

DURBAN UNIVERSITY OF TECHNOLOGY

**ASSESSING THE INFLUENCE OF ORGANIZATIONAL
CULTURE ON SMALL, MEDIUM AND MICRO ENTERPRISE'S
BUSINESS SUSTAINABILITY IN THE ETHEKWINI
MUNICIPAL AREA**

NTOKOZO THANKS-LORD KHOZA

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SMALL, MEDIUM AND MICRO ENTERPRISE'S BUSINESS
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NTOKOZO THANKS-LORD KHOZA

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APPROVED FOR FINAL SUBMISSION

Supervisor (Affiliation): Prof. B.I Dlamini

Date: 5th March 2024

DECLARATION

I hereby certify that this thesis titled — **Assessing the Influence of Organizational Culture on Small, Medium and Micro Enterprise’s Business Sustainability in the eThekweni Municipal Area** is my original work. All sources cited herein are indicated and acknowledged using a comprehensive list of references.

I certify that the work contained in this thesis has not previously been submitted either in its entirety or in parts for a degree in this or any other University. Where this work used information or writing that belonged to other people such as data, pictures and graphs the source through which the information was acquired was acknowledged.

Signed _____
N. T. KHOZA

I certify that the above statement is correct

Signed _____

PROF. B.I. DLAMINI - SUPERVISOR

Faculty of Management Sciences
Durban University of Technology
Durban

ABSTRACT

This research accepted that the government of South Africa supports the development of Small, Medium, and Micro Enterprises (SMMEs) due to their potential to grow the country's economy. The research then aimed to ascertain the extent to which the influence of organizational culture on SMMEs can influence business sustainability in the eThekweni Municipal area of South Africa. The study scrutinized the ability of SMME managers and operators on how they can through organizational culture ensure business sustainability in a way that contributes to sustainable economic growth. Additionally, the factors that influence the development and the performances of SMMEs in the eThekweni Municipal area were observed.

The study follows the human behaviour of SMME managers, operators, and business owners as to how they can contribute to economic development and survive in the competitive market. Using simple random sampling, data was collected from various SMMEs in the eThekweni Municipal area. A total of 250 entrepreneurs responded to the questionnaire. This data was captured and analyzed on SPSS (version 26) and yielded descriptive statistics.

The key findings were that the entrepreneurs revealed that business awareness; transparency; market capturing; opportunity recognition; market intelligence; clarity of purpose; business risk; creativity; self-motivation; and team spirit were all significant in founding and operating a successful business. A challenge that emerged from the respondents was that a high number of entrepreneurs did not give much significance to assuming responsibilities.

However, they were taking good care of their environments and using their cultural values to reform the environment. The main objective is that entrepreneurs, operatives and managers must learn to assume responsibly if they are to build their businesses and environment that renounces incorrigible act. This could also be an avenue for further research.

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LIST OF ACRONYMS

ANOVA	Analysis of Variance
DTI:	Department of Trade and Industry
GT:	Grounded Theory
MVS:	Maximum Variation Sampling
NEPA:	Ntsika Enterprises Promotion Agency
SEDA:	Small Enterprise Development Agency
SEFA:	Small Enterprise Finance Agency
SMMEs:	Small, Medium, and Micro Enterprises
SPSS:	Statistical Package for Social Science

CHAPTER ONE

ORIENTATION AND OVERVIEW OF THE STUDY

1.1 Introduction

Setting up and ensuring sustainability in business is good for different purposes (Anderson, Potočník, and Zhou, 2014). Nevertheless, the most important part of it is people striving to bring development to the planet by working on it. This explains the reason why the business environment needs to be taken care of by everyone for the benefit of all. South Africa, like other countries around the world, is not exempted from this quest as the government has comparable ideas to invigorate growth and egalitarian development in the nation by making use of Small, Medium, and Micro Enterprises (SMMEs) as the sustainable processes to crack economic opportunities (Dladla, 2016). To ensure a decent life and improve the good of living of all, the government of South Africa has considered it fitting to deal with the environmental problems causing anxiety in the country (Ogunsola, 2017).

However, with the designed initiatives established by the government to amplify the operations of initiating change in society will be hard to institute without SMMEs having good knowledge of what cultural values are essential to make the change and how organizational culture can be applied to institute change (Masocha and Fatoki, 2018). Therefore, to understand what organizational culture connotes, how it affects organizations, as well as how it can be administered, industrial and social experts like entrepreneurs need to have an idea of how they can use the knowledge of organizational culture and behaviour to transform the changes that revitalize the world (Fernandes, 2018).

Organizations are one of the core drives of culture (Poddubnaya, 2019). Individual organizational culture takes place during the formation and growth of the organizations. The goal of organizational culture is to promote harmony, consistency, and worker innovation, enhancing the business's economic viability. Additionally, organizational culture strongly influences people's behaviour. Every organization, as noted by Urinov (2020), has its unique character just as people do and that is why the unprecedented exclusivity of an organization is its community. For the reason that organizational culture is elusive, the potent influence of it amongst the group of individuals working together influences their attitude. This in turn makes proper behavioural

qualities necessarily apparent to its members when an enterprise assumes inherent stability (Wang, Farag, and Ahmad, 2021). An understanding of what signifies the culture of an organization, and how it is established, preserved, and taught, would strengthen the business' capacity to describe and predict the actions of individuals at work.

1.2 Brief Literature Review

Organizations, irrespective of their sizes, form their ethical norms, cultures, and ways of conduct (Taylor and Wilson, 2012b). Rashid (2012) defines organisational culture as the composition of values, behaviours, meanings, and organisational practices which are critical in providing a basis for interpreting an organisation's reality. Liao, Chang, Hu, and Yueh (2012) believe that organizational culture serves as the interlinking function that strengthens the mode of business operations between the employer, employees, and the public, based on beliefs, values, and customs. This does not exclude the manner of articulation, physical dressing or appearance, or the methodological approach to handling issues within and outside the domain of the business (Büschgens, Bausch, and Balkin, 2013). Organizational culture serves as a guiding compass for employees, providing direction, purpose, and methods for accomplishing tasks (Gwija, Chuks, & Chux, 2014). Hogan and Coote (2014) suggest that promoting organizational culture leads to improved production output, marketability, and high performance through cohesive teamwork. Horisch (2015) supports this notion by highlighting that obstructed information flow is a significant obstacle to the growth of small and medium-sized enterprises (SMMEs) in the present era.

In the evolution of business sustainability where competition exists, what business sustainability connotes according to Carroll (2015), implies that businesses must generate wealth and make people's lives better. The long-term objective of business sustainability is to develop societies and environments. Mason and Roman (2015) state that today's emerging markets are progressing at a faster pace, and this has placed SMMEs in an awkward situation, especially with the survival strategy to reach the upper limits of maturity. It is no new thing that SMMEs face constraints such as finances, infrastructural facilities, and innovation amongst others. These are needed to ensure the durability of the business (Chimucheka, 2013). However, the intended and existing entrepreneurs do not attach great importance to the organizational culture when examining the internal structure of the business and trying to identify the business' flaws in the areas that need

utmost attention (Bbenkele and Madikiza, 2016). However, despite the efforts of the government, the performance of SMMEs has not convincingly added to the developmental level of growth in South Africa (Mamabolo, Kerrin, and Kele, 2017). Hence, an assessment must be done within the organisation to ascertain the causal factors that hamper their businesses' sustainability, despite the interventions.

1.3 Rationale for the study

SMMEs play a crucial role in driving economic growth, employment generation, and poverty alleviation in many regions. Understanding the factors that contribute to their sustainability is essential for supporting their long-term success on the other hand organizational culture has been recognized as a significant factor influencing various aspects of business performance, including sustainability. By examining the influence of organizational culture on SMMEs' sustainability, valuable insights can be gained to enhance their business practices.

The study focuses on the eThekweni municipal area, which is known for its vibrant business environment and diverse SMME sector. Investigating the influence of organizational culture on business sustainability in this specific context will provide region-specific insights that can inform policy decisions and business strategies.

Irrespective of the reasons for which people engage in running a business, it is more important to nurture successful business creation (Putnam, Fairhurst, and Banghart, 2016). Leboea (2017) alludes to the fact that SMMEs play an important role in sustaining the growth of the economy by being the largest employer in the developed and developing economy. Conversely, this consequence has a damaging influence on social stability, wealth, and activity creation in South Africa. Nevertheless, the efforts of SMMEs to sustain their activities are deteriorating as limited resources are a greater challenge for SMMEs than for large corporations (Mamabolo, Kerrin, and Kele, 2017). Even though many SMMEs perceive sustainability to be of importance and wish to integrate organisational culture into their structure, fewer of them are currently successful in this ambition. According to the authors, the incorporation of business sustainability ideas could be linked to the influence of organisational culture. However, business sustainability ideas could be hampered by the qualities of the organisational culture. Mamabolo, Kerrin and Kele (2017)

noted that an organisational culture that supports sustainability practices may aid the integration of SMME activities.

Fietz and Günther (2021) highlight the importance of businesses being aware of their organizational culture in their pursuit of sustainability. Aligning the two in various organizational aspects can lead to improved performance. Understanding the impact of different cultural attributes and characteristics on businesses' sustainability integration is crucial in recognizing the interconnectedness between organizational culture and sustainable practices. This is to determine the areas of weakness for SMMEs and the effort exhibited to ensure sustainability within and outside the organizational setting (Muñoz and Cohen, 2017). This situation warrants urgent attention if SMMEs are to be productively contributing to the economy.

1.4 Relevance of research area

One of the pertinent factors that assist in the achievement of business success is the organizational culture (Naranjo Valencia, Sanz Valle, and Jiménez, 2010). It is on this premise that organizational culture provides an outline of shared values of flexibility, individuality, and control that expresses the approach through which people relate with one another within the organization. Miska, Stahl, and Mendenhall (2013) attest to the fact that interactions through information flow are a pivotal component that aids the survival and performance of businesses, especially where competition exists.

Furthermore, Oluwajodu *et al.* (2015) observe that culture provides an impression of qualities that go to the heart of character and personality. It is a notion that bonds people together as an interconnected or united force that can make people take a proactive stance toward achieving a definite goal. Organizational culture shapes the way employees and customers engage with the business both internally and externally. It influences how employees fulfil their responsibilities and provide clarity on service expectations. According to Walumbwa, Hartnell, and Misati (2017), organizational culture functions as a framework to enhance employee morale, engagement, productivity, and brand identity. Furthermore, it cultivates reliability within the work environment.

1.5 Research Problem

Businesses face challenges such as administration barriers within the internal structure of the business and environmental crises such as political instability and government policies, that militate their growth in the business market (Brijlal, Naicker, and Peters, 2013). This situation does not exclude SMMEs as they equally encounter challenges that impair their growth and development just like the large-scale business operators.

According to Ramukumba (2014), the lack of intentional consideration for organizational culture is hindering the success of SMMEs. These businesses tend to prioritize external factors such as government regulations and competitiveness, while neglecting internal factors such as passion, emotion, values, motivation, and attitudes. These internal factors play a crucial role in achieving the business's mission, as highlighted by Moloï (2014). Elzavita, Belle, and Paul (2014) assert that a weak organizational culture characterized by a lack of respect or concern for others, a lack of integrity, mistrust, complacency toward commitment to excellence, and a lack of transparency is the primary factor impacting SMMEs. According to Hussain, Bhuiyan, and Bakar (2014), for SMMEs to effectively contribute to addressing socio-economic challenges, business owners, managers, and their operators must adopt transparent systems of organizational culture. Consequently, managers need to embody values that embrace responsibility by being open to experience, maintaining professionalism, and demonstrating competence (Elzavita, Belle, and Paul, 2014).

Tomaselli and Ngcobo (2018) conclude that an organizational culture that promotes business ethics whereby entrepreneurs, operators, and managers can form a community of practice can use culture to influence change toward better behaviour in society. Conversely, SMMEs can play an intervening role in sustainable development in today's business environment.

1.6 Aim of the study

The main aim of the study is to assess the influence of organizational culture on SMME business sustainability.

1.7 Research Objectives

To reach the aim stated above, the objectives of this research are as follows:

- To analyse whether entrepreneurs can take fair decisions in a more justifiable way.
- To determine whether entrepreneurs perceive IT as a means of building relationships within the internal and external business circle.
- To investigate if entrepreneurs can develop creative ideas that turn threats into opportunities.
- To establish if business skills of entrepreneurs have significant effect on their business development.
- To assess if entrepreneurs recognize organizational culture as a standard to influence behaviour with which to relate with people and civil society.
- To assess the conduct of managers towards poverty alleviation in the communities in which they operate.

1.8 Limitations of the study

Only the eThekweni Municipal region was the area of concentration owing to limited financial resources, the effect of which can constrain the overview of the outcomes

1.9 Structure of the thesis

This thesis comprises five chapters.

Chapter One presents the overview of this research, introduces a brief literature review, the rationale for the study, and the relevance of the research area. In addition, this chapter explains the research problem of the study, the aim, the research objectives, and the limitations of the study.

Chapter Two reviews the constructs of the study by providing a thorough discussion on organizational culture and its sub-components, namely business awareness; transparency; market capturing; opportunity recognition; market intelligence; clarity of purpose; business risk; creativity; self-motivation, and team spirit. Also, it discusses business sustainability under economic efficiency, social equity, and environmental accountability.

Chapter Three explains the methodology used. Furthermore, it elucidates the mode of administering the questionnaire and the method for statistical testing.

Chapter Four presents and interprets the results of the survey from the owner-managers of SMMEs in the eThekweni Municipal region. The results are discussed and contextualized by the literature and other similar surveys carried out on the same concept.

Chapter Five details the summary of the key findings of the survey and literature review. Recommendations are suggested to SMMEs on how they can ensure sustainability in their businesses and in the business environments they serve.

1.10 Concluding summary

This chapter has provided an outline of the study by illuminating the objectives, and the problem statement which functions as a direction in which the plan of the study carried out is provided. Additionally, the background of the study, which promotes the concept of the basis on which this research is organized in the eThekweni Municipal area, has been stressed. The next chapter will proffer the development of the concepts of organizational culture and the impact that SMMEs contribute through business sustainability to the economic development in the eThekweni Municipal area of South Africa.

This succeeding chapter also examines the scholarly work on organizational culture and business sustainability.

CHAPTER TWO

CONCEPTUALIZING ORGANIZATIONAL CULTURE

2.1 Introduction

An organization's culture describes the moral approach to conducting behaviour in the society, corporation, establishment, and enterprise (Jacks, Wallace, and Nemati 2012; Church *et al.*, 2013; Cohn, Fehr, and Maréchal, 2014). Mayer and Barnard (2015) observe that organizational culture comprises shared morals established by leaders, expressed and emphasized by various means to influence people's sensitivities, good manners, and knowledge. Organizational culture directs the framework for all the things an organization does. Since businesses differ there is no limit to the cultural prototype that convenes the requirements of the organizations (Taylor and Wilson, 2012a; Naserinajafaba, Rangriz and Mehrabi, 2013; Oguzor, 2014).

Seyedyousefi, Fard and Tohidi (2016) note that a resilient culture is a collective characteristic or attitude that is shared by group members among the most successful organizations.

Wasara and Ganda (2019) provide an overview of business sustainability, defining it as a strategy aimed at reducing the adverse environmental impacts resulting from specific market activities or operations. The authors emphasize that business sustainability is commonly assessed through environmental, social, and governance frameworks. However, the authors note that the current stage of business sustainability has reached certain limitations regarding its potential achievements. Furthermore, businesses must proactively address environmental challenges by transforming their operations, rather than making incremental adjustments within the existing system. Businesses must go beyond superficial changes to goods and services and instead focus on fundamentally altering how business activities are conducted, to combat environmental degradation. To achieve this, business sustainability initiatives need to be aligned with contemporary measures of success, thereby facilitating transformative actions that pave the way for a more promising future.

2.2 Theoretical framework

The concept of culture emerged from ethnic variations in the diverse fields of social sciences. Culture is noted as one of the key elements needed for recognizing corporations. Thus, the knowledge of it has been observed severally by management and organizational scholars over time. On this basis, there have been various literary findings on culture from many viewpoints.

The basis of culture from a national culture point of view is based on the work of Deal and Kennedy (1982). Deal and Kennedy (1982) found the cultural model, that the greatest influence on an enterprise's culture is the environment where it operates. This is how these authors described a culture, which they emphasized is part of what is needed for an establishment to thrive in the competitive environment. An organization's culture is crucial to function well in the start-up, growth, maturity, and declining or renewal stages of the development of an enterprise. From the perception of Deal and Kennedy (1982), no cultural value is better than another. Culture is enforced in an establishment because of unexpected trials, positive or adverse conditions, or unanticipated incidents. When the cultural principles and practices are properly instilled, an organization can start the process of understanding the workplace and structuring it into a nature where social interactions flourish. By forming and fostering a coherent and unified culture, an organization can build a formidable footing for fluent and pleasurable work that produces transparency, creativity, team spirit, and commitment (Deal and Kennedy, 1982).

Handy (1985), through the perception of moralities and values, states that each organization can shape their ways of life. He introduces a leading authority on culture with the understanding that corporate culture will determine how people behave or relate to one another. Since culture differs, people must understand how it regulates them to stay stress-free. According to the view of Handy (1985), there exist four categories of culture that organizations must consider. These are power, task, personal, and role cultures. From the power category, the authority lies with a few lawful people to make choices and are the major decision-makers. These people also extend the delegation of duties to other workers. In return, the underlings must closely adhere to their leader's guidelines as they do not have the freedom to articulate their opinions or communicate their thoughts in an open discussion but to only obey whatever their leaders speak. The leaders must ensure the clarity of purpose to avoid the follower's misrepresentation of ideas. In the task culture category, team spirit is fashioned to reach objectives or untangle critical issues. In such an

establishment of people, with shared interests and specialities, gathered to make a team. Under task culture, there must be business awareness, to all individuals, that make a team understand what is going on in the work operation where they impact equally and perform tasks in a highly innovative way. In a person's culture, people are particular about their interests instead of the organization. Employees of the organization embracing personal culture are rarely staunch to the management and they never agree in support of the firm they work for. They should recognize that the organization's goals and aspirations come first and anything else later. Role culture is a type in which the operatives are assigned duties and obligations based on their experience, instructive qualification, and field or discipline to get the best out of them. In role culture, the workers select the best approach they deem essential to support their establishment to the best of their capacity and are willing to face any challenges. Each worker in an organization is liable for their deeds. They will undertake business risk and comply truthfully with the work allocated to them. Authority comes along with obligation in such a work culture.

In the view of Schein (1985), organizations did not simply agree on a culture in a period, rather culture is formed over time as the workers pass through changes, cope with the external environment, and resolve issues. Schein assumed that there are three levels in an organization's culture. These consist of the artefacts, values, and assumed values. The first level is that the artefacts are the features of the organization that can be seen, learned, and understood by people jointly. The outfit of the personnel, office furniture, amenities, demeanour of the workers, goals, and dreams of the company fall under the artefacts and decide on what the culture of the workplace implies. The next level is the values that the employees carry. This plays a significant part in determining the organization's culture as the belief process and confidence of workers have a profound effect on the culture of any organization. The third level is the assumed values of employees that cannot be quantified but influence the culture of the organization. According to Schein (1985), people acquire cultural experiences through daily practices which in turn form part of their normal ways of life. With organizational creeds, the newly employed workers can also adjust to the corporate culture and enjoy a stress-free life.

Hofstede (1991) broadens the cultural dimensions theory on the basis that values among employees vary. Hofstede (1991) assessed culture through five basics which are power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity, and confusion dynamism. The first element which is the power distance is related to how distinct organizations deal with people's

inequity in matters involving physical and psychological qualities, reputation and esteem, affluence, authority and principles, rights, and rules. In his view, a national culture reveals to what extent individuals agree with the unfair power distance in these fields. It shows exactly how unequal distribution of power is acknowledged and the intensity of reliance compared to self-motivation in the organization. In an organization, unequal power is unavoidable typically when it comes to leaders-followers affairs. In organizations, the difference in power distance among the members is requisite for control and without it, the organization would reflect clustering. Organizations with a prominent level of power distance are inclined to acknowledge a hierarchical order where each person has their place. By contrast, organizations with a modest level of power distance struggle for fairness. The second element of national culture deals with how people or institutions cope with ambiguities in life like indecision of the very time to come.

According to Hofstede (1991), organizations that are preeminent in uncertainty evasion do not allow quirky conduct and ideas but follow strict values and conduct. However, organizations with minimal imprecision evasion have a more relaxed approach to the unknown. The third aspect of national culture is aimed at whether the organization is distinctive or more concentrated on teamwork. The level of socialism or teamwork will impact the rapport that employees have with the organization or where the workers belong. The fourth element of national culture is linked to how the organization handles variations in gender roles. Although the biological gap between men and women is equal in all organizations, the opportunity or gap in employment varies widely. Although men seem to be sovereign, forceful, and authoritarians, women are encouraging, supportive, respectful, and connecting in so many organizations. In industries with a high degree of femininity (low level of masculinity) life gratifications amongst workers are a bigger preference than job achievement. Perverse goes for organizations with a low level of feminineness. The fifth and final element of national culture is the prominence the various organizations held on time. Some organizational cultures are highly time-conscious. For instance, to be late for a meeting or unable to meet the time limit would be regarded as an insult. In other organizations, time is not constrained instead these cultures observe time as a limitless resource. Hofstede (1991) concluded that cultures have different learned values which can be used to control behaviours and play a key role in shaping business performance. Thus, having in-depth knowledge of culture in a corporate establishment and its dimensions can prevent possible internal conflict.

Davenport (1993) initiated consistency theory with the notion that organizations can be active when they have strong cultures that are extremely dependable, well-organized, and cohesive. Operative's behaviour is entrenched in a collection of fundamental ideals; leaders and followers are bright at completing a pact when they have divergent understandings. This type of consistency is a controlling cause of steadiness and core mergers that emerge from a collective attitude and a high level of agreement.

Hogg, Carter, and Dunne (1998) conducted a study on whether organizational culture can influence market intelligence or not. The outcome of the findings evidenced that market intelligence had a constrictive upshot on business performance and employee commitment. Prominent among the constrictions identified by Hogg, Carter, and Dunne (1998) to market intelligence are issues such as communication, inexperience or lack of management ability, an imperfect combination of marketing functions, and power-related or political glitches.

On the other hand, Baker (2004) explains through a mission theory that a common sense of resolution, supervision, and processes can organize and spur members of the organization to common objectives. Efficacious organizations have a deep sense of resolution and guidance that describes organizational aims and calculated objectives and expresses an idea of how the organization will look in the future. According to Baker (2004) when an organization's core mission changes, changes take place in all the phases of the organization's culture.

Considering the above, it is pertinent to adopt good cultural resources to revamp development and positively impact the environment in this contemporary epoch. However, the influence of globalization, contests in the business world, scientific advances, and the untimely death of businesses dictate the necessity of culture in an organisation as an approach to regulating the extravagant use of resources to improve and nurture the environment.

2.3 The conception of organizational culture

Before expounding on the concept of organizational culture, which is one of the variables under study, it is imperative to first explain culture in general since this variable relates wholly to people and not just managers.

2.3.1 Defining Culture

Cohn, Fehr, and Maréchal (2014) define culture as the general norms, values, language, symbols, and artefacts that a particular set of people accepts. Even though lots of individuals may not be aware of it, each person is owned by a culture of a sort. Instances of culture can be noticed in people's environment because it is their way of living. According to Cohn, Fehr, and Maréchal (2014), culture not only heightens people's condition of living and the total comfort of the communities, but it also upsurges their patience and the prospects to unite.

Cloete (2015) describes culture as the heart of a dynamic society that consists of a group of art, beliefs, knowledge, customs, and habits. Culture is frequently a behaviour that people do not graze on but has formed their habits and where they reside. It expresses how in many respects people describe their histories, communication, commemoration, how they think of the past, treat themselves, and think of their future. With culture, people's creative expression helps them to characterize who they represent, as well as view the world through the eyes of others.

Culture, in the view of Comer and Schwartz (2017), implies the creed, meals, fashion, language, matrimonial, and song of particular groups, and communities or societies. Furthermore, culture delivers effective social and economic gains, enhances understanding among entities of distinct sites, and improves the knowledge development and well-being of individuals.

Cosgrave, Maple and Hussain (2018) approach culture from the business perspective. They identify culture as an organization's common beliefs, values, and assumptions that perform a distinguished role in how people conduct themselves. They further emphasize that implementing the right culture can reinforce operatives' daily relations and assist in creating a more seamless and efficient workplace. When workers regard suppleness, the organization will be competent to continually adjust to change.

The discussion above, from the authors, indicates that culture is a core factor that functions as a basis for SMMEs' activities to thrive in any country in the world. To promote business sustainability, SMME managers or operators must understand their cultural norms, values, language, beliefs, customs, and habits. These elements will be analytically described in the section below and evaluated to find out how they aid the efficiency of managers or entrepreneurs.

2.3.1.1 The importance of cultural norms in an emerging organization

Numerous scholars of management observed cultural norms from different angles as it is an extensive concept. Amongst them are Huyghe and Knockaert (2015) who describe cultural norms as rules or anticipations of conduct that are based on general beliefs in a certain cultural or collective group. There is also Wagner (2016) who suggests norms as the collective guidelines for suitable and improper comportment that control what is and is not appropriate in interactions among people.

Ma, Tamir, and Miyamoto (2018) note that cultural norms are the shared expectations and policy standards that people live with. They elaborate that cultural norms direct the actions of people in the social groups because they can be learned, and developed from parents, acquaintances, educators, and others. Importantly, norms are the collective, formal, and combined systems of ethics and traditions that can be transmitted through generations and describe a cultural party. These standards promote reliable guides for daily living and contribute to the health and well-being of the people. As a guideline for good ethical conduct, cultural norms give meaning and consistency to life and the procedure to realise a sense of honesty, care, and relationships. Therefore, regulating beliefs, along with the relevant values and traditions, present a sense of command and control over facets of life that may otherwise look unmanageable or erratic (Ma, Tamir, and Miyamoto, 2018).

Spencer-Oatey and Xing (2019) posit cultural norms as the attitudes or actions that are regarded as customary or normal for a social group. Cultural norms define what is outlawed (unacceptable to speak about) or not in an organization. What is acceptable for the culture can be characterized by a well-established tradition recognized on the basis that is replicated in the cultural norms of people. Cultural norms are accepted by people because of the process of fusion once they channel their emotions and actions truthfully and keep the values as principles conveyed in ethical behaviour, rulings, and social conduct. Throughout their lives, people become interspersed in their culture and its expectations. The organization's slightest common system of conveying cultural norms is social control. This control sustains order by rulings that preclude aberrant conduct that is contrary to beliefs (Spencer-Oatey and Xing, 2019).

The essential function that cultural norm plays in the development of an organization, feat, and mission attainment is not to be undervalued. The debates from the experts above connote that

cultural norm is a fundamental rock on which to construct or form distinct concepts, thoughts and

beliefs that can be applied to mentor success in business and performance. The active pursuit of business is a ruin with no intense cultural norms to steer, introduce, and raise the business to preserve its existence. Therefore, cultural norms expose organizations and business managers to many possibilities with which to make a change to their environments. For this reason, for entrepreneurs to accomplish their dreams, it is pertinent that they value the beliefs they have in their cultural norms to function effectively in their managerial roles.

2.3.1.2 The significance of values in the cultural development of an organization

According to Asah, Fatoki, and Rungani (2015), values can be seen as characteristics that reflect the diversity in the lifestyles of individuals, groups, or organizations. They can inspire, motivate, influence, and shape people's attitudes, behaviours, and responses. Under normal circumstances, managers and operators must interact with the environment to meet business objectives. By virtue of values, people can weigh the performance of their competition by knowing the purpose of competition, which is how, when, where, and against whom to compete.

Values, as suggested by Kirkley (2016), are more intensely ingrained than beliefs. Values represent the principles and philosophy of a person and organization in that, they clarify an individual's and organization's reason for existence, in particular, the belief composition of what is right or tolerable and what is wrong or deplorable. Examples of values that connect people or people to an organization are honesty and fairness. When institutions or organizations instil values into the work operations, it assists both the executive and personnel to focus on the right direction. With a clear set of values, people can figure out whether an organization represents trust or unreliability.

A business or organization that recognizes what it cares for can demonstrate how it is distinctive. Such an organization can thus give people advice, an eye-opener to make the right decisions on whether or not to engage in collaboration, and their security stand (Kirkley, 2016).

Atasoy (2020) notes that values are concealed filaments of language. This author further says where the organization promotes support between organizational and individual values, the influence stimulates more constructive operative attitudes such as organizational commitment and work satisfaction. When there is consistency between personal and organizational values, there

will be a genuine correlation among people around the organization. Moreover, all interactions between individuals, between now and the time to come, between the shopper and producer, a group and its objectives, and a manager and an insight are said to be reinforced by combined values. Therefore, strong interactions have sturdily related beliefs as values direct the public's awareness, they also result in the support of people's efforts, which in turn intensifies relationships. Once an organization has a specified set of values that are personified by all employees, there is little or no need for unambiguous governance and control (Atasoy, 2020).

In a nutshell, values perform a noteworthy role in a business organization's activities because they serve as an appraisal to direct the daily conduct of people in the organization. Therefore, before any valuation is introduced, managers and entrepreneurs must be cautious of people's attitudes via appropriate sight and strive to communicate with people in an understandable language to avoid costly mistakes in decision-making.

2.3.1.3 The influence of language as a duct of operational development in a corporate organization

There has been an ongoing debate concerning the language's effect on people's thinking and recognition of certainty. Frank (2014) posits language as a basic system of human interaction, which consists of words applied in an organized and traditional way that can be transmitted by discourse, writing, or action. The language employed during the discussion, particularly about practices and procedures in an organization affects the culture.

Ahmad and Widén (2015) add that language is a coordinated method of communication that can be conveyed through speech, symbols, and writing. Most languages, including the most popular ones, have writing structures that allow symbols to be recorded, copied, filmed, and reused. According to the authors, people are more likely to believe and feel valued and respected when common language or symbols are implemented in the workplace. An understandable language builds a better work environment, causing people to feel more convenient to make contributions and use their talents, which in turn, motivates organizational performance.

Piekkari and Westney (2017) provide that; as an individual, it is vital not just to guess what to speak, but in what way speeches are stated. There are factors to consider for one to be able to speak

competently. It is insufficient just to produce well-structured ideas that are voiced in thorough and intelligible expressions. The user of language must also think of what approach, mood, and clarity to implement when relating with the reading audience to convey a better idea in a message. Assessing the audience and intention of communication is the keynote to speaking or writing efficiently. To decide on the most suitable language to initiate in the time of dialogue, the speaker must consider the aim, context, or theme of discussion with the audience as a mistake can set in when these procedures are neglected. Other issues that can emerge during the process of interaction between a manager or a leader, followers, and employees are inconsistent directives and information supplied; a lack of decisions for inquiring decisions, and the exertion to understand vocabulary.

To ensure that organizational culture is fittingly applied, the people in a position of authority such as impresarios and personnel must adopt simple language that others can easily believe and understand. Additionally, in parties' utterances, clarifications must be made regardless of the approach used, if they wish to convey messages that will avoid misrepresentation of ideas (Lønsmann and Mortensen 2018). The use of language in business enterprises permits not just the managers but people, to be perfect with communication and work performance; it equally enhances their potential to work with passion (Costa, 2019). Therefore, the concept of language aids the organization's culture to deliver organizational objectives and reveal a true organizational symbolic representation.

2.3.1.4 The behavioural impact of belief in an organizational development

Beliefs, according to Hartwig and Granhag (2015), reveal how people act or accept an idea as true. Beliefs can otherwise be known as practical certainty that is associated with a thought or conceptual process of the individual (Cheese, 2016). What people embrace as beliefs are the underlying stances that are deeply ingrained in their existence. Beliefs are procreated through experience and influence everything done by people. In the opinion of Odor (2018), beliefs become effective once people are convinced that they are real truths, instead of opinions. When this transpires, individuals are inclined to close off from added information that could negate what they accept as true.

Pantaléon, Chataigné, Bonardi, and Long (2019) view beliefs as the basis of people's daily decision-making that also forms their ways of life. Numerous organizations have a range of beliefs that

portray their aspiring virtues in the culture, for example, honesty, cooperation, customer orientation, responsibility, and innovation. Although not all organizations can entirely clarify the beliefs on which they wish to build their enterprises, a few can still explain the beliefs on which they are presently operating. Beliefs are sensitive and often imaginary but can be very influential when they involve changing a group's conduct (Pantaléon *et al.*, 2019).

Changing beliefs, as noted by Farkas, Sallai, and Krauzer (2020), takes time to direct the spread of communication, learning, and introduction of new facts, particularly when equating this procedure to an effective promotional effort. For a successful survey, a manager should establish clear objectives. Once the revised objectives are defined, the manager can involve a large group of experts, influential thinkers, and popular trends to generate fresh ideas within the organization.

The process described herein is not without challenges and requires diligent oversight, akin to the level of attention demanded by a significant marketing campaign. Altering deeply ingrained cultural beliefs is as formidable a task as reshaping consumer perceptions of a particular product or brand. However, if these beliefs remain unchanged, the prevailing culture will persist as it has done previously. Consequently, to ascertain whether common beliefs are transforming, empirical evidence must manifest in the form of observable changes in behaviors and decisions, as the emergence of new beliefs begins to shape a revised paradigm.

In a nutshell, beliefs play a remarkable role in a business organization as they serve as a good behavioural guide to the public and organizational members daily. When beliefs are not bringing the expected results, the culture must be changed for the organization to remain sustainable in a constantly changing environment (Cohen, 2020). Changing organizational beliefs is not a simple task, as workers often refrain from change and can protest contrary to new beliefs. Hence, it is the responsibility of leaders or managers to encourage their workforces about the advantages of change and display these advantages via a shared experience with new behaviours. Creating a trusted habit is the best way to function and produce success (Ferrell and Fraedrich, 2021).

2.3.1.5 The influence of habits as grounds for decision-making in an organizational setting

Cegarra-Navarro, Sánchez-Vidal, and Cegarra-Leiva (2016) describe habits as the behaviour people exemplify daily without prior thinking, examples of which are decency, precision, and

objectivity among others. Habits as behaviour are regular, difficult to end, and display a form of conduct that reacts to a variety of spurs. Habits require prompt replication, which can be remuneration or penalties to be fashioned. This implies that habits have an impact on people's decision-making practices. When people are content with the decision, they make viable choices depending on their beliefs. In workplaces, important breaks open opportunities for businesses and organizations to assist their teams in building upbeat and effective work habits.

Sonnentag, Wehrt, Weyers, and Law (2022) shared a similar idea that habits are the vested type of behaviour that has grown to be entirely instinctive. People's manner of behaviour or the approach in which they operate in the workplace can affect the output of their organization as well as their career success. This can also influence the relationships with other team members, as well as colleagues and managers. Workplace habits can result in more productivity, which can help in completing multiple projects and prove efforts made by co-workers (Sonnentag *et al.* 2022). It is thus, pertinent to set up working habits that can contribute to a unified working environment which can be beneficial to all people.

In contrast, unpleasant workplace habits are undesirable actions that have become a motif (Kugathasan, Gilbert, Laberge, Tremblay, Mathieu, 2022). While it might be tolerable to rarely present bad conduct at work, they also reflect badly on operatives and individuals. It is significant for a person to understand when posing a bad habit and take steps to improve how to act in the workplace. Individuals or organizations can fix their unpleasant habits before they have a lasting impact on their jobs, relationships, and careers. Personnel and organizations can improve their pessimism and have a more positive outlook by understanding what is frustrating them and exploring ways to improve it. Additionally, suitable interaction is essential in any workplace, to make co-workers continue to join efforts towards meeting the organizational goals and build a unified working community that benefits all.

In short, habits in the workplace can have an enormous impact on efficiency, organization, achievement, and interaction with others. While pleasant working habits can assist organizations and individuals in growing in their responsibility, and have beneficial skills, and experiences at work, it can as well enable the managers to consider their staff for promotions. However, unpleasant, rude, or bad habits may do the opposite. People need to have respect for their organization's workplace as

well as co-colleague. Work collaboration can be a better way to exterminate bad workplace habits (Haga, Huhtamäki, and Sundvik, 2022).

The culture and behaviour of a manager must be established to inculcate belief in people's thoughts and where they can regard her/his judgment. The SMME managers, operators, and entrepreneurs must be strongly equipped with good cultural norms, values, language, beliefs, customs, and habits to cope with various incidents or experiences through the implementation of specialized abilities to conduct the affairs of the organization.

2.3.2 Organisational culture

Gu *et al.* (2014) describe organizational culture as fundamental principles that consist of values, beliefs, assumptions, attitudes, visions, and experiences that an individual instils to relate to the environment or workplace. It is a behaviour that reveals the pathway to interaction through which people relate with one another in their respective areas. Based on the virtues with which SMMEs are operated such as experience, knowledge, skills, and abilities amongst others, one of the prominent reasons that SMMEs are still dwindling is a lack of social interaction between the employer and the employees and vice-versa, forgetting that information is the live wire of a business. Thus, this effect is one of the factors affecting employees who are taking advantage of opportunities around them because of their lack of experience, little or no training, and no exposure that could enable them to make their own rational decisions toward realizing the organizational goal. Amongst other things, a prominent factor is a fear of grooming work subordinates with the required intellectual resources to succeed in business because owners assume that once workers acquire the needed abilities, they may end up being disrespectful, arrogant, or resign to establish their businesses. Which consequently, leads such employees to be business rivals of their former employers. Gu *et al.* (2014) advise that, for an organization to progress and succeed, its leaders must eliminate the fear of losing their employees to rivalry. Furthermore, a clear communication of ideas must be relayed to co-workers or subordinates without any element of ambiguity, for employees to act in accordance with the realization of the set goals and objectives.

Chan (2014) points out that each organization has their own organizational culture which is the doctrine that reveals the manner of talking, dressing, slogans, behaviour, business hours, employee welfare, customer relations, or task performance. In addition, it is a phenomenal concept that requires specialized training to handle issues concerning the mode of behaviour, organizational

value systems, management strategies, communication processes, and attitudes. The author points to the vision, emotions, values, practices, people, places, self-motivation narrative foundation, and substance to build a lasting relationship for revitalizing organizational culture.

Lisita and Prinsloo (2015) opine that organizational culture is a branch of ethics that deals with the moral justification of an individual's actions on which decisions are made. It is imbibed from the superior to the lower staff cadre in an effective organization. However, boosting work performance or efficiency warrants working together with employees as a team to achieve corporate goals, irrespective of the post or cadres of such individuals. Issues of bias, favouritism, unfairness, and racism must be excluded if organizational value systems are to be maintained, where individual workers work towards the realization of corporate goals.

Turyakira (2018) describes organizational culture as an embodiment of the character of business awareness, market capturing, opportunity recognition, business ideas, market intelligence and clarity of purpose, business risk, and creativity. It is how individuals and businesses ensure development and sustenance. The ultimate idea centres on the ability of the whole business to be of high-quality standards that produce services to meet customers' tastes and demands.

The above-quoted authors have highlighted that organizational culture is relatable as the heart for SMMEs to flourish.

2.3.2.1 Business awareness

Agostini, Filippini, and Nosella (2015) describe business awareness as the use of practices that enable managers to express their thoughts intelligently by making them easy to use and shareable. The dexterity of an entrepreneur as a decision-maker emphasizes the opportunity to make an enormous improvement in his business organization in line with the public's needs by meeting their desires. Although entrepreneurs aim for profit, their desire is accomplished by offering the public a set of quality standard goods. Entrepreneurs can make this attainable by research and the usage of the marketing mix (price, place, product, and promotion) to make it realistic. Control of the cost effect on business must be regarded because the higher the price, the lower the quantity demanded and vice-versa (Agostini, Filippini, and Nosella, 2015).

Yildirim (2016) emphasizes business awareness as encompassing knowledge of market operations and organizational functioning. It involves understanding global events and their potential impact

on a particular industry and enterprise. Similarly, Bhagra and Sharma (2018) describe business awareness as a cognitive framework that involves analyzing daily issues, financial evaluations, supply chain management, and adopting a holistic perspective. Individuals with business acumen seek to understand and respond to various aspects, such as public perception, reputation relative to competitors, overall business status, the importance of goodwill, congruence between organizational identity and representation, primary competitors, strengths and weaknesses vis-à-vis competitors, strategies for outperforming rivals, learning from competitors, and aligning business activities to customer needs. A thorough understanding of the business environment enables organizations, owners, managers, and employees to excel in their operations, effectively compete, anticipate future developments based on historical insights, and strategically position themselves in the marketplace (Bhagra & Sharma, 2018).

2.3.2.2 Transparency

Sanzo-Pérez, Rey-Garcia, and Álvarez-González (2017) suggest transparency as an approach to being sincere, truthful, and trustworthy about a variety of organization's processes. Transparent organizations disclose knowledge concerning operations, small enterprise income, core operations, procurement, valuing, and corporate ideals. The forthcoming of the organization's achievement hinges on transparency. Workers and consumers demand more transparency from brands that they work for and purchase from. People regard ethical conduct and recompense organizations that work to promote progressive development; transparency at every level of an organization is much more crucial than ever before simply because transparency influences people at all levels in an organization. Furthermore, transparency supports making significant growth for individuals and across the enterprise level; it also strengthens personnel and customer relations in a manner that results in more faithfulness, rapid growth, and a better-off workplace (Sanzo-Pérez, Rey-Garcia and Álvarez-González, 2017).

Moore (2018) notes that the overall achievement of business hangs on created trust. Trust happens when leaders are transparent. When people think of founding trust in business, they believe in relations such as the manager and operatives' liaison or the enterprise and buyer's bond. Transparency in an enterprise draws investors into a close association. The further the transparent entrepreneurs can stay with their investors regarding the financial position of the business, the

greater the trust will be gained, and the larger the likelihood that financiers will be willing to invest in such an organization.

Khan (2021) discourses that employment conditions may be adding to extreme heights of operative pressure; so, to maintain an improved condition of service, an organization must import transparency. Ultimately, a transparent business environment promotes trust and reliable interaction. It deepens relationships between the workers and their employers and supports fostering a climate of cooperation. Instead of battling for executive posts and sabotaging others, the workers will be more likely to be cooperative and remain driven even when things become difficult.

Being transparent requires one to be candid and to admit their mistakes when they arise. Respect is more accorded to people when being accountable for the foul committed. In contrast, arrogance in leadership can withhold business back from success. When leaders admit to their mistakes, whether to their workers or clients, it is not just the right thing to do but the best way to act. Such an act helps to set a pace that others can imbibe and build trust. This demonstrates to people that not only the managers and their operatives can be relied upon to be transparent but also the organization they work for regardless of the context. In addition, explicit interaction is considered one of the key attributes of operating a successful enterprise. Whether the interaction is with the team, dealers, shareholders, or clients, unambiguous interaction supports keeping people on the same page. Keeping to promises and delivering them when due, is indispensable for the continual development and the success of a business if it is to capture the market (Nee, Coppieters and Boyd 2022).

2.3.2.3 Market capturing

Khodayar, Manshadi and Vafamehr (2016) posit market capturing as the approach employed by an establishment to seek the shopper's attention or gain control of sales of products that meet the needs of the populace. Examples include developing an invention and constructing, congealing consumer loyalty, hiring capable-devoted personnel, implementing dynamic advertising, and pricing goods and services inexpensively. Capturing the market in active ways becomes unfavourable when the progression of an organization gets to the point of breakeven when considering the time and effort invested in the business. To capture the market and keep the right audience, an entrepreneur must be responsive. Amiable entrepreneurs can deal with all the issues

that they face rapidly and skilfully, without wasting time-solving them. Such responsiveness enables the entrepreneurs to continue to be tactical, observant of opportunities, and prevent minor issues from turning into bigger ones. More broadly, this capability makes it possible for entrepreneurs to continually adapt to change and thus enhance their organizations (Khodayar, Manshadi, and Vafamehr, 2016).

Dyer, Singh, and Hesterly (2018) view market capturing as the approach of repeatedly assembling information about the patterns of tastes and acceding to consumer needs. However, lots of entrepreneurs found their enterprises with the aspiration of turning to be abruptly successful. While some excellent new thoughts could result in a successful story out of thin air, the truth is that this level of achievement can be reached just after years of hard labour and dedicated effort. Thriving entrepreneurs understand that greater events matter and that aspiration takes time. They are not burdened when their big dreams fail to take off instantly. The patience of entrepreneurs and their ability to relate with clients can assist them to go a long way when building up the structure of their enterprises. People (workers, partners, and investors) in general must be able to place trust in the products, judgement, and corporate image of the entrepreneur.

To capture the attention of the masses in business, an entrepreneur through transparent lines of communication can hasten increased productivity through a firmer sense of relationship. They must be patient in their engagement with the public and reveal to the world that they can be trusted (Afolayan and de la Harpe, 2020). It is pertinent that they relate to people with honesty to gain their loyalty as well as ideas that can bring them business opportunities.

2.3.2.4 Business Opportunity

Dalipi, Yayilgan, Imran, and Kastrati (2016) view the business opportunity as the ability to exploit the markers in the market to commence a business. It includes the beneficial situation that exists in the market, that makes some businesses succeed while others fail (Dalipi *et al.*, 2016). An example of this is when people's needs are identified in a disgruntled market. To be effective, entrepreneurs must constantly be innovative and seek opportunities to develop their setups. To search for new opportunities, entrepreneurs must listen to potential customers by understanding their needs, wants, challenges, and what to do to set up new markets. The findings will assist the entrepreneur and the organization they govern in searching for prospects to build up more goods and

services, refine their target market and discover and prevail over shared concerns (Dalipi *et al.*, 2016).

Delen and Ram (2018) suggest business opportunity as the architect of business enterprise that is made up of a range of conditions in the marketplace which makes it possible for accumulated ideas or information to be turned into a business venture. The primary purpose of an opportunity is to provide the basis for any action that ends in profit and business development. Opportunities enable entrepreneurs to establish, employ thoughts and innovations, and enhance their operations. When entrepreneurs identify the opportunities earlier, they can take their greatest edge and exploit them. They can have the opportunity to build a business, avoid failure, develop, and maximize profit while solving problems.

According to Calderon-Monge, Pastor-Sanz, and Garcia (2020), good opportunities are bright, clearly described, and uncomplicated. They enable organizations to identify issues and produce rejoinders that can optimize their capabilities truthfully and utterly. They are significant to the situation in which they exist as they offer improved benefits to clients, markets, and enterprises. This implies that they do not just embody perceptively but are also applicable for resolving prevailing difficulties or establishing added value for others. Great opportunities are practical and viable; they support businesses to accomplish their objectives while making them more resourceful, creative, and worthwhile. Being able to identify business opportunities can allow organizations to make proper decisions and realize their objectives. Entrepreneurs can devise solutions to the spotted issues and assess viable solutions with the aims and prospects in the marketplace (Calderon-Monge, Pastor-Sanz, and Garcia, 2020).

Business opportunities are identified when enterprises and entrepreneurs spot issues or challenges in current markets, unexploited needs, customer reviews, market surveys as well as other sources of information. Despite how the idea of business opportunities can be accumulated for success, it can be very difficult to accomplish it without taking a risk. Entrepreneurs and their organizations must understand what people are lacking, to fulfil the purpose for which their service is wanted in the market while taking a risk to serve people in their respective domains.

2.3.2.5 Business Risk

Business risk is a covering term for the effects and trials that can influence a business's active performance and returns (Cheese, 2016). It can hamper an establishment's capability to offer its

stakeholders anticipated returns. Nevertheless, a business can limit its contact with risk by recognizing internal and external risks. Any influence that curtails an enterprise's working effectiveness or its capacity to attain its financial aims is a business risk. It is obliging to sort out such influences when evolving a risk management policy. Of course, there is no particular strategy that can impound risk, but with suitable planning, businesses can antedate risks and rejoin fittingly (Cheese, 2016).

Petersen, Bruwer, and Le Roux (2018) add that administering a business is connected with many types of risk. Some of these latent perils can extinguish a business, while others can result in stern mutilation that is pricey and time-consuming to revamp. Despite the risks unspoken in undertaking business, managers, and entrepreneurs can forestall and concoct irrespective of their business size. When a risk translates to certainty, a well-ordered business can abate the negative effect on incomes, time wastage, inefficiency, and adverse effects on regulars. For originations and conventional industries, the skill to recognize risks is a key part of strategic business management. Risks are recognized via several means; approaches to recognize these risks bank broadly on evaluating an organization's explicit business chronicles. A range of innovative risk resolutions to moderate risks can be managed through acceptance, transfer, reduction, or elimination.

MacAskill (2019) notes that risk is the likelihood that damage or harm may ensue. Business risk plays a significant part in business risk management, which constitutes a procedure in an organisation to deal with all minor and major risks. Major risks can be solved by putting them all together and taking care of them as one separate programme. In this way, an organization can make up for one risk against another and besides, if some risks are adversely connected, general risks can considerably be lessened. For businesses, the risk is a portion of every decision. The crux of every decision-making is weighing up the possible risks and benefits interlinked with the various courses of action. Managers and entrepreneurs need the following skills to be able to control risks: analytical, problem-solving, people management, regulation knowledge and relationship-building, strategic thinking, and adaptability skills.

Although people and organizations frequently keep away from taking risks, risks can be helpful and result in new or more creative ways of solving problems. Considering the above, taking a risk could also provide the resolution to issues never thought of earlier. Experimenting with something

that does not work can offer a handy response to different policies (Dvorský, Petránková, and Fialová, 2020). Major creativity was reached inadvertently by people who have taken risks and enforced the lessons realized to generate innovative explanations for challenges not initially conceived. Though, people often think that risk and compliance are viewed across various organizations as barriers to creativity and development. To support creativity and enable change while protecting against risk, organizations need to have the right mindset and approach across business attitude, approach, and organizational development (Krüger and Meyer, 2021).

2.3.2.6 Creativity

Serrat (2017) explains creativity as a thoughtful process that motivates, disputes, and supports people to find inventive resolutions and generate opportunities out of challenges. Fostering creativity in enterprises can improve distinctive innovative resolutions and contributions. This skill can better discern an enterprise from its entrants. It states the aims of why some organizations and businesses succeed over others with innovative and incredible thoughts, while others simply trail on the walk route. It develops an organization's spirit, promotes efficiency, and helps resolve complications. With creativity, an entrepreneur or organization can by a step be in the lead of rivals by finding out the needs of people before when they need them.

Kranich and Wald (2018) add to the idea of Serrat (2017) with the perception that the corporate environment is constantly changing. Previously it was better to reduce charges to defeat rivals, but the economic situation has transformed and presently there is nothing that filled markets are not able to provide. Businesses now must find brighter approaches to maintain the keenness of their clients. In the view of Kranich and Wald (2018), an enterprise can increase creativity in the workplace by encouraging open-mindedness in the employees. This exercise does require a leader to produce an open mind and retain opinions while listening to suggestions from co-colleagues or work associates. A feasible way to stimulate open-mindedness is to buy "agree to the idea", and the method used to improve the workmates. Instead of reacting to an opinion by reviewing its flaws or denying it openly, this method enables an organization to embrace and develop creativity. Reducing the use of "no" permits all ideas to be heard. Once people understand that they will not encounter refusal, they will be more willing to unveil their insights regardless of how vile they might seem.

Ferreira, Coelho, and Moutinho (2020) describe creativity as a skill that makes it possible for workers to find possibilities that can help correct circumstances whereby discovering a solution can seem problematic. Creativity also helps an establishment observe the struggles they encounter from a new standpoint. In this regard, they can use their mind to invent innovative tactics. However, the practice of creative reasoning for problem-breaking can be difficult. Nevertheless, once individuals combine creativity with passion, determination, and teamwork, unique and valuable ideas to tackle any problem can be generated.

From the above discussions, the dread of failure might impede creativity. While no enterprise wants to fail, risks could lead to excellent achievements and inventions. When an organization encourages risk and trialling, workers may feel more motivated to exploit their innovation. When a scheme or strategy fails, an entrepreneur can work together with workmates and use it as a learning opportunity. Commemorate the positive aspects of the effort and discuss how to prevent lapses and improve in future endeavours.

2.3.2.7 Self-motivation

Self-motivation, according to Mohamad and Jais (2016), is a skill that motivates people to accomplish their objectives, feel more proficient, and enhance their general condition of life. The subject of self-motivation, nonetheless, is far from easy. Individuals can be driven by lots of things; some can be motivated by passion, and others can be driven by cash, inducement, mentors, and teamwork. Regardless of what drives people, self-motivation is pertinent to people for the reason that it brings out confidence in people and not to depend on others, it induces people to draw on their strengths to reach their goals. People lose motivation periodically. However, when they feel unmotivated, they can devise strategies to get on track for their goals by placing their target on the schedule, making work toward the target practice, preparing for a flaw, defining targets to build up the drive and the track progresses, and accepts optimistic peer pressure (Mohamad and Jais, 2016).

Ncube and Zondo (2018) posit self-motivation as the willpower that causes people to be successful and meet their aspirations. Entities with lofty levels of fervour are team players. They can start and succeed in a project without being coerced into it. The internal drive enables them to establish, develop, and realize their aspired results and keeps them moving forward. A person looking at

ways

to enhance his or her self-motivation could keep a cheerful outlook and learn to survey information on the relevant task. In addition, such a person can improve himself by being surrounded by motivated people who can add more value to his invested effort.

Self-motivation, as noted by Reza (2020), is what energises a person to complete a variety of responsibilities and obligations competently. It helps to create an understanding of why an individual is aiming to finish a particular undertaking with persistence to prevail until successful completion. Once the task is effectively done, the person undertaking the task feels a sense of satisfaction and pride. Self-motivation helps to build confidence in a person, this enables the task to be done and win recurrently.

Self-motivation enhances confidence and zeal in people. The commitment of people to work gives them satisfaction and upsurges growth and understanding; this leads to higher accomplishment. When entrepreneurs have a motivated team, they are more inclined to put in the effort and time needed to run a thriving business (Afridi, 2021).

2.3.2.8 Team spirit

Kaplan and Haenlein (2016) define team spirit as a will or the wish of people to work collectively. It entails helping and supporting one another as an intrinsic piece of the team. In the world of business, people perform better when they have a positive mindset rather than being a functional resource. When people work collectively, each member of the team feels a sense of companionship. It also converts a team to work in unity with perseverance for their organization's growth. When people team up to work, the mates end up trusting one another. The success story of a team is contingent upon every one of them being dedicated to the team's goals. This builds a sense of trust among the employees; additionally, the trust enables the coworkers to be transparent to one another and freely express their beliefs. Even though incompatibilities may arise, with a sense of team spirit, people can be much more thoughtful. Each member must understand that setting objectives is important. Therefore, they must make an effort to conceal their disagreements and fight for progress (Kaplan and Haenlein, 2016).

Beaubien and Baker (2017) observe that at work, where the feeling of team spirit exists, each person's effort is appreciated. Managers completely appreciate the great importance of the team

members doing their work well. The recognition of their efforts does surprise them for it boosts employees' confidence and persuades them to put more effort than before. Workers slowly begin to perceive business success as theirs; this feeling of connectedness makes them feel significant, and they turn out to be extremely faithful to their business's dream.

Iacob and Faily (2019) note that assembling people to perform the teamwork task is the obligation of a leader. Leaders must not be reticent when dealing with their team members to create a bond that will allow them to give their allegiance and respect. To earn respect and make employees in the organization work their best, the leaders have to first respect and trust their employees. Teams crumble when tension evolves and the effect of this can result in the falling away of teams. To prevent this from happening, leaders must set basic rules in advance.

The discussion above indicates that managers, operators, or entrepreneurs cannot operate alone in their line of responsibility. Assistance is required to accumulate the needed effort from various sources. An instance of this is knowledge obtained from relating with the teammates. Above all, work leaders must be patient when bringing good quality out of individuals, particularly those with exceptional skills, if they are to guarantee business sustainability.

2.4 Business sustainability

Ogunsola (2017) argues that business sustainability is about practices involving the manner through which an organization subjects financial, social, and environmental risks, obligations, and opportunities to management. In another vein, Girtz, Hill, and Owens (2017) opine that business sustainability is a value system connected to economic, social, and environmental structures - the strong community of people, profits, and even the planet. Recognizing business sustainability, irrespective of size, Small, Medium, and Micro Enterprises can be evaluated through environmental performance, corporate citizenship, or from a long-term business standpoint (Muñoz and Cohen 2017). Regardless of the stance of evaluation, the utmost priority of all businesses, whether small or large scale, is to be of great benefit to their environment, communities, and customers at the expense of their continuity (Bolis, Morioka, and Szelwar, 2017). To fulfil the practical function of sustainable development, businesses should assess from inside their ventures if they possess support and muscle for addressing issues about the environment in which a business operates, for example, social equity and economic efficiency.

Bolis, Morioka, and Szelwar (2017) note that business sustainability is a systematic way of addressing concerns of social responsibility, stewardship of the environment, and economic values without causing untold damage to regions of habitation. It is a viable way of creating strategies to make life worth living well in this modern era, whereas the joint efforts of the citizenry, government, and stakeholders are called into play.

Sidiropoulos (2017) views business sustainability as the structures employed for adding value to the business in all capacities and for maintaining social and economic prosperity at all levels. Business sustainability needs careful attention, as well as observing the outcome of the results of improvements through a wide range of instruments. It is a vibrant system of relating substances of concern in local, economic, and ecological matters that affect business sustainability.

In light of the above and from the viewpoints of the authors, it can be observed that making lives worthy with good living calls for the participation of the populace and legal entities. Hence, if SMMEs as a unit amidst the community of practice must help address socio-economic issues and environmental matters, then the transformation must henceforth start within the internal structure of the business. This must be built on the platform of a strong organizational culture which will not only promote business sustainability but also sustainable economic development. The environmental matters and socio-economic issues are discussed in the following subsections:

2.4.1 The environment where the business operates

Managing an environment could serve as a foundation for establishing an organizational structure, as it is the base for the development of strategy as well as the building of the organization; it is a system that keeps the business in contact with the environment (Anderson, Potočnik and Zhou, 2014). A business has to adapt to its environment to survive. However, prominent among other elements such as the effect of climatic change, pollution, and technological advancement are critical factors harming business efficiency and progression (Ayandibu and Houghton, 2017). These elements hamper how a company works directly or indirectly, and they have an impact on the enterprises' or business organization's environment and situation. As such, the under sections detail the reasons why these factors have militated against the growth of the environment.

2.4.1.1 Climatic change

Fankhauser (2016) refers to climatic change as the interminable changes in temperatures and weather conditions. Exhilarating atmospheric conditions have been on the rise worldwide for decades. People contend with warmer summers, frostier winters, broader temperature shifts, rising seas, a decrease in sea ice heights, declining glaciers, and exacerbated storm activity amongst others. As the weather grows to be more intense, so do the different discussions on climate change. According to Fankhauser (2016), activities of man have prompted the change in climate most of which come from the release of greenhouse gases (GHGs) into the atmosphere via energy use; gas from industrial productions; dispersal of gases from transport; fossil fuels, and land use. The influence of this has led to an increase in the temperature of the earth's cover, causing a major threat to the lives of plants, animals, microorganisms, and people living on the planet. The condition has put both living and non-living organisms at risk. People encounter harsh conditions of various kinds; they experience issues such as hunger, famine, and flood. The result sustained as a result of this has made people undergo poverty, the direct effect of which is primarily perceived by impoverished and underdeveloped countries (Fankhauser, 2016).

Warren, Price, Van der Wal, Cornelius, and Sohl (2018) posit climate change as a business prospect. The low-carbon change creates openings for effectiveness, transformation, and development that transcend high-carbon sectors such as energy and transport across all sectors. Businesses can sustain energy and material prices, provide for people's needs, improve their standings, and captivate and preserve competence in the name of limiting their radiations, those of their shoppers, and dealers. Through their innovation and management commitment, businesses and entrepreneurs can help to certify that climate opportunities are seized by revising business schemes and concentrating on long-term benefits (Warren *et al.*, 2018).

Ghadge, Wurtmann, and Seuring (2020) note that climate change is not merely an environmental issue, it is intricately connected to nearly the whole lot of things that people do and the consequence has already begun to affect businesses around the world. As temperatures and weather conditions rise, working situations that involve social effort, especially outdoors, turn out to be more difficult. As health and security risks in industries upsurge so do the living standards of people. For businesses to prevail in this peril, they must learn to adapt to climatic conditions if they are to remain relevant in the present market environment and succeed in future times.

Notably from the standpoints of the above scholars, businesses must carry out a review to understand how it influences the environment and the probable threats it encounters due to climate change. Additionally, businesses must endeavour to identify opportunities to advance their environmental performance. Organizations should observe if they can search for substitute supplies and assess the opportunity of using renewable energy such as astral, gale, and biomass (Ly and Toureh, 2021). Through innovation, businesses can use invention and information to generate an environmental management system to improve their performance (Pertuz and Pérez 2021). Predominantly, enterprises must adapt to their environment to thrive in the climate of the future.

2.4.1.2 Pollution

The emergence of pollution came majorly to attention in the 19th following the industrial revolution (Verbeek and Boelens, 2016). Pollution ensues when the natural environment is unable to extinguish a component without bringing destruction or harm to itself (Appannagari, 2017).

Pollution, according to Lu, Chen, Hao, Wang, Song, and Mok (2017), is the insertion of poisonous substances into the environment. These toxic substances are referred to as contaminants; they are created by man, for example, in waste or overspill from manufacturing units. The usual form of pollution includes damaged quality of air, water, and land. People are habituated to polluting the environment; they do this not to receive some unreasonable pleasure from damage. This action gives them the benefit of inexorably polluting. People drive automobiles not to release carbon oxide into the atmosphere, but to benefit from the transport and expediency cars deliver. Industries pollute the environment to create goods and services at a lower cost to meet the needs of the populace through their creative ideas (Lu *et al.*, 2017).

Tiwary and Williams (2018) add to the opinion of (Lu *et al.*, 2017), that the benefits the environment generates from pollution are ancillary. The benefit is gained from other happenings that cause pollution. Businesses and organizations gain from providing jobs not because the entrepreneurs like to employ labourers, but because those workforces yield better proceeds. People procure electrical energy not because they relish the sensitivity of having the powers sprinting via cables in the house, but for the reason that the electrical energy engenders light, balminess, and other facilities more economically than would substitutes such as torches and fires. In procuring electrical energy, of course, people are sourcing for the product whose creation inexorably

damages the environment. Individuals cause pollution in their attempt to acquire more other goods and services they relish. Hence, they benefit from their affluence.

Comparable to any other feat, pollution has paybacks as well as prices (Alimba and Faggio, 2019). The stress with pollution complications is that the policymakers or the business owners enjoy the paybacks of their personal decisions to pollute the atmosphere, but the prices fall over to everybody who respire the air or drinks water. These prices are samples of fringe charges that yield one sort of market upheaval which leads to wastefulness in the apportionment of resources. The environment provides the populace with a distribution issue where entrepreneurs or policymakers are not confronted with the profits and prices of their decisions. Environmental resources will not, in such circumstances, be allotted resourcefully. Entrepreneurs who identify opportunities and perceive environmental anomalies can exploit the variance between the total profits and costs of pollution using their innovation and creativity.

2.4.1.3 Technological advancement

Eguchi (2016) states that continued technological advancement is important for the advancement of our race. History, according to authors, has revealed that technology has deep effects on our future, as it helps the corporate sector to achieve things that can make shoppers happy. Entrepreneurs or businesspeople can fathom the patrons' mentality efficiently and this always assists them to provide the customers with their needs. Technology helps boost the effectiveness of organizations, goods, and services; it facilitates follow-up and simplifies processes. It further ensures the flow of data and controls interactions and personnel records. The improved efficiency in operation helps to decrease costs and enable the business to develop speedily.

Täuscher and Laudien (2018) note that the rate at which technology is emerging, changing, and adapting, is so rapid that people cannot but be dashed off in a storm of development. Technology has transformed the way industry's function, as it has accelerated the manner of communication or sharing of information in today's modern organizations. In the early times, information was disseminated via postage or mail and face-to-face meetings. The reverse is the case in the present world. Today's environment presents more possibilities than ever and technology accessibility makes it swifter, simpler, and more effective. With applications such as social media platforms, Zoom, and Microsoft Teams, people take advantage to obtain the desired result. In business, sales

support helps to trace the buyer and seller dialogues and to gather critical information based on the user conduct. Deeper wits make it simple to acquire client information and then use it to improve the customer's understanding (Täuscher and Laudien, 2018).

Morkunas, Paschen, and Boon (2019) add that communication is effective when technology delves into the client statistics to assist in generating personalized conversing. Computerized networks using a wide range of frequencies help enterprises ramp up marketing performance and get to clients. However, as a business leader, it is pertinent to be cognizant that businesses may lose the opportunity to build a relationship with customers and mislay a human touch in business products.

Advancement in technology has increased and eased how all people stay in touch; it simplifies how people can work or share information (Magistretti, Dell'Era, and Verganti, 2020). As a result of technology, people can work in project collaboration, hold and share files, and perform tasks together whether they are far or near. Businesses that make better use of technological advancement promote their effectiveness and encourage better-off, more informed workers because they safeguard themselves with greater adaptivity. Entrepreneurs need to understand how technology influences their business and how they can implement it to their advantage.

2.4.2 Social environment

An individual's social environment is the civic group and the surroundings that are influenced by man (Coppola and Ianuario, 2017). It incorporates all ties, organizations, ethnicities, and other physical assemblies. The environment might enable or dissuade the interaction between people. The effect of which influences peoples' behaviour and motivation to act. Features such as poverty, community health and wellness, and human rights are major difficult issues encountered by people in the community.

2.4.2.1 Influence of Poverty on the Social Environment

Poverty, according to Edokpolor and Egbri (2017), is the condition by which the most basic needs of a family such as nutrition, housing, apparel, and education are not met. The influence of poverty could end in a situation such as illiteracy, job loss, scarcity, hunger, etc. Under this circumstance, a destitute individual is unable to acquire knowledge or education because of a lack of money, and for that reason

remains unemployed. An unemployed person is unable to buy sufficient and nourishing food items for their family and their health decreases. A weak person does not have the energy needed for the job whilst an unemployed person remains poor. Hence, the poverty encountered by such a person marks the origin of other issues such as a lack of respect and insecurity. Alleviating poverty, as stated by the authors, does not rest on the shoulders of the government alone. Private individuals, such as entrepreneurs, can help mitigate the effect on the environment through job creation, profit generation, development of skills, affordability, and accessibility of goods and services, and social responsibility (Edokpolor and Egbri, 2017).

Poverty, according to Adekoya (2018), can be categorized into a shortage of access to the underlying necessity or goods; a shortage of or compromised access to production resources; and ineffective shared resources; as well as a result of the foreclosure mechanism. Poverty can otherwise be described as the lack of revenue, pay, salary, holdings, trust, possession of poor expertise and impotence, etc; the effect of which may arise from low productivity. Organizations can tackle this by offering technical training and funding opportunities to underprivileged individuals and communities. Technical training helps people gain the skills to be eligible for quality jobs, while funding supports poor societies to configure organizations and enterprises to take them out of poverty.

Entrepreneurship development, according to Tambunan (2019), is a key instrument to alleviate poverty and increase jobs and economic growth in developing countries. The business initiative increases economic expansion, and educational achievement, and strengthens the rate of economic development. Poverty is known to be one of the social problems which are obvious among youths. Despite the multiple attempts of the governments to check this situation, poverty still prevails in today's environment. The impact of poverty on society is strongly atrocious. Entrepreneurship is one of the approaches adopted by governments to combat widespread poverty and the unemployment rate in their respective countries. If people were to reach out to the highest possible in terms of social growth, they cannot neglect the prominence of the local entrepreneurs and the roles they play in economic development.

The view by which the authors above see poverty are different, as poverty varies depending on the situation. Feeling impoverished in one country differs from living in poverty in another. Distinctions between rich and poor in the borders of a country can also be great. Despite the various

descriptions of poverty, it is evident that poverty is a convoluted social matter. Regardless of how poverty is described, it can be established that it is a problem that needs everybody's attention. Because entrepreneurs are often regarded as a remedy for poverty reduction, they can help to reduce poverty through job creation, skill development, and social responsibility. However, the responsibility of making lives better rests on everybody. People must work together to offer opportunities for all to achieve their full potential (Clarke and Erreygers, 2020).

2.4.2.2 Community health and wellness

Kotey and Sharma (2016) define community health and wellness as the shared comfort of civic members. Community health focuses on the resources required to cope with the sensitive and physical well-being of the publics in a manner that promotes their desires or meets what they want in their unique environment. Community health consists of an extensive series of healthcare involvements, such as health improvement, disease preclusion, and conduct. It also encompasses control and management of care about how people protect themselves. Issues such as physical factors (overpopulation, industrial growth, and levels of pollution), and socio-cultural factors, such as (beliefs, norms, and traditions), may hinder the health of the community. Revamping the environment can require the effort of people and experts. Entrepreneurs can take the lead in contributing to the local community by integrating volunteering aspects into their corporate mission. They can make passion for a social good part of their business pursuit and give back to the community. Regardless of how entrepreneurs wish to serve, volunteering can create a sense of affinity and act as a team-building activity (Kotey and Sharma, 2016).

Clendon and Munns (2018) perceive community health and wellness as the dynamic procedure over which people are cognizant and make decisions for a more successful existence. Wellness in the view of these authors can be described as a sentient, self-enthralled, and embryonic progression of attaining full potential. It can also be noted as the complete, encircling existence, psychological and mystical welfare, and the environment; it is optimistic and sustaining. Health, on the other hand, signifies the physical, rational, and social welfare that aims to boost people's well-being. Health is a state of existence, while wellness is the state of living a healthy lifestyle. Entrepreneurs can contribute to their environment by committing to obtain goods and raw materials from homegrown merchants with community businesses for any facilities and other market-associated acquisitions. Acquisitions and investments can promote the local economy as

well as prompt business owners to commend job seekers to other contacts or customers. Launching strong ties with community people can assist entrepreneurs to develop and build their companies to create a solid standing (Clendon and Munns, 2018).

Entrepreneurship can be challenging (Bansal, Garg, and Sharma, 2019). The process of creating an idea, starting and marketing products, and growing an enterprise involves numerous tasks. To build a successful business, entrepreneurs need to keep their beliefs, thinking, body, and environment together (Christensen, Læg Reid, and Røvik, 2020). For the reason that small businesses are a vital part of any community, it is pertinent that business owners think about getting involved in their local small business community. Entrepreneurs can do this by extending complimentary services and concessions and sponsoring local events and charities. If SMMEs are the spine of the economy, devoted clients are the mainstay of SMMEs (Guohao, Pervaiz, and Qi, 2021).

Owners of businesses must endeavour to give the consumers a right or opportunity to express their views or memorable experiences about the business. Doing so can help the business grow and foster customer relationships (Uduji, Okolo-Obasi, and Asongu, 2021).

2.4.2.3 Human rights

Stoian and Gilman (2017) posit human rights as fundamental rights and liberties belonging to each person on earth, from birth to death. Human rights are accorded to a person regardless of where the person hails from, what the person believes, or how such an individual chooses to live his or her life. Even though human rights can occasionally be confined they cannot be taken away, even if an individual violates the law. These fundamental rights are founded upon common values such as fairness, parity, respect, and autonomy. Human rights are pertinent to people, not just the ones who encounter cruelty or abuse. They are defensive in people's daily living such as the right to possess and express personal opinions; the right to an education; the right to a private and family life, and the right to not be abused or erroneously reprimanded by the state. Similar is the case of an industry or business enterprise. A business owner or manager can do well to maintain business stability in the work environment by giving equal chances and not differentiating or victimising their workers on the grounds of gender, race, religious conviction, or sensual preference amongst others. They should give equal remuneration of the same value while applying applicable statutes fairly at each level. In all, they must certify that no worker suffers due to discrimination (Stoian and Gilman, 2017).

Shavin (2019) shares a similar belief that human rights are the civil rights that people generally are eligible for. Such rights are created for the growth and safety of all human beings regardless of social class and economic status. Each person can make their voice heard against possible unethical practices in society and ensure that corruptible acts are settled on a sustained basis by the leadership. Human rights are not restricted to society or organization alone; in business, the human rights that industries must recognize include labour conditions, equitable wages, social safety, the autonomy of the union, collective agreement, no racism, and compulsory labour. According to Shavin (2019), management in workplaces can support and defend human rights and empower people around them by displaying and leading them with honesty.

Fitriasari (2020) views human rights as the ethical norms for some guidelines of human behaviour. Human rights unite people together via a unified set of rights and commitments. Individuals' ability to work out their human rights hinges on other people obeying those rights. This indicates that human rights consist of accountability and obligations for others and society as a whole. Individuals must ensure that they enjoy their rights without disturbing the rights of others. For instance, when somebody is using their right to freedom of speech, they must do so without intruding on another person's right to confidentiality.

The ideals of acceptance, fairness, and respect can aid in decreasing confrontation within society. Human rights ideas fittingly employed can assist people in forming the type of society people desire to live in (Regilme Jr, 2021). The rights reveal how people behave with one another at all levels of society. Knowing human rights, can empower individuals and offer a solution to people's problems. It is apposite that people should endeavour to comprehend what human rights are. When individuals have comprehensive knowledge of human rights, it will be convenient for them to hearten fairness and the safety of society (Kiritchenko, Nejadgholi, and Fraser, 2021).

The facts that emerged from the above are that people can realize the goal of building a peaceful environment with good compliance, respect, and total obedience. However, this can take a hardwork to achieve, lots of time, and space to explore developmentally. The appropriate, interesting, and creative materials can help people build a peaceful environment. Sustaining a good environment requires the complete effort of all. Leaders of organizations must stay clear of untrustworthy actions that can defame their image as better role models and endeavour to

demonstrate a good attitude of honesty, fairness, transparency, and respect, that people can proudly embrace not only in the social but also in the economic environment.

2.4.3 Economic environment

According to Pomponi and Moncaster (2017), the economic environment is vital because of the fast integration of economic markets. The present environment is experiencing a whole series of hardships that impede the people's ways of life, beliefs, and interactions. Among the instruments to tackle economic issues is the acceptance of SMMEs' activities by the government as remedial measures designed to make the environment conducive. Even so, the use of SMMEs as arms to resolve this issue has not been soothing enough to bring constructive changes to the economy. Factors such as inflation, hunger, and insecurity affect sustainable growth in this latest epoch. All this is discussed in the section below.

2.4.3.1 Inflation

Inflation in the view of De Haan and Van Den End (2018) is the cost of a price increase over a given period. It is usually an extensive measure, such as the overall rise in expenses or the rising cost of living in a country. The moment the general price level increases, every unit of money purchases fewer items or pays for fewer services. As a result, inflation is equivalent to a decrease in the buying capacity of money. The effect of this also affects the growth rate by varying the labour supply and demand, therefore decreasing the total number of jobs in the sector which are subject to boost returns. When this occurs, entrepreneurs can stimulate economic growth by introducing innovative techniques, goods, and services. The growing competition from entrepreneurs can challenge existing businesses to be more competitive. In this regard, entrepreneurs can provide new employment chances in the short and long term (De Haan and Van Den End, 2018).

Inflation arises when demand takes precedence over supply in an economy with effect causing prices across all sectors to rise (Zafar, Waqas, and Butt, 2019). As individuals feel the impact of inflation, businesses are not excluded. In business, inflation triggers customers to be more prudent and pay less. This impact ends up decreasing a business' returns and compels entrepreneurs to make difficult decisions of raising the prices and securing supplies. This decision-making process can be challenging for long-term forecasting because entrepreneurs may pay more attention to how

to manage inflation risk instead of their higher business plans and objectives. To remain buoyant in any given time of inflation, entrepreneurs might consider raising prices and saving where they can. It is pertinent to focus on their price increases based on supply conditions instead of increasing costs in all areas. This will lead to less harm to the relationships with clients because they can be more understanding of the decision-making process (Zafar, Waqas and Butt, 2019).

Rahman, Akter, and Radicic (2020) explain that inflation destroys the buying power of money as the costs of commodities rise. Costs of items rise quicker in the period of inflation but are slowly coming back down, if ever. Regardless of the sector or industry where entrepreneurs serve, they must make the correct policy decisions in the time of inflation. The decisions that are made to deal with inflation could define whether a business will prevail or die. At this juncture, business owners must endeavour to analyze the competition in the market and let the prices be one of their leading points. They must be honest with the clients about price lifts and why they are essential. Transparency assists the clients in adapting to the new conditions and prepares them for increased costs without compromising their allegiance to the business (Rahman, Akter, and Radicic, 2020).

There is certainly no better moment to analyze and optimize the products that businesses offer than the time of inflation (Musarat, Alaloul, and Liew, 2021). The most effective way is to examine the goods or service flows and to assess the performance with time to grasp the good image of the enterprise to accessible choices in distinct environmental or marketplaces, consumer forms, and delivery channels. The idea of reorganizing in a time of inflation is to reduce costs and sustain productivity in a decelerating market. Entrepreneurs must therefore change their output to concentrate on higher-margin goods and services and safeguard the business' bottom line (Sarigül, 2021). They must investigate the possible short and long-term implications of the change and figure out how this will influence the future of their enterprise before implementing it.

2.4.3.2 Hunger

Gunawan and Endyka (2017) refer to hunger as a sense of inconvenience or helplessness instigated by a food shortage, combined with the longing to eat. Hunger produces an unavoidable disruption that people can encounter at any moment. However, the category of people such as children, the sick, and the aged are at greater risk of hunger. Hunger puts people at threat of rational, developmental, emotional, and basic troubles. Prominent among the major causes of hunger are poverty, conflict, gender inequality, seasonal changes, natural disasters, and lack of access to safe water. The severe

impact of hunger resulted in health issues, segregation, stealing, prostitution, and defamation of character. Combating hunger is an enormous task; it may warrant people who are abundant enough to share with those who are lacking. In the community, entrepreneurs can through job provision employ masses to reduce the hunger rate where people through their earnings can feed themselves. To sustain the environment where hunger is abolished philanthropists or people such as entrepreneurs can make food donations to the community or the food banks. Food banks need to buy abundant food to satisfy the needs of a larger volume of people. Financial donations enable organizations to buy precisely what they need for people who come to them.

Beal and Ervin (2018) view hunger as a physical feeling that is triggered by inadequate eating of dietetic energy. Hunger arises when people do not eat enough food consistently to live a typical, lively, and healthy life. The quantity of food produced universally, according to Beal and Ervin (2018), is abundant enough to sustain the world's populace, nevertheless, a large volume of people are still starving. While the figure of people across the globe is rising, global hunger is also rising. Beal and Ervin (2018) suggest that agriculture sustainability must be taken seriously to prevent deprivation and attain food security.

Assembly (2019) notes that in many parts of the world, agriculture has become the main source of income and also, an important sector to deal with hunger and food shortage. Farmers in these fields encounter lots of challenges that prevent them from selling their goods. These challenges include seclusion from the big flea market, and the absence of knowledge and abilities to further improve and better manage their produce. Inaccessibility to financial support programmes and rivalry are just some of the issues that farmers confront. Additional environmental matters such as famine, downpours, and other weather conditions severely affect the sector. Farmers need to gradually learn and get used to climate change and be prepared for probable natural adversities. Firstly, people (children and adults) in disadvantaged or rural areas must have access to good education. Secondly, women in agriculture must be empowered. If women have equivalent admittance to resources, authority over income, and ownership rights they can support confronting world hunger. Lastly, farmers must embrace the practices that support the preservation of natural resources (Assembly, 2019).

If hunger is a major concern in the community, people are the ones who can make a change; the key to getting rid of hunger rests on people's actions. People must start to embrace farming as a job

and desist from laziness (Mishenin, Yarova, and Koblianska, 2021). They must be ready to learn, adapt, and cope with weather or climatic changes, particularly, doing this can be to their advantage in the farming business and ensure food security.

2.4.3.3 Insecurity

The sensibilities of insecurity make people over-reliant on remote support (De Witte, Pienaar, and De Cuyper, 2016). Even so, the sense of accomplishment is typically transient. Shoss (2017) describes insecurity as a sense of failure, incompetence, imprecision, and vagueness. It leads to nervousness; worry or apprehension about objectives, associations, and the ability to address certain situations (Spagnoli and Balducci, 2017).

According to Abildgaard, Nielsen, and Sverke (2018), people deal with insecurity periodically because it can occur in each area of life and originate from several reasons. Insecurity can arise from painful events, and experiences in life such as loss, adversity, and bullying amongst others. The effect can also emerge from a person's environment, such as impulsiveness, anger, or regular events. Other situations in workplaces such as job retrenchment, monetary mishaps, lack of skill and knowledge, discrimination, gender, and illiteracy were the main reasons for insecurity in business. If the thoughts of insecurity, fear, or lack of self-confidence have come to be a problem in the workplace, leaders and managers may have to consider the strong action to be taken to resolve these issues. They can help insecure employees by not passing snap judgements on them while always endeavouring to listen to their concerns. Entrepreneurs can mentor their workers when they are undergoing insecurity and are unsafe to perform their duties. Staff with insecurity are likely to get a lot when working intimately with an experienced, reliable leader or manager, who can commiserate with their condition and give them advice (Abildgaard, Nielsen, and Sverke, 2018).

Tomas, Seršić, and De Witte (2019) perceive insecurity as a social issue and a logical response to the characters from people's surroundings. It is a derivative of a place of work's intolerance where individuality is pervasive, relations are influential, and prejudice goes unchallenged. The riposte to insecurity does not have to spend more time searching inwardly but to reach outward to build more profound and credible connections with advisors, acquaintances, and peers. Entrepreneurs can be more explicit and certain in their directions. Transparency and specificity are crucial ideas

to set priorities if they are to give support to workers in their organization who are facing insecurity (Tomas, Seršić and De Witte, 2019).

From above, people may be susceptible to insecurity. However, when people are mentored, they can understand what is required of them and reduce any concern they have about not meeting the target as well as falling short of key targets or being overburdened if their goals are impractical. Entrepreneurs and managers can stimulate people's confidence by providing them with thorough feedback or by establishing a designed blueprint for how they cannot only do their work effectively but grow and be competent (Piątkowski, 2020).

2.5 Concluding summary

Sustaining business progress would not only require capital as a strength for survival but elements such as business awareness, transparency, team spirit, creativity, self-motivation, market capturing, and opportunity identification. Furthermore, the intangibles such as people's rights, appropriate marketing schemes, and the right goods and services to run operational activities to keep the business buoyant. With the whole of these elements in check, entrepreneurs can avert their enterprise from failure. A solid footing of uninterrupted operations can lessen the risks in business as time passes. Moreover, building an idyllic place of work that inspires employee development, refining customer service, edifying the right teams that can help better output and founding external contacts that can make an enterprise turn into a successful organization are essential.

Scaling the business to become successful today is daunting, but by embracing the actionable ways, a business can sustain its growth. These include recruiting the right people for the right jobs because the personnel are the best resources entrepreneurs can place reliance on for growth. A business that possesses the best talents has a high likelihood of growth, particularly in the business-competitive world. An enterprise with no talented people will not grow or expand. A price-conscious and efficiency-driven mindset in the workplace needs to be controlled for operations to be efficient. Managers, leaders, and personnel at the local level should work, speak, and get along via the processes cost-efficient. However, when leaders or entrepreneurs feel that there is an enormous difference between their roles and the workers, an easy approach to subjugate a price-responsive belief is to offer the implements that assist them in becoming more efficient. In addition, an enterprise that has effective communication systems offers a reliable way for all to be heard

and contribute to the business's development. Hence, for enterprises to succeed, they must focus on the success of the workers in their organization.

In promoting the organizational culture, honesty, transparency, fairness, and integrity are also essential components to moving the organization forward. This does not imply that entrepreneurs should divulge all of the cogent information about the organization to everybody in the enterprise, but the necessary information to the appropriate parties without breaching all existing rules of confidentiality. Therefore, if the decision would have an impact on the organization, entrepreneurs must be transparent about it and establish the correct expectations on all the changes they will face in the future.

As an entrepreneur, the prime focus is to preserve and see the enterprise grow. Entrepreneurs must not be reluctant to share their values with other people and allow them to express themselves. Sustainable development will be impossible if an entrepreneur is alone. It calls for a strong, resolute team, and work members that can make push the business fly so high.

This chapter analyses the study by giving ideal explanations for the implication of managers, operators, and entrepreneurs to demonstrate their expertise and fitness because the environment demands the need for experts to be creative and bring out innovative ideas to solve crises in the economy. Also, organizational culture unveils the alignment of the behavioural aspects of managers, employees, and customers. This action takes effect by determining the form of correlation that is likely to exist in SMMEs, particularly the profitability volume of the business, its survival, and its establishment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter recites the methodology utilized in performing this research. The research design applied is specified as well as the motives for using it. The sampling procedure that is used is described in this chapter and the target population. The instrument for data gathering is provided here with the clarification for deciding on such an instrument.

3.2 Research Design

Ramani and Mann (2016) state that a research design is a framework of how the researcher will analytically assemble and evaluate the information that is considered necessary to solve the research question. This study seeks to determine the qualities of managers, entrepreneurs, and their underlings about how they make use of organizational culture to sustain their business. Bloomfield and Fisher (2019) note that in explaining such qualities, a descriptive design is the best. Therefore, for this study, descriptive design was preferred because it defined the features of prevailing experiences to find responses to problems associated with research concerns. The design has also been quantitative since the data was salvaged with questionnaires and was evaluated using quantitative tools.

3.3 Research Philosophy

The basic concept that illuminates the correlation, according to Padilla-Díaz (2015), between reality and the quest for knowledge in this research can be assessed from two viewpoints. These are quantitative or positivism and qualitative or phenomenology. Morgenthau (2017) views positivism or the quantitative research approach as a logical form that allows the investigator to launch a reasonable approach to make reasoning to each theory, assumption, or construct under examination. Mishra, Rani, and Bhardwaj (2017) argue that the non-probability method is a qualitative procedure that gives no prospect of equal probability of choice to the observed items under study. It is a method that precludes the assumption of random selection for accumulating data needed for examination, which deals instantly with items that are chosen based on the opinion of the investigator. It is thus non-casual and skewed (Chen, Valliant, and Elliott, 2019).

This research is quantitative as it allows the assembling of data through questionnaires as a tool of survey whereby a decision was plotted on the overview of insights that give support to the theory. This approach establishes a framework that enables other researchers to evaluate and depend on the analysis findings by employing the same set of procedures employed during the study or for enhancing future investigations.

3.4 Target Population and Sample

According to Bloomfield and Fisher (2019), the target population refers to the overall number of elements, such as teams, groups of people, or items that are the subject of study. In the context of this research, the target population consisted of small, medium, and micro enterprises (SMMEs) from various sectors, including agriculture, manufacturing, retailing, and service providers within the eThekweni Municipal area. The total number of SMMEs in this population was determined to be 823,823, as reported by Yellosa (2021).

To ensure a representative sample, a sample size of 250 SMMEs was selected using a random sampling technique. This approach was adopted to provide an equal and fair chance for all SMMEs registered with the municipality to be included in the study. The analysis and conclusions drawn in this research were based on the responses received from this sample of 250 SMMEs.

Simple random sampling, as presented by Khamnei and Mayan (2016), provides each member of the universe with an equal chance of examination. When conducting this testing, researchers can use a variety of selection methods, including automated selection using a computer software system; synthetic selection; or blindfolded selection, in which the person to carry out the selection is blindfolded to evade preference.

3.5 Sample Size

Sekaran and Bougie (2009), explain sample as a sub-section of the collective size of objects that makes the population. The purpose of subjecting the population of the study to examination is to elicit the needed facts about the generalization of the population on which opinion is formed. This study has adopted the formula proposed by Wiid and Diggines (2013) to select the sample as follows:

$$n = \frac{N}{(1 + N \alpha^2) \times 1.602}$$

Where n = Sample size

N = Total Population

α = The Degree of confidence level

N = Number of SMMEs in eThekweni Municipal area: 823,823 as per Yellosa (2021).

The Degree of confidence level = 0.05 or five percent, as advised by (Khademi 2018: 2)

$$n = \frac{823,823}{(1 + 823,823 (0.05)^2) \times 1.602}$$

$$n = \frac{823,823}{(1 + 823,823 \times 0.0025) \times 1.602}$$

$$n = \frac{823,823}{(1 + 2059.5575) \times 1.602}$$

$$n = \frac{823,823}{2060.5575 \times 1.602}$$

$$n = \frac{823,823}{3300.12}$$

$$n = 249.6$$

$$n \approx 250$$

From the calculations made on sampling above, a total of 250 were obtained and this made the sample size of this research. The findings and the conclusion of this analysis were pulled from the respondent's replies.

3.6 Research Instrument

The study adopted the use of a structured questionnaire with a 5-point Likert scale which is made up of strongly disagree, disagree, uncertain, agree, and strongly agree. The questionnaire was split up into six segments. Section A began with the respondents' biographic data; Section B had four assertions which sought information about the risk values of the respondents; Section C sought whether the entrepreneurs could maintain social relations in the areas where they serve; Section D established the levels of training offered by the entrepreneurs; Section E assessed the occupational impasses. Section F evaluates the upshots of entrepreneurs that can promote their business activities. The survey and consent form were distributed directly to managers, operators, and owners of SMMEs. The letter explicitly stated that participants had the option to withdraw from the study at any time, assuring them that their provided data would be handled with utmost confidentiality. Data was examined by using a Statistical Package for Social Sciences (SPSS) version for Windows 26. Similarly, all appropriate quantitative analytical instruments were utilized to yield descriptive and inferential statistics.

3.7 Validity and Reliability

For Mohajan (2017), validity represents the significance to which the research tool can display the level of legitimacy and precision to gauge what it is intended to measure exposing the level to which confidence is placed in the outcome discovered. The types of validity in research according to the author can be face validity, content validity, criterion validity, and concurrent validity. Details on these are included in the below section.

3.7.1 Validity

3.7.1.1 Face Validity

According to Meade, Bearne, and Godfrey (2018), face validity entails the researcher directly observing and collecting data on the targets being studied to establish a comprehensive

index, thereby ensuring the assessment of the constructs being examined. To ensure that an analysis possesses face validity, it must accurately measure the intended quantity or characteristic.

3.7.1.2 Content Validity

This nature of validity discloses the enormity in which the chosen samples that make a fair description of the population are evaluated (Puchalski Ritchie and Straus, 2019). The ferocity of content validity depends on the procedures used to articulate the tool required for the survey. This model is aimed at the degree to which the chosen tool is wide enough for the sample of the content. It is a collection of ideas that provides high-quality data in plain words, in a manner that can boost the interpretations by reaching recommendations from a proficient unit.

3.7.1.3 Criterion Validity

This kind of sampling embodies an assessment of the performance procedures following the anticipated result. It is a type of validity that considers the true connection amongst the putatively relevant variables of the research that permits data analysis whereby the real value of the sample can be established (Hanson, 2019).

3.7.1.4 Concurrent Validity

Iwasa and Yoshida (2018) view concurrent validity as the validity that involves comparing results found from earlier samples with those from existing samples so that a decision can be made based on the results obtained. This concept typifies the required level of validity of existing assessment standards as it conforms with past performance determined by the same construct. Concurrent validity, according to the author, allows authentication of the analysis in which two procedures are evaluated in research at the same time. Under this method, tasks are allotted to earlier related experiments that hold the component of valid procedures of the variables presently used in the study while comparing the discoveries with each other. This kind of method produces a constructive consequence, with the outcome of preceding procedures affiliated with the present test in research (Iwasa and Yoshida, 2018).

3.7.2 Reliability

Reliability in a research study, according to Cook and Reed (2015), is a concept that deals with the subject of whether the tool used for valuation in the earlier study can still yield a similar outcome of the quantity in the same manner in the present study, and so far the same tactics used in preceding research are employed in the present study to achieve the same outcomes. Reliability as noted by the authors can be categorized into three major elements, namely:

3.7.2.1 Test-Retest Reliability

Fagher, Fritzon, and Drake (2016) note that this method of reliability is the form that offers the prospect of conducting the assessment on the same set of people for a term that does not rule out two repeated times. The discoveries of the outcomes attained from various groups can thus be integrated into base evaluation over time.

3.7.2.2 Inter-Rater Reliability

Reliability in this state is evaluating many people to quantify the same concept. The situation enables various observers to execute their measurements freely. This reliability may be vulnerable to accidental error, as the researcher systematically assesses the outcomes on inter-rated reliability reviews and constructions that test the measurement of random error (Rae and Olson, 2017). Building on this site, the investigator examines the survey through the overview of pre-determined standards. The researcher consequently explores the link between the intensity of the bonds and the observed evaluation by making use of the underneath formula to determine the correlation coefficient:

$$\frac{\text{Total Agreements}}{\text{Total Agreement} + \text{Total Disagreement}}$$

In the analysis, the investigator can undertake the inter-rater to be more if assessors engender comparable results. Often, the investigator typically makes use of a kappa-coefficient since it simplifies the way for the casual chance agreement usage.

3.7.2.3 Parallel Form of Reliability

Du, Luo, and Wang (2019) note that a parallel form of reliability enables the application of a variety of techniques to assess the characteristics of two components in a study, which may be the acquired experience, values, and so on. The prime aim of this evaluation is to contrast the findings of the studies to ration reliability as they alternate with one another.

3.8 Limitation of the Study

The study was limited only to the eThekweni Municipal Area.

3.9 Delimitations

This study aimed to identify the factors that contributed to organizational culture on SMMEs' sustainability in the eThekweni Municipal area. On this premise, various businesses which fall under the category of SMMEs were approached.

3.10 Ethical Considerations

The following ethical considerations were made:

3.10.1 Voluntary Participation

Through respondents' involvement, the investigator tried to recognize the impact the SMMEs' organizational culture has in ensuring business sustainability in the eThekweni Municipal area. Considering this influence, the respondents were advised that they could choose to be out if they so wished with no adverse effect if they were feeling awkward about their participation.

3.10.2 Anonymity

A consent letter detailing the rationale was given to the respondents. The letter identified the researcher, institution, and department from which the researcher comes from. The theme was followed by the purpose for which the study was done.

3.10.3 Confidentiality

Respondents' details were guaranteed to be treated with strict confidence and without prejudice.

3.11 Concluding summary

This chapter addressed the practical measures employed to conduct the methodology and research design for this research. It outlined the complete method of establishing the sample necessary for the study, with the process by which the research instrument is initiated to invigorate the information needed from the respondents. It further outlined the statistical package employed for data analysis.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF RESULTS

4.1 Introduction

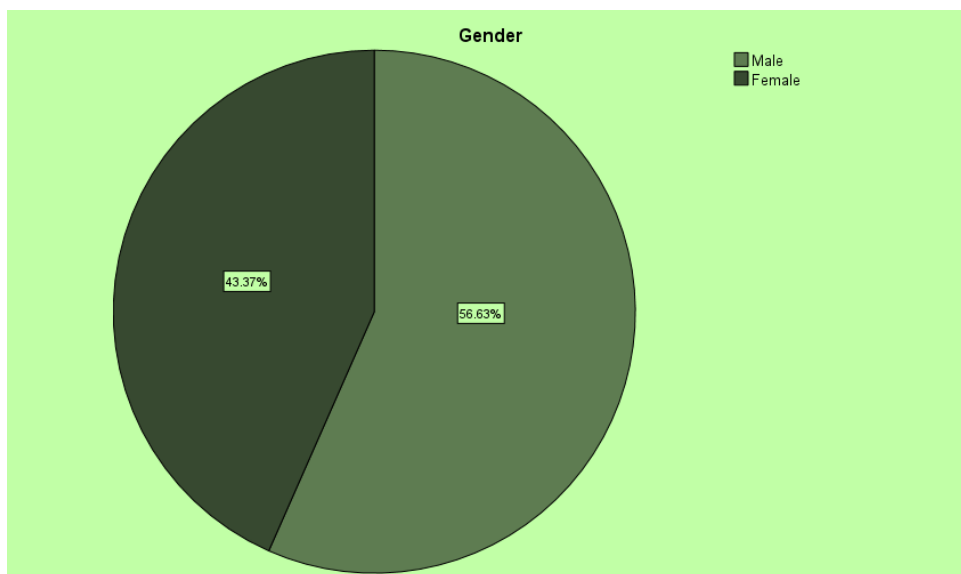
This chapter explains and reflects the findings. The data was collected from 250 SMMEs and evaluated using the Statistical Package for Social Science (SPSS version 26) to bring forth inferential and descriptive statistics.

4.2 Results

To confirm these objectives, the questionnaire had six segments, with five sections having expressions on a 5-point Likert scale, which aimed to find data from the respondents. These sections were, nonetheless, headed by a section that asked about the respondents' details. The findings are stated beneath.

4.2.1 Biographical Information

i. Gender

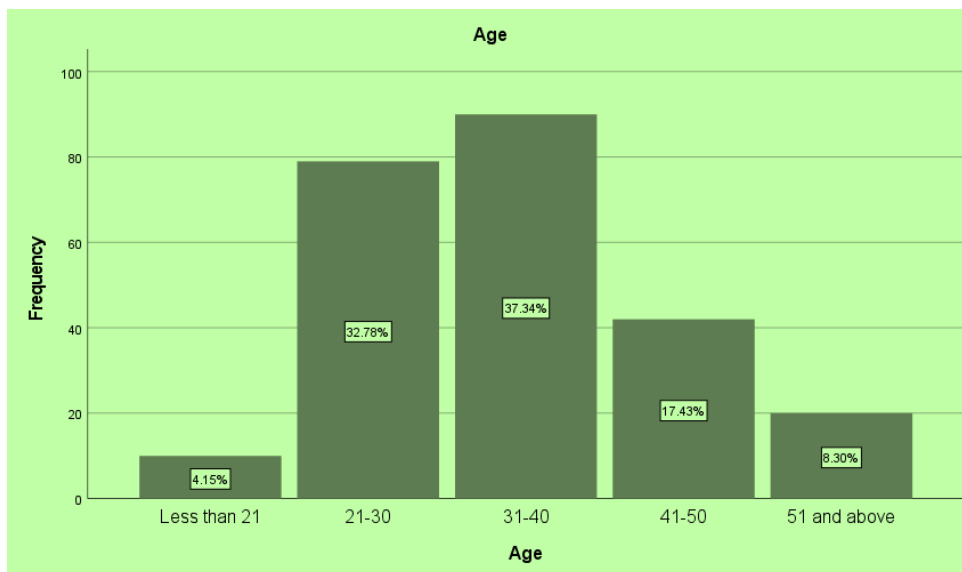


Source: Researcher's own construction

The chart above shows that men (57%) ventured into entrepreneurial activities more than female entrepreneurs (43%).

Bin Shmailan (2016) notes that men turn out to be entrepreneurs because they concentrate on the economic effects of business ownership. They wish to bring transformation to the world even though changing it can be a difficult task, but a lot of men are driven by a desire to make a change in their community where issues such as poverty, joblessness, and hunger are abolished. Men often get caught up in an entrepreneurial spirit for they question economic conditions and wonder if there might be a better approach to transform. When it comes to economic risk, men are more likely to take on the risk than women, this does not in any way undermine the role of women in business. Many factors could lead to this. Maybe women are not being offered equal opportunities with men; maybe most women are overloaded with home chores while their husbands are at work; maybe women are not surviving in business based on gender discrimination.

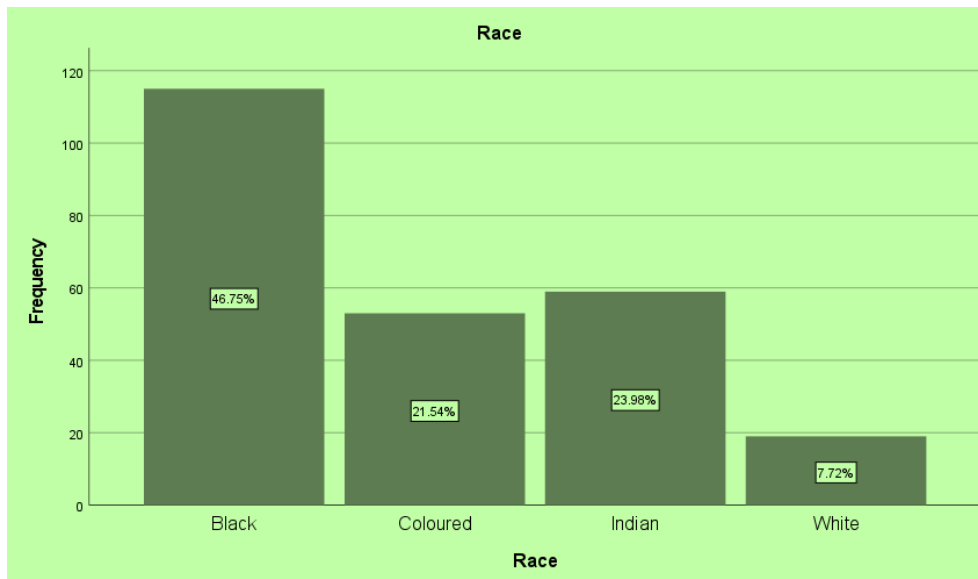
ii. Age



Source: Researcher's own construction

This result shows that most entrepreneurs (37%) fall in the age group of 31- 40 years whilst there are fewer people (4%) younger than 21 years in business. The same applies to the older group (8%) of over 50 years. Ozer (2017) pinpoints that youth or middle-aged people are most likely to experience high rates of unemployment, unfair distribution of environmental resources, and social disparities which could lead them to start their businesses.

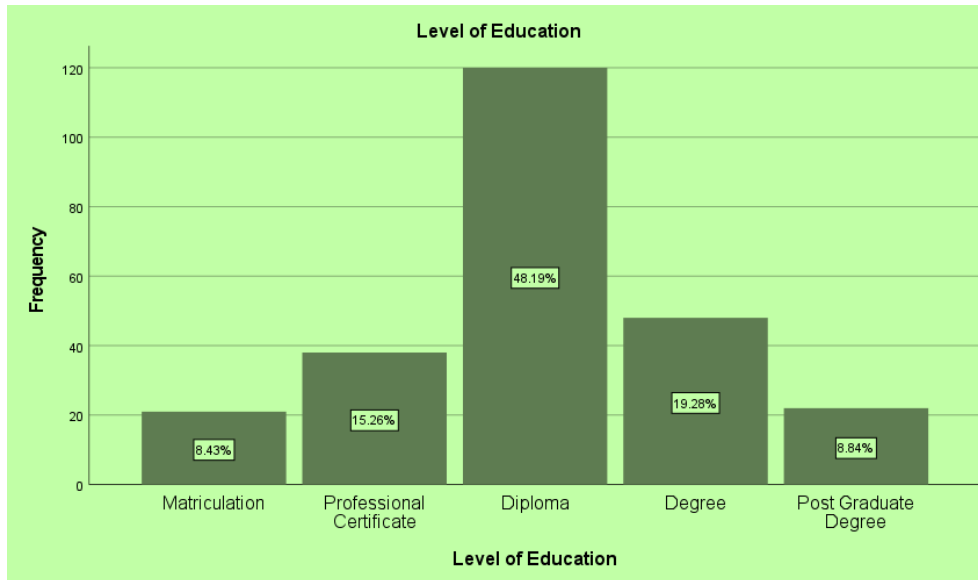
iii. Race



Source: Researcher's construction

African people (46.75%), form the leading quantity of operators in the SMME sector while white people, (7.72%), form the minimum number of contributors. This supports Ahmed's (2018) finding that there has been a recent increase in African individuals venturing into business with a strong desire for success. Factors such as poverty, mortality, rising prices, and economic hardships have been prominent drivers pushing people toward starting SMME businesses.

iv. Highest educational qualification



These results give a possibility of good fortune that SMMEs are going to move on the proper path because 76% of the entrepreneurs have tertiary skills. According to Aasheim, Li, and Williams (2019), education plays a crucial role in all aspects of business operations by catalyzing the fulfilment of managerial responsibilities. Additionally, it provides an opportunity to enhance business capabilities and expertise in areas such as corporate governance, sales skills, communication skills, and other unique attributes that differentiate individuals in their respective roles.

Table 4. 1: Respondents’ Years in Business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-10 years	69	27.6	27.6	27.6
	11-20 years	86	34.4	34.4	62.0
	21-30 years	59	23.6	23.6	85.6
	31-40 years	19	7.6	7.6	93.2

	More than 40 years	17	6.8	6.8	100.0
Total		250	100.0		

Source: Researcher’s construction

A (72.4%) of entrepreneurs have remained in business for quite many years. A smaller portion (27.6%) of the respondents is at their primary developmental level. Mylona and Mihail (2020) perceive that the operation of SMME can be time demanding. Young and aspiring entrepreneurs must connect with existing entrepreneurs to form a respectable bond that can foster their operational achievement, knowledge acquisition, and skills development as their business grows.

Table 4. 2: Number of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5	78	31.2	31.2	31.2
	5 – 20	109	43.6	43.6	74.8
	21-50	48	19.2	19.2	94.0
	More than 50	15	6.0	6.0	100.0
Total		250	100.0		

Source: Researcher’s construction

There were 94% fully fledged SMMEs according to various texts, to qualify as a medium enterprise, the number of employees should be between 100-200.

Nasibulina (2015) provides that the business owners' ability to recruit many people for work purposes may be affected by causes such as lack of capital outlay for managing the business functions; gross asset values; poor sales; and a lack of zeal or motivation. Besides understanding issues concerning market risks and rivalries, a lack of diligence and enthusiasm to address problems and conditions that take place in the organization makes entrepreneurs stick to fewer employees to run their operations.

4.2.2 Morality

The following outcomes are linked to the questions that aimed to test the respondents' understanding of morality in business.

Table 4. 3: Satisfying customer's interest at the expense of my profitability is my priority.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	39	15.6	15.6	15.6
	Agree	147	58.8	58.8	74.4
	Not Sure	3	1.2	1.2	75.6
	Disagree	16	6.4	6.4	82.0
	Strongly Disagree	45	18.0	18.0	100.0
Total		250	100.0		

Source: Researcher's construction

74.4% of entrepreneurs agreed that they prioritized their customer interests over making a profit.

Strydom (2017) notes that to enhance business growth, entrepreneurs must understand how to keep their present customer base happy because by doing this, entrepreneurs will have them as recurring customers in the future. The more loyal customers entrepreneurs possess, the more their business is likely to grow.

Table 4. 4: I supply my staff with needed resources to enhance their productivity in my workplace.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	54	21.6	21.6	21.6
	Agree	194	77.6	77.6	99.2
	Not Sure	1	.4	.4	99.6
	Disagree	1	.4	.4	100.0
	Total	250	100.0	100.0	

Source: Researcher's construction

Table 4.4 above indicates that 99.2% of the respondents agreed that they supply their staff with needed resources to enhance their productivity. Anwar and Shah (2021), suggest that to thrive in business, entrepreneurs must repetitively innovate and supply their staff with needed resources to enhance their productivity if they are to evolve and remain sustainable. When required resources to enable employees to do their best work are not provided, then frustration, anger, and resentment emerge. The result is a deterioration in staff morale, dedication, and eventually, performance (Anwar and Shah, 2021).

Table 4. 5: Studying market trends has offered me the information needed to seize opportunities to win over my competitors.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	58	23.2	23.2	23.2
	Agree	186	74.4	74.4	97.6
	Not Sure	5	2.0	2.0	99.6
	Disagree	1	.4	.4	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

A total of 97.6% attested that studying market trends offered them the information they needed for opportunities to win over competitors. Successful new businesses as stated by Cant and Rabie (2018) enjoy durability due to their owner's ability to conduct consistent market surveys to understand their target market, recognize shopper’s difficulties, and identify realistic competitors. Knowing who the competitors are, and what they are offering, can assist the entrepreneurs to make their products, services, and marketing stand out. This will not only enable them to set their prices competitively but also help them to respond to rival marketing campaigns with their initiatives.

Table 4. 6: Undertaking a regular self-assessment has enabled me to work on my strengths and weaknesses.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	68	27.2	27.2	27.2
	Agree	176	70.4	70.4	97.6
	Not Sure	3	1.2	1.2	98.8
	Disagree	3	1.2	1.2	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

Many (97.6%), among the participants agreed that undertaking regular self-assessments enabled them to work on their strengths and weaknesses. According to Mylona and Mihail (2020), knowing one’s strengths enables an individual to succeed in his endeavour, while knowing one’s area of weaknesses will reveal to a person which areas or conduct to improve on. With regular self-assessment of strengths and weaknesses, entrepreneurs can apply their talents where they are best used for increasing opportunities, professional development, and career success. They can improve their skills in making good decisions and facilitate good teamwork spirit (Mylona and Mihail, 2020).

Table 4. 7: The Mean of Morality

	Mean
Morality	1.9675

Source: Researcher’s construction

The mean of 1.9675 of the construct “Morality” which is below 2 corresponds to ‘Agree’, and that means that the respondents state that the ability to inculcate moral conduct into their business has a positive influence on their business activities.

4.2.3 Social Relations

The following findings correlate to questions that are meant to test the influence of social relations on SMMEs’ business sustainability.

Table 4. 8: I can execute quick business transactions in a relatively short time with the help of the Internet.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	77	30.8	30.8	30.8
	Agree	168	67.2	67.2	98.0
	Not Sure	3	1.2	1.2	99.2
	Disagree	2	.8	.8	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

As high as 98% percentage of the respondents agree that they executed quick business transactions in a short time with the help of the Internet. Information technology has transformed how

enterprises operate (Jacks, Wallace, and Nemati, 2012). With information technology, the worldwide market is easily reachable, and linked, yet broad, and diverse. It makes business communication clearer and quicker. Regardless of whether entrepreneurs relate with colleagues or retort to shoppers' inquiries in real-time, information technology provides solutions to improve the regular work tide and communications (Aasheim, Li, and Williams, 2019). It advances the business's operation and accelerates the business processes.

Table 4. 9: Implementing Information Technology into my business has reduced my cost of transactions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	85	34.0	34.0	34.0
	Agree	157	62.8	62.8	96.8
	Not Sure	7	2.8	2.8	99.6
	Disagree	1	.4	.4	100.0
	Total	250	100.0	100.0	

Source: Researcher's construction

The information above shows that 96.8% alluded to the fact that the implementation of information technology into the business reduced transaction costs. Rocha and Van Praag (2020) provide that as information systems technology powers the production process, less capital and labour are needed to produce a specified output. Businesses usually grew to reduce transaction costs.

Table 4. 10: I can access large troops of customers and solve issues facing them.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	83	33.2	33.2	33.2
	Agree	158	63.2	63.2	96.4
	Not Sure	8	3.2	3.2	99.6
	Disagree	1	.4	.4	100.0
	Total	250	100.0	100.0	

Source: Researcher's construction

Regarding the statement above, 96.4% of respondents agreed that they can access a large troop of customers and can solve issues facing them. Aasheim, Li, and Williams (2019) assert the significance of education in various facets of business operations, as it functions as a facilitator for fulfilling managerial responsibilities. They emphasize that education provides an opportunity for individuals to enhance their business abilities and expertise in domains such as corporate governance, sales skills, communication skills, and other distinct qualities that set them apart in their respective roles.

Table 4. 11: I can adjust to the developmental changes linked with Information Technology updates.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	65	26.0	26.0	26.0
	Agree	178	71.2	71.2	97.2
	Not Sure	3	1.2	1.2	98.4
	Disagree	4	1.6	1.6	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

Many respondents consisting of 97.2% agreed that they can adjust to the development changes linked with information technology updates. According to Goshen and Squire (2017), technology is changing the manners through which businesses attain their success. The inability of a business, business owners, and employees to adjust to change can lead to the death of the business. To ensure progress in business, it is pertinent that entrepreneurs and their workers be susceptible to the new technology. By doing this, the businesses will remain important and successful. Likewise, to adjust to change, organisations and business owners must endeavour to embrace the culture of learning and change. In so doing, this will make goal realization happen a lot faster.

Table 4. 12: Engaging in online marketing has promoted my business image.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	67	26.8	26.8	26.8
	Agree	168	67.2	67.2	94.0
	Not Sure	11	4.4	4.4	98.4
	Disagree	4	1.6	1.6	100.0
Total		250	100.0		

Source: Researcher's construction

The statement above indicated that 94% of the respondents agreed that engaging in online marketing has promoted their business image. Online marketing, according to Dilham, Sofiyah, and Muda (2018), is the advertising of products to connect with potential patrons through the use of the Internet and other types of alphanumeric transmission. This involves not only email, social networking, and web-based broadcasting, but also text and multimedia messages as a marketing conduit. Knowing how to exploit online marketing can enable entrepreneurs to save costs and reach more customers for less (Nuseir and Aljumah, 2020). With online marketing, an enterprise can reach audiences worldwide in a cost-effective and quantifiable manner.

The mean of the construct "Social Relations" is 1.7414 which is below 2. As a result, this corresponds to 'Agree'. This means that most respondents agree that they can relate socially with people and the environment where they serve.

4.2.4 Responsibility

The findings below pertain to questions that attempted to how SMMEs perform the responsibilities to realise corporate goals.

Table 4. 133: I encountered more sales patronage owing to changes in the government legal system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	45	18.0	18.0	18.0
	Agree	167	66.8	66.8	84.8
	Not Sure	21	8.4	8.4	93.2
	Disagree	13	5.2	5.2	98.4
	Strongly Disagree	4	1.6	1.6	100.0
	Total	250	100.0	100.0	

Source: Researcher's construction

Most of the respondents (84.8 %) indicated that they encountered more sale patronage owing to changes in the government legal system. Only a small percentage of the respondents (7%) did not agree with this. Government according to Wahjoedi (2021), often forms several regulations and policies to guide businesses some of which are compulsory while others may guide business directly. Examples of regulations or policies that affect businesses directly include, the national minimum wage, trade permits, and licenses. Businesses may spend a huge cost and time complying with regulations that are eventually ineffectual and needless. Impartial and effective regulations, however, uphold business growth.

Table 4. 144: The production, service improvement, and customer demand has brought me success.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	71	28.4	28.4	28.4
	Agree	173	69.2	69.2	97.6
	Not Sure	3	1.2	1.2	98.8
	Disagree	3	1.2	1.2	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

As many as 97.6% of the respondents affirmed that the production, service improvement, and customer demand had brought them success. Madlala (2018) notes that high-quality production and services in business yield a higher return on investment. Limited flaws or field failures result in lower production and service costs; if these gains exceed any increase in expenses incurred by the business on defect prevention, profitability will improve.

Table 4. 155: The change in weather patterns has promoted the sales volume of my market.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	65	26.0	26.0	26.0
	Agree	154	61.6	61.6	87.6
	Not Sure	12	4.8	4.8	92.4

	Disagree	15	6.0	6.0	98.4
	Strongly Disagree	4	1.6	1.6	100.0
	Total	250	100.0	100.0	

Source: Researcher's construction

Indication from Table 4:16 shows that 87.6% agreed that change in the weather pattern has promoted the sales volume of their businesses.

Weather as stated by Kim and Lee (2016) has an impact on virtually all customer's purchase decisions. Weather affects customer's attitude. It prompts their buying behaviour and determines the product they buy, where they buy it, and the cost they are willing to pay for the product and services they desire to enjoy. Such an idea could be used to market products most profitably and impressively. By implementing weather-based advertising, entrepreneurs can gain a real competitive advantage.

Table 4. 166: The loss of customer base has inspired me to make an informed marketing plan to produce something new.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	79	31.6	31.6	31.6
	Agree	163	65.2	65.2	96.8
	Not Sure	4	1.6	1.6	98.4
	Disagree	4	1.6	1.6	100.0
Total		250	100.0		

Source: Researcher's construction

Many entrepreneurs (96.8%), give assertion that the loss of customer base inspired them to make an informed marketing plan to produce something new.

Telukdarie, Munsamy, Mohlala, Monnapula, and Viswanathan (2021) explain that among the key drivers to the growth of an enterprise is the value of the customers. Exploring customer profitability and maximizing a patron’s lifetime value is vital to any business. To maximize the customer base, it is important to stay in constant touch with prospective and current customers. The more value a business can provide, the more likely the customers will remain loyal (Telukdarie *et al.* 2021).

Table 4.177: I can earn repetitive revenue and ensure the retention of my clients through my services.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	73	29.2	29.2	29.2
	Agree	170	68.0	68.0	97.2
	Not Sure	5	2.0	2.0	99.2
	Disagree	2	.8	.8	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

A percentage of the respondents (97.2%) affirm that they earn repetitive revenue and ensure the retention of their clients through their services. Businesses according to Burnette (2017) flourish with customer retention and loyal customers. Offering incentives such as bonus upgrades, additional samples, loyalty points, or store credit can be a better approach to boosting repeated customers, after their first purchase (Saini, Arif and Kulonda, 2018).

The mean of the construct “Responsibility” is 1.8461 which is below ‘2’. As a result, this corresponds to ‘Agree’; meaning that most respondents agree that their responsibilities enable them to realise their corporate goals.

4.2.5 SELF IMAGE

Table 4.18: I can forecast profit as sales, costs, and production volume change.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	74	29.6	29.6	29.6
	Agree	171	68.4	68.4	98.0
	Not Sure	3	1.2	1.2	99.2
	Disagree	2	.8	.8	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

Table 4.18 above indicates that 98% of the entrepreneurs agreed that they can forecast profit as sales, costs, and production volume change.

Forecasting allows businesses to identify and control factors in operations that can create short- and long-term impacts (Payne and Raiborn, 2018). An accurate forecast according to Ngoc, Tien, and Anh (2020), convenes numerous benefits. It enhances decision-making about the future and aligns sales quotas and revenue expectations. Standards can be used to evaluate developments in the future.

Table 4.19: Organizing job pieces of training and business presentations is a good stance to promote competencies in my workplace.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	66	26.4	26.4	26.4
	Agree	180	72.0	72.0	98.4
	Not Sure	2	.8	.8	99.2
	Disagree	2	.8	.8	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

98.4% felt that organizing job training and business presentations is a good position for promoting competencies in the workplace. To retain talent, businesses must constantly organise training for the employees if they must produce, and retain top talent (Eguchi, 2016). Organisations through regular training and development can increase job satisfaction and morale. They can improve productivity and earn more profit (Kim and Lee, 2016).

Table 4. 20: Delegating responsibilities is an avenue to expose my employees to work experience.

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly Agree	55	22.0	22.0	22.0
	Agree	181	72.4	72.4	94.4
	Not Sure	7	2.8	2.8	97.2
	Disagree	7	2.8	2.8	100.0
	Total	250	100.0	100.0	

Source: Researcher's construction

Many respondents agreed that delegating responsibilities is an avenue to expose employees to work experience. Hils, Woods, and Böhme (2020) have found that delegating tasks in a team, workplace, or organization is a good practice to ensure efficient goal attainment. Delegation not only grants leaders the opportunity for tactical thinking, but it also enables them to concentrate on other jobs that only they can execute, such as guiding and training their teams.

Table 4. 21: I am comfortable sharing my ideas with my workmates.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	80	32.0	32.0	32.0
	Agree	158	63.2	63.2	95.2
	Not Sure	3	1.2	1.2	96.4
	Disagree	7	2.8	2.8	99.2
	Strongly Disagree	2	.8	.8	100.0
	Total	250	100.0	100.0	

Source: Researcher's construction

It is evident that most of the entrepreneurs 95.2% agreed that they are comfortable in sharing their ideas with their colleagues. Ahmed and Sarkodie (2021) proclaim that the sharing of ideas can build respect, boost a reputation as a caring leader, fill up knowledge gaps, and possibly heighten personal job satisfaction. Sharing ideas is one of the best methods to activate a learning environment (Afridi, 2021). Armstrong (2021) explained that a better way to learn more about something is to explain it to someone else. Once a leader can teach their subordinates what and how to do something, the leader in question has given others the ability to pass it on to others (Haralayya, 2021).

Table 4. 22: I can express problems in simple clear terms and proffer solutions to matters arising from any business chaos.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	82	32.8	32.8	32.8
	Agree	162	64.8	64.8	97.6
	Not Sure	2	.8	.8	98.4
	Disagree	4	1.6	1.6	100.0
	Total	250	100.0	100.0	

Source: Researcher's construction

Many among the participants (98%), agreed that their inability to give direction, coaching, and motivation as a leader often affects the structure of their business as well as the employees. Akhtar and Malik (2015) express that a manager who conveys the objective of the organization offers people the perspective of how they and what they do fit into the bigger picture. Such a manager or leader is doing things right by granting people the knowledge that will assist them to concentrate and be at their best in support of the organization's purpose.

Table 4. 23: The mean of Self Image

	Mean
Self-Image	1.7680

Source: Researcher’s construction

The mean of the construct “Self-image” is 1.7680 which is below 2. As a result, this corresponds to ‘Agree’; meaning that most respondents trust that the self-image of entrepreneurs and their employees have a significant positive contribution to the business they run.

4.2.6 Transparency

The transparency in entrepreneurs was evaluated by using the statements below, the findings,

Table 4. 24: I am cautious in matters involving conflict of interest or immoral behaviour that are capable of affecting my business image.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	87	34.8	34.8	34.8
	Agree	162	64.8	64.8	99.6
	Disagree	1	.4	.4	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

It is evident that most of the entrepreneurs 99.6% agreed that they are cautious in matters involving conflict of interest or immoral behaviour that could damage the business’s image.

Private activities, cordial relationships, and other activities can result in situations where leaders and workers have different loyalties (Makwara, 2019). Conflicts of interest can weaken, damage, or destroy a business's culture. If an organization is not cautious in recognizing conflicts of interest, particularly at the senior management level, the organization's culture can be at risk.

Table 4. 25: I ensure adherence to accounting rules to certify proper control in my business system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	110	44.0	44.0	44.0
	Agree	138	55.2	55.2	99.2
	Not Sure	2	.8	.8	100.0
	Total	250	100.0	100.0	

Source: Researcher's construction

A very high percentage of the respondents (99%) ensure adherence to accounting rules to rectify proper control of the business systems. Chowdhury and Fernando (2014) emphasize that when businesses adhere to the accounting rules that regulate them, it is easy to evaluate performance. The rules also discourage businesses from interpreting grey areas of accounting to their advantage.

Table 4.26: I disengage from any deceitful means aimed at enriching myself.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	131	52.4	52.6	52.6
	Agree	111	44.4	44.6	97.2
	Not Sure	7	2.8	2.8	100.0
	Total	249	99.6	100.0	
Missing	System	1	.4		
Total		250	100.0		

Source: Researcher’s construction

The respondents agreed to disengage from any deceitful means aimed at enriching themselves.

This is according to about 96.8% of the respondents.

According to DasGupta (2017), people disengage from acting in a manner that disrupts their moral standards to avert self-condemnation. Therefore, self-sanctions help play a considerable role in maintaining conduct in accordance with moral standards and in controlling dismaying conduct.

Table 4. 27 I maintain transparent records that are free of falsification to win economic users of business information to my advantage.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	110	44.0	44.0	44.0
	Agree	135	54.0	54.0	98.0

	Not Sure	5	2.0	2.0	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

As many as 98% of the respondents affirmed that they could maintain transparent records that are free of falsification to win economic users of business information to their advantage.

Transparency of company information in the opinion of Srhoj, Lapinski, and Walde (2021) is a significant aspect of the business setting because it improves investment and can decrease the cost of transactions. When corporate information is made available to the public, investors can make sound decisions when deciding with whom to do business, while clients and suppliers can obtain relevant information on service providers and competitors.

Table 4. 28: I can prepare for the industrial future challenge through proper relationships with my client and staff.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	80	32.0	32.0	32.0
	Agree	165	66.0	66.0	98.0
	Not Sure	5	2.0	2.0	100.0
	Total	250	100.0	100.0	

Source: Researcher’s construction

A total of 98% confirmed that they can effectively prepare for the challenges of the industrial future by fostering meaningful connections with customers and employees. The positive impact of this approach can greatly aid entrepreneurs in constructing a business framework that motivates

and inspires others. The more comfortable employees and customers are around one another, the more confident they feel in voicing opinions and getting along with one another (Bin Hashim, Raza, and Minai, 2018). This level of relationship is important to initiate change, create, and bring innovation to the business. Once people realise the benefits of working together in this way, team morale and performance increase (Seikkula-Leino and Salomaa, 2020).

4.2.7 Poverty

The rate of poverty in the environment where entrepreneurs operate was evaluated by using the statements below.

Table 4.29: I assume responsibility for any mistake committed by me in the course of my duty.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	75	30.0	30.0	30.0
	Agree	165	66.0	66.8	96.0
	Not Sure	4	1.6	1.6	97.6
	Disagree	6	2.4	2.4	100.0
Total		250	100.0		

Source: Researcher's construction

Most of the respondents indicated that they assume responsibility for the mistakes that they commit.

Matemilola and Elegbede (2017) observe that when leaders are honest about their mistakes and can learn from them, they earn respect and along the way create an environment of transparency. The ability of the leaders to admit to their mistakes brings clarity to opportunity gaps and elevates a deeper sense of accountability that can be shared amongst the team. People within the work system will begin to value the importance of having each other's back.

Table 4.30: I encourage my employees to fulfil their obligations and give them room for correction when they underperform.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	74	29.6	29.6	29.6
	Agree	172	68.8	68.8	99.2
	Disagree	4	1.6	1.6	100.0
Total		250	100.0		

Source: Researcher’s construction

A total of 99.2% of respondents agreed that they encourage their employees to inspire them when they underperform to perform better in the future.

Wong and Laschinger (2013) suggest that when employees acknowledge their errors and proactively approach their supervisors, leaders must recognize their accountability and commend them for bringing the issues to their attention. This not only facilitates prompt resolution of the problems but also sets a positive example for others.

Table 4.31: I inspired my workers to seek further education as a way to add value to themselves.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	84	33.6	33.6	33.9
	Agree	159	63.6	63.6	98.0
	Not Sure	1	.4	.4	98.4

	Disagree	6	2.4	2.4	100.0
Total		250	100.0		

97.2% of the respondents agreed that they inspire their workers to further their education.

Ritter and Mostert (2017) emphasize the mutual benefits for employees and employers when team members dedicate themselves to skill development, knowledge expansion, and availing educational opportunities both within and outside the workplace.

Table 4.32: I invest in the training and education of my workers as a way to boost their experience level.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	90	36.0	36.0	36.0
	Agree	153	61.2	61.2	98.0
	Not Sure	3	1.2	1.2	98.4
	Disagree	4	1.6	1.6	100.0
Total		250	100.0		

Most of the respondents indicated that they invest in the training and education of their employees.

High-performing employees according to Ritter and Mostert (2017), like to be challenged and are driven by professional growth. Workers who have an interest in acquiring new skills, performance improvement, and assuming new responsibilities are commonly interested in learning opportunities. When organizations desire to enhance the worker's performance, innovation, and customer service, they invest in training and development (Nhede, 2018). In doing this, the organisation eliminates the skill gaps, teaches workers modern technologies, and helps employees become product experts (Muller and Pelser, 2022).

The mean of the construct “Poverty Alleviation” is 1.70 which is below ‘2’. This corresponds to Agree; meaning that most respondents concur that they positive contributions towards poverty alleviation in the areas where they serve.

4.3 Testing the reliability and validity of the scales.

Table 4. 33: Reliability.

Constructs	Cronbach Alpha’s
Morality	0.731
Social relations	0.731
Responsibility	0.574
Self-Image	0.678
Transparency	0.647
Poverty alleviation	0.733

Morality, Social relations, and Poverty Alleviation have a good reliability level because their Cronbach’s alphas are above 0.7. This means that each of these constructs is measured at least at 70%. For instance, the items used to measure **morality**, measure it at 0.731%. The table above also indicates an acceptable reliability ($0.678 > 0.6$) of the construct. **Self-Image** and ($0.647 > 0.6$). **Transparency**, however, there is a reliability concern regarding the construct **Responsibility** as its Cronbach’s alpha is below the acceptable threshold (0.6).

Table 4. 34: Morality Correlation

		Correlations			
		Satisfying customer's interest at the expense of my profitability is my priority	I supply my staff with needed resources to enhance their productivity in my workplace	Studying market trends has offered me the information needed to seize opportunities to win over my competitors	Undertaking a regular self-assessment has enabled me to work on my strengths and weakness
Satisfying customer's interest at the expense of my profitability is my priority	Pearson Correlation	1	,063	,110	,123
	Sig. (2-tailed)		,320	,084	,053
	N	249	249	249	249
I supply my staff with needed resources to enhance their productivity in my workplace	Pearson Correlation	,063	1	,336**	,345**
	Sig. (2-tailed)	,320		<,001	<,001
	N	249	250	250	250
Studying market trends has offered me the information needed to seize opportunities to win over my competitors	Pearson Correlation	,110	,336**	1	,463**
	Sig. (2-tailed)	,084	<,001		<,001
	N	249	250	250	250
Undertaking a regular self-assessment has enabled me to work on my strengths and weakness	Pearson Correlation	,123	,345**	,463**	1
	Sig. (2-tailed)	,053	<,001	<,001	
	N	249	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) for the morality coefficients shows that there is a relationship. The probability (p) of this correlation coefficient which is 0.01 is less than 0.05 thus implying that there is a statistically significant relationship $r(1.267) = 0.316, p > 0.05$.

Table 4. 35: Social relations Correlation

		Correlations				
		I can execute quick business transactions in a relatively short time with the help of the Internet.	Implementing Information Technology into my business has reduced my cost of transaction	I can access large troop of customers and solve issues facing them	I can adjust to the developmental changes linked with Information Technology updates	Engaging in online marketing has promoted my business image
I can execute quick business transactions in a relatively short time with the help of the Internet.	Pearson Correlation	1	.520**	.374**	.411**	.382**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	250	250	250	250	249
Implementing Information Technology into my business has reduced my cost of transaction	Pearson Correlation	.520**	1	.516**	.462**	.311**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	250	250	250	250	249
I can access large troop of customers and solve issues facing them	Pearson Correlation	.374**	.516**	1	.510**	.435**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	250	250	250	250	249
I can adjust to the developmental changes linked with Information Technology updates	Pearson Correlation	.411**	.462**	.510**	1	.462**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	250	250	250	250	249
Engaging in online marketing has	Pearson Correlation	.382**	.311**	.435**	.462**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

promoted my business image	N	249	249	249	249	249
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** . Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) for the social relations coefficients shows that there is a relationship. The probability (p) of this correlation coefficient which is 0.01 is less than 0.05 thus implying that there is a statistically significant relationship $r(2.203) = 0.440, p > 0.05$.

Table 4. 36: Responsibility correlation

		Correlations				
		I encountered more sales patronage owing to changes in the government legal system	The production, service improvement, and customer demand have brought me success	The change in weather patterns has promoted the sales volume of my market	The loss of a customer's base has inspired me to make an informed marketing plan to produce something new	I can earn repetitive revenue and ensure the retention of my clients through my services
I encountered more sales patronage owing to changes in the government's legal system	Pearson Correlation	1	.312**	.274**	.212**	.219**
	Sig. (2-tailed)		.000	.000	.001	.000
	N	250	250	250	249	250
The production, service improvement, and customer's demand has brought me success	Pearson Correlation	.312**	1	.202**	.312**	.259**
	Sig. (2-tailed)	.000		.001	.000	.000
	N	250	250	250	249	250
The change in weather patterns has	Pearson Correlation	.274**	.202**	1	.218**	.303**
	Sig. (2-tailed)	.000	.001		.001	.000

promoted sales the volume of my market	N	250	250	250	249	250
The loss of customer's base has inspired me to make an informed marketing plan to produce something new	Pearson Correlation	.212**	.312**	.218**	1	.278**
	Sig. (2-tailed)	.001	.000	.001		.000
	N	249	249	249	249	249
I can earn repetitive revenue and ensure the retention of my clients through my services	Pearson Correlation	.219**	.259**	.303**	.278**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	250	250	250	249	250

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) for the responsibility coefficients shows that there is a relationship. The probability (p) of this correlation coefficient which is 0.01 is less than 0.05 thus implying that there is a statistically significant relationship $r(1.295) = 0.259, p > 0.05$.

Table 4. 37: Self-image Correlation

Correlations				
I can forecast profit as sales, costs, and production volume changes	Organizing job pieces of training and business presentations is a good stance to promote competencies in my workplace	Delegating responsibilities is an avenue to expose my employees to work experience	I am comfortable sharing my ideas with my workmates	I can express problems in simple clear terms and proffer solutions to matters arising from any business chaos

I can forecast profit as sales, costs, and production volume changes	Pearson Correlation	1	.232**	.117	.122	.161*
	Sig. (2-tailed)		.000	.064	.055	.011
	N	250	250	250	250	250
Organizing job pieces of training and business presentations is a good stance to promote competencies in my workplace	Pearson Correlation	.232**	1	.301**	.134*	.053
	Sig. (2-tailed)	.000		.000	.034	.402
	N	250	250	250	250	250
Delegating responsibilities is an avenue to expose my employees to work experience	Pearson Correlation	.117	.301**	1	.163**	.221**
	Sig. (2-tailed)	.064	.000		.010	.000
	N	250	250	250	250	250
I am comfortable sharing my ideas with my workmates	Pearson Correlation	.122	.134*	.163**	1	.496**
	Sig. (2-tailed)	.055	.034	.010		.000
	N	250	250	250	250	250
I can express problems in simple clear terms and proffer solutions to matters arising from any business chaos	Pearson Correlation	.161*	.053	.221**	.496**	1
	Sig. (2-tailed)	.011	.402	.000	.000	
	N	250	250	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) for the self-image coefficients shows that there is a relationship. The probability (p) of this correlation coefficient which is 0.01 is less than 0.05 thus implying that there is a statistically significant relationship $r(1,049) = 0.209, p > 0.05$.

Table 4. 38: Transparency Correlation

		Correlations				
		I am cautious in matters involving conflict of interest or immoral behaviour that are capable of affecting my business image	I ensure adherence to accounting rules to certify proper control in my business system	I disengage from any deceitful means aimed at enriching myself	I maintain transparent records that are free of falsification to win economic users of business information to my advantage	I can prepare for the industrial future challenge through proper relationships with my clients and staff
I am cautious in matters involving conflict of interest or immoral behaviour that are capable of affecting my business image	Pearson Correlation	1	.161*	.272**	.110	.217**
	Sig. (2-tailed)		.011	.000	.083	.001
	N	250	250	249	250	250
I ensure adherence to accounting rules to certify proper control in my business system	Pearson Correlation	.161*	1	.372**	.524**	.166**
	Sig. (2-tailed)	.011		.000	.000	.009
	N	250	250	249	250	250
I disengage from any deceitful means aimed at enriching myself	Pearson Correlation	.272**	.372**	1	.453**	.351**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	249	249	249	249	249
I maintain transparent records that are free of falsification to win economic users of business information to my advantage	Pearson Correlation	.110	.524**	.453**	1	.293**
	Sig. (2-tailed)	.083	.000	.000		.000
	N	250	250	249	250	250

I can prepare for the industrial future challenge through proper relationships with my clients and staff	Pearson Correlation	.217**	.166**	.351**	.293**	1
	Sig. (2-tailed)	.001	.009	.000	.000	
	N	250	250	249	250	250

*. Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) for the transparency coefficients shows that there is a relationship. The probability (p) of this correlation coefficient which is 0.01 is less than 0.05 thus implying that there is a statistically significant relationship $r(0.811) = 0.202, p > 0.05$.

Table 4. 39: Poverty alleviation correlation

		Correlations				
		I assume responsibility on any mistake committed by me in the course of my duty	I give encouragement to my employees when they underperform in fulfilling obligations and room for correction	I inspired my workers to seek further education as a way to add values to themselves	I invest in training and education of my workers as a way to boost their experience level	I am able to procure jobs to the needy and help in development of young talents
I assume responsibility for any mistake committed by me in the course of my duty	Pearson Correlation	1	.471**	.310**	.337**	.400**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	247	247	247	247	247
I encourage my employees when they	Pearson Correlation	.471**	1	.628**	.525**	.410**
	Sig. (2-tailed)	.000		.000	.000	.000

underperform in fulfilling obligations and room for correction	N	247	248	248	248	248
I inspired my workers to seek further education as a way to add value to themselves	Pearson Correlation	.310**	.628**	1	.611**	.518**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	247	248	248	248	248
I invest in the training and education of my workers as a way to boost their experience level	Pearson Correlation	.337**	.525**	.611**	1	.567**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	247	248	248	248	248
I can procure jobs for the needy and help in development of young talents	Pearson Correlation	.400**	.410**	.518**	.567**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	247	248	248	248	248

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) for the poverty alleviation coefficients shows that there is a relationship. The probability (p) of this correlation coefficient which is 0.01 is less than 0.05 thus implying that there is a statistically significant relationship $r(1.989) = 0.497, p > 0.05$.

4.4 Concluding summary

The aforementioned research findings indicate that small, medium, and micro enterprises (SMMEs) operating in the eThekweni Municipal area demonstrate an awareness of the organizational culture's impact on their businesses. This awareness has the potential to significantly contribute to the growth and sustainability of the region. Key findings include:

- i. Gender disparities were observed, with male entrepreneurs outnumbering female entrepreneurs. Men appeared to prioritize the economic impact of business ownership as a motivation for entrepreneurship.
- ii. The study highlighted the active involvement of youth in SMME activities, which serves as a commendable effort to address issues such as unemployment, criminality, and other misconduct practices.
- iii. SMMEs were successful in fostering positive relationships within the community they served, demonstrating alignment between their actions and preached values of good behaviour, even when inconvenient.
- iv. Education emerged as a critical factor for entrepreneurs, as it enhances their knowledge and skills necessary for effective operational management.
- v. The utilization of information technology enabled SMME owners and their teams to be more efficient, allowing for better record-keeping, expanded customer engagement, participation in conferences and discussions, strengthening of corporate security measures, and reduction of various costs, ultimately leading to increased profits.
- vi. SMME businesses played a role in improving the standard of living within the community by providing employment opportunities and contributing to poverty alleviation.
- vii. Despite the positive aspects, there is room for improvement as entrepreneurs were found to be less fully committed to fulfilling their responsibilities.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter concludes this research. Considering the cessation of SMME activities, this type of study was necessary.

5.2.1 Assessing the first research objective

This objective was to analyse whether entrepreneurs can make fair decisions in a more justifiable way.

i. Primary findings

The participants in this study acknowledged that the adoption of positive ethical behaviour within their enterprises has had a significant impact on business growth and reputation. As indicated by the respondents the experience of what morality signify has helped them in administering business operations and in dealing with matters that concern people and their relations. Moreover, the promotion of positive morality has enabled them to maintain and keep informed about the business on which decisions can be made for future projections.

ii. Secondary findings

Inequality in organizational structures causes complicated failures. However, it all begins with people's fraudulence, dishonesty, and mistakes (Yilmaz and Flouris, 2017).

5.2.2 Assessing the second research objective.

The second research objective aimed to explore whether entrepreneurs perceive IT as a means of building relationships within internal and external business circles.

i. Primary findings

Adoption of social media in operational activities has made entrepreneurs and their operatives effective; standardize higher capacity of active records; access and manage large multitudes of patrons; attend sessions, conferences, and discussions; outline corporate securities; and mostly

curtail costs such as working costs, managerial costs, as well as other commercially correlated costs to increase profit.

ii. Secondary findings

Social relationships, as defined by Gallotti, Fairhurst, and Frith (2017), are the growing quality of the repeated interactions that exist amongst people over a while. In business, social interaction can be used to disseminate information in a swift and cost-efficient way as well as reach out to the number of people with a message. For information passed during interaction to be credible, it must not be misleading to both parties (Hall, 2018). As information is a cord that holds a business, entrepreneurs must engage in open communication to enable people to make good decisions (Fenwick, McCahery, and Vermeulen, 2019).

5.2.3 Assessing the third research objective

The third objective was assessed to investigate if entrepreneurs can develop creative ideas that turn threats into opportunities.

i. Primary findings

The cross-examination was carried out to ascertain if managers can develop creative ideas that turn threats into opportunities. The responses from the respondents revealed that entrepreneurs can develop creative ideas that turn threats into opportunities such as engaging in more sales patronage owing to changes in the government legal system; production, and service improvement; and customer's demand; the change in weather patterns; the loss of customer's base; and ensuring the retention of client's thorough services provided. However, at this stage, a manager or business owner must be cautious as the inability to assume responsibility for their actions can be hazardous to the establishment, growth, and survival of the business.

ii. Secondary findings

Hall, Frink, and Buckley (2017) highlight the emergence of sentimental development when individuals take ownership of their responsibilities. This process fosters self-awareness and confidence, allowing for personal growth and improvement. However, Abildgaard, Nielsen, and Sverke (2018) argue that many companies and business owners today tend to shirk their responsibilities, disregarding the importance of accountability in fostering positive relationships.

Acknowledging and rectifying mistakes can lead to stronger and more effective relationships, whereas denying responsibility erodes trust and goodwill (Wright, Forray, and Lund Dean, 2019).

5.2.4 Assessing the fourth research objective.

The fourth objective was to establish if the business skills of entrepreneurs have a significant effect on their business development.

i. Primary findings

This objective captures the inquiry if the business skills of entrepreneurs were among the factors that SMME managers in the eThekweni Municipal area considered for forecasting profit as sales, costs, and production volume change. Also, further examination was carried out to ascertain if organizing job pieces of training and business presentations is a good stance to promote competencies in my workplace. In addition, an investigation was carried out on whether business owners assigning duties is an avenue to expose the employees to work experience or share their ideas and can express problems in simple clear terms and proffer solutions to matters arising from any business chaos.

The findings revealed that most respondents believed that managers and business owners can through business skills develop their business and build their self-image.

ii. Secondary findings

The effective management and utilization of knowledge resources within an organization require the proficient application of business skills to facilitate overall growth (Beaubien and Baker, 2017). Bhagra and Sharma (2018) define business skills as crucial components essential for the establishment and effective administration of a successful organization. Behavioural skills, technical skills, strategic skills, and functional skills are a few of the most essential business skills that entrepreneurs should possess (Mamabolo and Myres, 2020). Effective business skills enable entrepreneurs to meet the needs of customers and employees, particularly in terms of maintaining high-quality products and enhancing performance, efficiency, and profitability through strategic planning, management, and execution of business objectives (Sharma and Rautela, 2022). Conversely, inadequate business skills can impede the feasibility of operations and hinder business growth.

5.2.5 Assessing the fifth research objective.

The fifth objective was tested if entrepreneurs recognize organizational culture as a standard to influence behaviour with which to relate with people and civil society.

i. Primary findings

According to the perspectives of the respondents, a significant majority expressed a conscientious approach towards matters related to conflicts of interest and unethical behaviour that may potentially impact the image of their businesses. They affirmed their commitment to adhering to accounting regulations that govern their business systems, maintaining transparent practices devoid of falsification. They also emphasized the importance of cultivating appropriate relationships with clients and staff as a means to prepare for future industrial challenges. This approach aims to attract economic users of business information and leverage these relationships to their advantage.

ii. Secondary findings

Organizational culture is a significant yet often overlooked factor in effective business management (Huyghe and Knockaert, 2015). It profoundly influences individuals' behaviours, shaping their understanding and approach to internal and external challenges within the business, as well as their beliefs about change. Seyedyousefi, Fard, and Tohidi (2016) assert that organizational culture holds immense importance in facilitating control implementation within the business environment and fostering awareness of business sustainability. Incorporating regulations and standards into the ideals and principles of organizational culture becomes crucial for enabling awareness and effective communication concerning environmental issues (Yilmaz and Flouris, 2017). Additionally, organizational culture serves as a guiding and regulating mechanism that enhances the likelihood of achieving long-term business goals. It impacts individuals' behaviours, decision-making processes, anticipatory guidance within the organization, efficiency, processes, and attitudes toward change and improvement (Ameen, Ahmed, and Abd Hafez, 2018).

5.2.6 Assessing the sixth research objective.

The sixth objective was to assess the conduct of managers towards poverty alleviation in the communities in which they operate.

i. Primary findings

The findings of the study related to the research objective shed light on the significant influence of poverty as a primary concern contributing to adverse environmental, social, and economic disparities experienced by individuals in the eThekweni Municipal area. The data collected further revealed that a considerable number of entrepreneurs within the area actively engage in job creation initiatives, providing employment opportunities to those in need. Additionally, these entrepreneurs contribute to the development of young talents, thereby contributing to poverty alleviation efforts.

ii. Secondary findings

According to Ogunsola (2023), poverty is recognized as a global concern, albeit with variations in its conceptualization across different countries. Governments worldwide consider small, medium, and micro enterprises (SMMEs) as a dynamic approach to addressing poverty and ensuring economic sustainability within the areas they operate. Ogunsola (2023) acknowledges that South Africa, like other countries, faces the detrimental impacts of poverty, which hinder economic development and wealth creation. Consequently, the government has taken steps to enhance the performance of SMME activities, recognizing their potential to address various challenges within the environment, including unemployment, food insecurity, conflicts, and high crime rates.

5.3 Recommendations

Based on the results, the following suggestions are recommended to the entrepreneurs.

Responsibility

To address the problems allied with “**responsibility in this study**”, entrepreneurs must learn to assume responsibility for their faults and give room to corrective actions while also placing a high priority on ethical standards. Doing this will make entrepreneurs be a good role model to others.

Additionally, entrepreneurs must be fair, honest, transparent in their decisions, and able to display a high level of integrity that others can imbibe as a culture. When entrepreneurs enlighten others with knowledge, they develop a knowledge culture that adds value to the whole organization.

5.4. Proposed future research.

The findings and the conclusion of this research have brightened that further research must be made on the following areas.

Responsibility

It is advised, beyond the scope of this research study, that additional exploration should be conducted by other scientific experts and scholars on the importance of responsibility among SMME managers, operators, and entrepreneurs within society. Understanding the benefits of responsibility can be instructive for SMME operators and employers, providing insights into the latest or modernized processes. Furthermore, efforts should be made to extend this understanding to individuals within society, encouraging responsible decision-making. A final recommendation is to encourage researchers to investigate the potential of utilizing cultural values to enact reforms aimed at mitigating environmental issues and fostering sustainable change. Such research endeavours aim to create a conducive environment wherein individuals can experience a higher quality of life and a sense of comfort.

5.5 Conclusion

In conclusion, this research focused on the organizational culture of small, medium, and micro enterprises (SMMEs) in the eThekweni Municipal Area. The findings revealed that a significant proportion of entrepreneurs and managers in SMMEs were young individuals, with men representing a larger percentage of participants.

Furthermore, it was observed that entrepreneurs displayed a reluctance to assume responsibility for their actions. This can be attributed to factors such as a lackadaisical attitude towards duty, insufficient knowledge, experience, and inadequate skills to effectively manage their operations.

To promote business sustainability and establish a conducive organizational culture, this study recommends that entrepreneurs adopt transparent conduct, demonstrate honesty and fairness in decision-making, and embrace integrity in coordinating their business activities. By setting a positive example and adhering to ethical codes that govern business practices, entrepreneurs can inspire others to emulate good values and abandon incorrigible behaviour in both the business and wider society.

Implementing these recommendations has the potential to make SMMEs more dynamic in sustaining their businesses and creating a positive impact on the environment. Therefore, these suggestions must be effectively applied in the context of South Africa.

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APPENDICES

Appendix 1: LETTER OF INFORMATION



LETTER OF INFORMATION

Title of the Research Study: Assessing the influence of Organizational Culture on Small, Medium and Micro Enterprises Business Sustainability in the eThekweni Municipal Area.

Principal Investigator/s/researcher: B. Tech Management

Co-Investigator/s/supervisor/s: NIL

Brief Introduction and Purpose of the Study: The purpose of this research is to evaluate the magnitude to which organizational culture can be an influencing instrument on the business sustainability of SMMEs in the eThekweni Municipal region.

Outline of the Procedures: Questionnaires will be emailed, or hand delivered. A respondent will be given about 2 weeks to complete and return these to the researcher, or they may be collected if arranged as such.

Benefits: The output will enable participants to gain knowledge in order to make meaningful decisions while enabling the researcher to publish journals articles, as well as a master's thesis.

Reason/s why the Participant May Withdraw from the Study: There will be no adverse consequences for participants should they choose to withdraw from participating in the study.

Remuneration: participants will not be paid for participating in this study.

Costs of the Study: (N/A)

Confidentiality: Information obtained will be treated in the strictest confidence.

Research-related Injury: (N/A)

Persons to Contact in the Event of Any Problems or Queries:

- | | | |
|-----------------------------------|---|--------------|
| 1. N. T Khoza | - | 083 352 9764 |
| 2. Prof. B. I. Dlamini | - | 072 556 2801 |
| 3. Research Ethics Administration | - | 031 373 2900 |

Institutional Research Ethics administrator on 031 373 2900. Complaints can be reported to the DVC: TIP, Prof S. Moyo on 031 373 2576 or dvctip@dut.ac.za.

General:

Potential participants must be assured that participation is voluntary and the approximate number of participants to be included should be disclosed. A copy of the information letter should be issued to participants. The information letter and consent form must be translated and provided in the primary spoken language of the research population e.g. isiZulu

Appendix 2: LETTER OF CONSENT



LETTER OF CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, N.T Khoza, about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: _____.
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

**Full Name of Participant
Thumbprint**

Date

Time

Signature / Right

I, _____ (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Full Name of Researcher	Date	Signature
_____	_____	_____
Full Name of Witness (If applicable)	Date	Signature
_____	_____	_____
Full Name of Legal Guardian (If applicable)	Date	Signature
_____	_____	_____

Please note the following:

Research details must be provided in a clear, simple and culturally appropriate manner and prospective participants should be helped to arrive at an informed decision by use of appropriate language (grade 10 level - use Flesch Reading Ease Scores on Microsoft Word), selecting of a non-threatening environment for interaction and the availability of peer counseling (Department of Health, 2004)

If the potential participant is unable to read/illiterate, then a right thumb print is required and an impartial witness, who is literate and knows the participant e.g. parent, sibling, friend, pastor, etc. should verify in writing, duly signed that informed verbal consent was obtained (Department of Health, 2004).

If anyone makes a mistake completing this document e.g. wrong date or spelling mistake a new document has to be completed. The incomplete original document has to be kept in the participant file and not thrown away and copies thereof must be issued to the participant.

References:

Department of Health: 2004. *Ethics in Health Research: Principles, Structures and Processes* <http://www.doh.gov.za/docs/factsheets/guidelines/ethnics/>

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Appendix 3: Research Questionnaire

Please tick the relevant box below

Section A: Demographic Section

1. Gender

Male	Female
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2. Age

Less than 21	21-30	31-40	41-50	51 and above
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3. Race

Black	Coloured	Indian	White
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4. Level of Education

Matriculation	Professional Certificate	Diploma	Degree	Post-Graduate Degree
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5. Years in Business

1-10 years	11-20 years	21-30 years	31-40 years	More than 40 years
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6. Number of Staff

Less than 5	5 - 20	21-50	More than 50
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The under-listed sections demonstrate the level of your adherence to support the statements below by appropriately ticking the best fitting box to portray your intention, (that is, either Strongly Disagree; Agree; Not Sure; Disagree and Strongly Agree).

Section B: Risk values

7. Including business intelligence in my business operation has helped me to keep my earnings above cost to reduce risk occurrence.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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8. I can identify potential threats and develop methods to control risk exposure.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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9. Organizing brainstorming sessions with my staff has helped developed problem-solving skills in my enterprise on how to handle risk concerns in an open forum.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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10. Upon the completion of any business project in my enterprise, I always acknowledge the significant contributions of my workers to enhance their morale.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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Section C: Social Relations

11. By operating on the platform of open interaction, I am able to build a good trust relationship with my workers and clients.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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12. The effect of social contact on my business has increased an effective working relationship with my employees.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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13. I perceive the influence of social relations as a means to promote my business advertisement.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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14. Through social interaction, I have obtained better insight into factors that affect my trade.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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15. Engaging in online marketing has promoted my business image.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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Section D: Trainings

16. I can expand the knowledge base of my employees through regular training exercises.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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17. I have gained the devotion of my employees by offering them the opportunity for growth and advancement in their careers.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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18. By opening the benefit of learning opportunities and growth to my staff, I have contributed to discovering their inner talents, which in turn has added positive value to my business.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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19. The habit of training and developing my staff with operational skills has turned my enterprise into an attractive employment option for jobseekers.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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20. The culture of knowledge-sharing and experience in my organization has helped in time conservation associated with service delivery and the elimination of mistakes.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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Section E: Occupational impasses

21. The change in the government’s legal system has affected my business.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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22. Business competition with rivals has been a contending issue affecting my business.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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23. My inability to comply with business ethical rules is affecting my business goals and achievements.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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24. The inaccessibility of business subsidies and grants disrupts my business growth and sustainability.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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25. My inability to give direction and coaching and motivation as a leader often affects the structure of my business and my employees.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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Section F: The Upshots

26. I have confidence that stability in the government’s legal system that regulates SMMEs can help me improve my business.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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27. Impacting good moral conduct can help me survive competition with my business rivals.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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28. Business ethical compliance can help my innovativeness grow.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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29. Monetary grants can power the growth rate of my business.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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30. My competence to give direction coaching and motivation as a leader can help me build the framework of my business and encourage my employees.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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THANK YOU FOR PARTICIPATING