5.3.1 Age group of the respondents

The findings of the study have revealed that 48.0% of immigrant small business owners that formed part of the study and operating small businesses in the eThekweni Metropolitan area are between the age of 41 to 50 years. This indicates that immigrant entrepreneurs within the matured adult group from 41 years and above are operating sustainable businesses within eThekweni despite the pre-existing challenges targeting immigrant-owned small businesses in South Africa. According to Ezennia and Mutambara (2020), the xenophobic attacks in April 2019 against African immigrants resulted to the loss of two lives in Durban and they created a very tense environment among all African immigrant residents in Durban, South Africa, conceptually, these recorded series of attacks has affected various immigrant-owned businesses. The findings of the current study also revealed that these individuals had to put additional measures to ensure that their businesses are operational and sustainable since they have the responsibility for the livelihood of their families.

5.3.2 Gender of the respondents

The results of the study have revealed that the majority of immigrant-owned business ventures are dominated by males. Therefore, this is an indication that gender equality remains a challenge in small business development. Male immigrant entrepreneurs have more ability to identify business opportunities and effectively utilise scarce resources to retain their businesses.

5.3.3 Highest qualification of the respondents

In various studies, immigrants are perceived to be more educated and highly skilled. The result of this study is comparable to the findings of the previous research as most of the respondents were highly educated individuals where 38% having B-Tech/Honours qualification, 21.2% with M-Tech/Masters/MBA, 14.4% with Diploma/Degree, and 7.2% with D-Tech /Doctorate qualification. They are knowledgeable of their business environment, and they utilise their skills and knowledge to operate their businesses. However, 10.8% of the respondents had Grade12 and 8.4% had Grade 11 and below. As a result, the unfavourable working conditions in South Africa have pushed them to establish businesses as a source of income.

5.3.4 Duration of the business was established

The majority of immigrant-owned small businesses in Durban were established in less than 5 years ago. Therefore, the majority of immigrant-owned small businesses that are operating in the eThekweni metropolitan were developed in less than 5 years while 22.8% have been existing for 6 to 10 years and 18.8% for 11 to 15 years. It is then evident that these business ventures have maintained extensive business growth.

5.3.5 Full-time employees in the organisation

South Africa is characterised by a high rate of unemployment and various studies have highlighted the role that is being played by immigrant entrepreneurs in the economic growth of the host country. The findings of the current study have revealed that immigrant small business owners in eThekweni metropolitan area have played a significant contribution to the economy of South Africa through the development of employment. Most of these business ventures have employed 50 or less full-time employees. The employees employed were both native-born employees or foreign national employees. The creation of jobs by immigrant entrepreneurs will simultaneously contribute to alleviation of poverty.

5.3.6 Business registration

According to the findings of the study, 43% of the respondents indicated that their businesses are not registered and 19% of the respondents have registered their businesses. The results provide evidence that most immigrant entrepreneurs in eThekweni metropolitan area are operating informal businesses. However, some of these businesses are registered which gives evidence that they are paying tax to South African Revenue Service (SARS) and contributing to the economy of South Africa. The findings also revealed that immigrant entrepreneurs do not have access to all available resources, therefore, it is not easy for them to register their businesses. 38% of the respondents did not respond whether their businesses are registered or not registered, and this may be due to their reluctance to participate in data collection. According to the existing literature, it is difficult to collect data among African immigrants due to reluctance to participate in formal data collection given the issue of constant victimisation of foreign-owned businesses in South Africa and this is one of the reasons for obtaining a relatively low response (Gordon, 2020 cited in Urban, Murimbika and Mhangami, 2022).

5.3.7 Language proficiency

The result of the study has revealed that most immigrant entrepreneurs operating small businesses in eThekweni metropolitan area have advanced their language proficiency and only 12.3% of immigrant

entrepreneurs are still experiencing language barriers. The respondents have pointed out that their language proficiency is advanced in the English language, and they have improved their communication skills, especially with their customers.

5.3.8 The importance of entrepreneurial competence in the business

The findings of the study revealed that entrepreneurial competence plays a very crucial role in enhancing business growth. Therefore, there is a positive relationship between entrepreneurial competence and the success of immigrant small business owners in the eThekweni metropolitan area. Entrepreneurial competencies enhance the success of the business and ensure sustainable competitive advantage, furthermore, entrepreneurial competencies are pivotal for the competitive scope of SMEs and organisational competence (Mahadalle and Kaplan, 2017).

5.3.9 Contribution of required knowledge and skills to the success of your business

Theoretically, the required knowledge and skills enhance the success of the business. The results indicate that skilled entrepreneurs are more likely to succeed as they have attained the knowledge to run their business. However, to some extent, the respondent was neutral about the impact generated by required knowledge and skills in the success of their business as some of the immigrant entrepreneurs did not have the required knowledge and skills when they established their business. Immigrant entrepreneurs with personal skills and competencies can better utilise their managerial competencies by exhibiting more innovative attitudes as compared to their native counterparts (Brzozowski and Cucculelli, 2020).

5.3.10 Lack of experience in managing a business

According to the findings of the study lack of experience may result in business failure and poor decision-making. Most respondents agreed with this notion and pointed out that previous experience is pivotal for entrepreneurial success, and they have utilised their skills and experience to ensure sustainability, especially during the current unfavourable business environment. Some of the respondents indicated that they have gained experience from their peers who are operating small businesses. According to Masocha and Charamba (2014), about 50% to 60% of businesses fail within the first three years of their establishment due to incompetence and mismanagement, therefore, adequate experience is one of the crucial determinants of success for business owners and the study also revealed that entrepreneurial skills play a crucial role for the success of immigrant-owned small businesses. Therefore, adequate experience is one of the crucial factors that enhances the success of immigrant small businesses in the eThekweni metropolitan area.

5.3.11 Entrepreneurship training

The current study has revealed that immigrant entrepreneurs operating small businesses in eThekweni metropolitan area were not exposed to any formal training pertaining to entrepreneurship before the establishment of their business ventures. Conceptually, 21.6% of the respondents indicated that they have obtained training prior to the establishment of their businesses. Therefore, it is evident that training does not have any direct impact on the success of immigrant small business owners. However, a study by Ezennia and Mutambara (2021) who investigated the entrepreneurial factors influencing the need for high achievement in African immigrant-owned micro-businesses in Durban, South Africa recommends that formal training, education, and development of entrepreneurs are vital for business success as the success of their businesses is dependent on their educational background and training. Therefore, further research needs to be conducted to determine the significant relationship between entrepreneurial training and the success of immigrant-owned small businesses.

5.3.12 Personal attributes of entrepreneurial competence practices for the business

According to the results of the study, immigrant entrepreneurs usually seek new information and interact with others. Seeking new information allows entrepreneurs to better understand the business environment and economic situation. The findings also revealed that immigrant entrepreneurs have capabilities of identifying profitable opportunities and they are always on alert for new business ideas. The respondents indicated that they always acquire new information, read magazines, and the news, and sometimes search the internet for information. Therefore, this replicates the necessity of seeking new information by entrepreneurs and developing progressive strategies that will generate business growth.

5.3.13 The leadership style carried out by the immigrant small business owners

The findings have revealed that most respondents perceive that a good leadership style is vital for business success. Consequently, the results of the study have made evident that there is a correlation between leadership style and the success of immigrant business owners in the eThekweni metropolitan area. Leadership performance is one of the critical factors for long-term feasibility for small and medium enterprises and there is less recognisable information concerning various aspects of SMEs leaders' behaviours that enhances businesses' performance and how their personality impacts the performance of the business (García-Vidal *et al.*, 2019).

5.3.14 Personal attributes of good leadership adopted to run your business

Most respondents believe that they can inspire others and are dedicated and focused on their work. The findings further revealed that immigrant entrepreneurs do not set clear goals for their businesses. Therefore, personal qualities enhance the passion of immigrant entrepreneurs to engage in various

business ventures considering the challenges they encounter, risk, and uncertainty (Ezennia and Mutambara, 2020). It was also revealed that immigrant entrepreneurs have interactions with their employees and inspire them. The results have referred that immigrant entrepreneurs possess a high level of confidence as they can identify their strengths and weaknesses and they can identify when to seek assistance.

5.3.15 Importance of self-confidence in enhancing the success of the business

Most of the respondents have agreed that self-confidence plays a significant role in enhancing the success of their business. Therefore, the hypothetical and empirical analysis has revealed that there is a correlation between self-confidence and the success of immigrant small businesses in the eThekweni metropolitan area. The findings have revealed that immigrant entrepreneurs are individuals who possess a high level of self-confidence and an ability to inspire and motivate others. The study by Zhang and Chun (2018) on immigrant entrepreneurs indicated that the participants acknowledged themselves as individuals that are competent and self-motivated. Self-confidence is one of the crucial personal factors that has led the respondents to establish their businesses.

5.3.16 The relationship between self-confidence and growth of business

The results of the study revealed there is a significant relationship between self-confidence and business growth. The respondents believed that their confidence has contributed to the growth of their business. Therefore, it is evident that small business owners with a high level of self-confidence are more likely to succeed and generate business growth. These findings are comparable with the findings by Khaw, *et al.* (2021) that entrepreneurial self-confidence enhances immigrant entrepreneurs to generate business growth and identify entrepreneurial opportunities.

5.3.17 Barrier to achieving business goals

All respondents have identified entrepreneurial competence as the most significant factor that created a barrier to accomplishing business objectives. The findings refer that entrepreneurial competence is one of the most crucial factors that entrepreneurs must possess to achieve extensive business growth as incompetence may hinder entrepreneurial success. However, the results also revealed that inadequate leadership style and lack of self-confidence can also hinder business growth. Subsequently, personal success factors have positively contributed to the growth of immigrant small businesses in the eThekweni metropolitan area and these factors are vital for the success of their business.

5.4 Key findings from the literature review

The findings from the literature have revealed the significant impact generated by immigrant small businesses in enhancing the economic growth of the host country, in particular the generation of employment, alleviation of poverty, and transferring of scarce skills. SMEs play a very crucial role in the development of the small business sector, and they have generated a great impact. Various literature has alluded to the importance of determining success factors that contribute to the success of the immigrant-owned small businesses and how they identify profitable entrepreneurial opportunities. Immigrants are perceived to be more entrepreneurial and operate profitable businesses, consequently, in South Africa, there is a continuous increase of immigrant-owned small businesses. Immigrant entrepreneurs in South Africa have faced various challenges of xenophobia and victimization incidents towards their businesses as it is perceived that they are taking away opportunities from the natives. However, South Africa is characterised by a high rate of unemployment and poverty, therefore, immigrant-owned small businesses develop employment and make a significant contribution to the alleviation of poverty. There is still an existing challenge of the non-availability of immigrant-owned small businesses' database in South Africa. Most businesses fail within the first 3 years, however, most immigrant-owned small businesses have been operational for more than 3 years.

The results have shown that personal factors play a significant role in enhancing the success of immigrant-owned businesses. Entrepreneurial competency, leadership style, and self-confidence are one of the personal determinants that are vital for the success of SMEs. The literature has revealed that immigrant entrepreneurs are more educated and possess scarce skills. Entrepreneurial competence plays a vital role in the success of immigrant-owned small businesses as they contribute to the sustainability, growth, and development of new businesses. Immigrant entrepreneurs can utilise their Managerial competencies by exhibiting a more innovative attitude. Immigrant business owners depend on various sectors for support and survival, and they will ensure entrepreneurial success by improving their competencies.

According to literature leadership style is one of the fundamental factors for the long-term feasibility of SMEs and it is vital for organisational success. It has been revealed that leadership style has a significant relationship with the performance of small businesses as these business ventures are characterised by a competitive business environment. Leadership style and management skills are the crucial determinants that enhance entrepreneurial success and motivate individuals to achieve designated business objectives. Few studies have exploited the contribution of leadership style to the success of immigrant-owned small businesses, however, some of the literature alludes that immigrant entrepreneurs have exhibited their leadership qualities to ensure entrepreneurial success.

Self-confidence has been noted as one of the critical personal factors contributing to the success of the business. Furthermore, self-confidence prepares business owners with the necessary skills to complete a specific task and achieve their goals. Immigrant entrepreneurs are perceived as individuals that possess a high level of self-confidence. It has been revealed that there is a correlation between self-confidence and the success of immigrant-owned small businesses. Entrepreneurial motivation exists in some immigrant entrepreneurs before their migration and functions as a push factor. Entrepreneurial self-confidence enhances immigrant entrepreneurs to generate business growth and identify entrepreneurial opportunities. South Africa needs to recognise the significant contribution generated by the existence of immigrants and refugees as they provide scarce skills that are vital to the South African economy and the position of immigrants' skills in the South African economy is not quantified nor acknowledged. Conceptually, some immigrant entrepreneurs are affected by language barriers in operating their businesses. It has been recommended that various development programs must be established to enhance the social well-being and economic stability contributed by small businesses. Entrepreneurs can achieve quantifiable success through various critical factors and personal qualities enhance the passion of immigrant entrepreneurs to engage in various business ventures considering the challenges they encounter, risk, and uncertainty.

5.5 Conclusions

Relationship between entrepreneurial competence and success of immigrant small business owners

The result of the study has revealed that entrepreneurial competence plays a significant impact in the success of immigrant-owned small businesses. Therefore, it is concluded that entrepreneurial competence is one of the critical factors that enhances the success of immigrant small business owners in the eThekweni metropolitan area. Most immigrant entrepreneurs that formed part of the study were highly educated individuals and they utilised their skills and knowledge to develop their businesses. This indicates that highly competent entrepreneurs are more likely to run successful businesses. The results of the current study have shown that most immigrant-owned small businesses in eThekweni metropolitan area were successful and they have been existing for less than 5 years.

Relationship between leadership style and success of immigrant small business owners

Leadership style is one of the factors that can enhance the success of small businesses, however, the results have proven that leadership style does not have a direct impact on the success of immigrant-owned small businesses in the eThekweni Metropolitan area. The current study has revealed that the success of immigrant small businesses owners is not dependent on leadership style, however, it is pivotal to note that participants have perceived leadership style as one of the critical

personal factors for the success of the business even though it did not have any direct contribution to the success of their businesses. It is therefore recommended that future research be conducted to determine the impact generated by leadership style on the success of immigrant-owned small businesses.

Relationship between self-confidence and success of immigrant small business owners

The study has proven that self-confidence is one of the determinants that positively contribute to the success of small businesses. The results have shown that there is a positive relationship between self-confidence and the success of immigrant small business owners in the eThekweni metropolitan area. Immigrant entrepreneurs are individuals with high level of self-confidence, and this has provided them with an ability to engage in a different business venture, adapt to economic conditions, and deal with a hostile business environment.

Relationship between personal factors that influence the success of an immigrant small business

Personal success factors are drivers to entrepreneurial success. The results of the study have proven that personal factors are pivotal for the success of immigrant small business owners. Self-confidence and entrepreneurial competence are entrepreneurial personal attributes that are crucial for business growth. The results have shown that there is a positive relationship between personal factors and the success of immigrant small businesses.

5.6 Contribution of the study

The study will make a significant contribution to the small business sector by developing success factors that enhance business growth. The findings of the study will contribute to the entrepreneurship literature. In South Africa the role and contribution that is being played by immigrant entrepreneurs are hardly recognised, therefore this study will introduce quantifiable contribution generated by the existence of immigrant-owned businesses. These findings will enable policymakers to develop strategies that support the immigration of small businesses considering their great impact on the economy of South Africa through the development of employment and alleviation of poverty. Various studies have revealed that in South Africa there is an existing hostile economic environment towards immigrants, in particular African immigrant entrepreneurs. Therefore, the native should be made to perceive immigrant entrepreneurial success as a role model (Radipere and Dhlwayo, 2014). The findings of the study will allow local business owners to also recognise the success strategies that are utilised by immigrant entrepreneurs to ensure sustainable business growth. Immigrant small businesses do not only contribute to the economy of the country, but they also generate a great impact within the South African communities they are serving. According to Khaw *et al.* (2021) the findings

of the study are imperative for academics and in terms of the aspect of developing various personality traits such as self-confidence as well as other personality traits that enhance the capabilities of immigrant business owners toward entrepreneurial intentions.

5.7 Limitations of the study

The eThekweni metropolitan area is a very vast geographical area characterised by a high number of immigrants owned small businesses that are existing within its cities and local communities. Therefore, the researcher utilised the convenience random sampling method to collect data, and participants that formed part of the study were chosen based on the judgment of the researcher considering the geographical dispersion of the research area as well as budget constraints. The issue of the nonavailability of the database of immigrant-owned businesses in South Africa, especially within the targeted research area remains a challenge as this prevents the researcher from easily locating and accessing these business ventures for research purposes. Most immigrant entrepreneurs were also reluctant to participate in the formal data collection due to the existing issue of victimisation of immigrant-owned businesses in South Africa. As a result, only 250 respondents returned the questionnaires out of 377 questionnaires that were distributed for data collection.

5.8 Recommendations

Small businesses are known for their significant contribution to the general business sector around the world. Therefore, the existence of immigrant-owned small businesses should be highly recognised considering their massive contribution to economic growth. According to the findings of the study, most immigrant entrepreneurs within eThekweni metropolitan area are operating informal businesses, therefore, the South African policymakers must develop regulations that will govern all foreign-owned businesses within the country such as developing policies regarding the formalisation of these businesses, support programs, training and funding opportunities that can be explored by immigrant entrepreneurs. The researcher suggests that each municipality should be given the mandate to administer all immigrant-owned small businesses within their geographic area and develop a database of all existing foreign-owned businesses. Furthermore, the economic impact generated by immigrant small businesses is not fully recognised in South Africa, therefore, it is suggested that government bodies create awareness sensitising local communities about the significant economic contribution that is generated by the existence of immigrant small businesses within their communities and subsequently, address the existing issue of victimisation towards immigrant entrepreneurs.

The study has revealed that there is no significant relationship between leadership style and the success of immigrant small business owners, therefore, future research can be conducted to determine how leadership style impacts the success of SMEs. Most of the immigrant entrepreneurs

that formed part of the study were males and there was no gender balance. It is pivotal to develop strategies that will encourage and train females to engage in entrepreneurship. Comparative future research must be conducted to determine the role of self-confidence and entrepreneurial competence between foreign-owned SMEs and native-born SMEs. Immigrant small businesses are continuing to dominate in local communities of South Africa, and it should be investigated how immigrants identify entrepreneurial opportunities that are neglected by the natives.

5.9 Conclusion

The chapter presented the contribution of the study, recommendations, conclusion, and limitations based on the literature and findings of the study. The purpose of this study was to investigate personal factors influencing the success of immigrant small business owners in the eThekweni metropolitan area. Subsequently, the research objectives and research problem were achieved. The data analysis presented the findings aligned with the objectives of the study and areas for future research were identified. The findings of the study concluded that entrepreneurial competence and self-confidence have a positive relationship with the success of immigrant small business owners. Therefore, it is evident that personal success factors play a vital role in enhancing the success of immigrant small business owners. Furthermore, the findings also concluded that there is no correlation between leadership style and the success of immigrant small business owners, however, the respondents perceived that leadership style is important for business growth. Immigrant entrepreneurs are individuals with a high level of self-confidence, competent, skill, focus, and with an ability to motivate and inspire others. Most immigrant entrepreneurs were highly educated males between the ages of 41 and 50 years and most of their businesses have been existing for less than 5 years. According to the literature, most small businesses fail within the first 3 years, therefore, businesses that exist for more than 3 years signify growth. The findings have concluded that immigrant small business owners contribute to economic growth through job creation, however, most of these business ventures were not registered.

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