

**ENDOGENOUS ATTRIBUTES OF SUCCESSFUL YOUTH ENTREPRENEURS IN SELECTED
WARDS OF THULAMELA LOCAL MUNICIPALITY**

By

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DECLARATION

I, ISHMAEL OBAEKO IWARA, hereby declare that the dissertation for the Masters in Rural Development (MRDV) degree, here by submitted by me, to the Institute for Rural Development, School of Agriculture at the University of Venda, has not been submitted previously for any degree at this or another university. It is original in design and in execution, and all reference material contained therein has been duly acknowledged.

Signature

Date

ABSTRACT

Given that successful enterprises globally, play pivotal roles in job creation, income generation, and sustainable livelihood, they can contribute to the economic development of South Africa if such activities are supported. Unfortunately, many youth-run enterprises fail in the first year of operation. This study distilled inherent success driving attributes which could provide learning points for future youth entrepreneurs. A mixed design was applied in which qualitative and quantitative data was gathered. Yamane's (1973) formula was used to identify a sample of 140 youth entrepreneurs from Dididi, Dumasi, Hasane, and Botsoleni villages in Thulamela Local Municipality. Simple random sampling techniques were used to select the respondents. Open-ended and closed-ended questionnaires were used to collect data through one-on-one interviews. The analysis was done using Statistical Package for the Social Sciences (SPSS) software version 25, where descriptive statistics and other related inferential statistics were performed. Atlas-ti software version 8 was used to analyse the qualitative data. Five major factors, namely: survey, entrepreneurs' standards, advertisements, clients, and employees and several attributes linked to each factor were identified. Entrepreneurs' ability to explore existing markets, follow-up trends of innovation, and evaluate ideas were core attributes of survey. Youths' potential to set goals and targets, make savings for reinvestments, and introduce new businesses were linked to entrepreneurs' standards. Advertisements, skills to use social media, communicate with clients, and relate with other entrepreneurs were mentioned. Ability to follow up with clients, and give quality services at competitive price were the main attributes associated to clients, while the ability to define task and allocate duties, make timely and healthy payments were identified under employee factor. These attributes informed a model for the enhancement of success endogenous attributes of entrepreneurs. The study recommends the implementation of the model to enhance improved entrepreneurship capacity building through formal and informal education.

Keyword: *Endogenous attributes, entrepreneurship, successful entrepreneurs, youth unemployment, and rural economic development*

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DEDICATION

I duly dedicate this study to God almighty for his grace that has been sufficient, to my beloved mother Mrs Beatrice Obaeko Iwara, and also to my sisters Peace Obaeko Iwara who had hoped to be at my graduation ceremony but passed on before time.

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ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank
AEO	Authorized Economic Operators
APEC	Asia Pacific Economic Cooperation
AYC	African Youth Charter
EC	European Commission
DTI	Department of Trade and Industry
EU	European Union
GEDI	Global Entrepreneurship Development Institute
GEI	Global Entrepreneurship Index
GEM	Global Entrepreneurships Monitor
IBEF	India Brand Equity Foundation
IDC	Industrial Development Corporation
IDP	Integrated Development Plans
IFC	International Finance Corporation
KPMG	Klynveld Peat Marwick Goerdeler
LEDA	Limpopo Economic Development Agency
MIGA	Multilateral Investment Guarantee Agency
NGOs	Non-Governmental Organizations
NYDA	National Youth Development Agency
OECD	Organization for Economic Cooperation and Development
QC	Quality Control
SAHDC	School Higher Degrees Committee
SAIPA	South African Institute of Professional Accountants
SDGs	Sustainable Development Goals
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Finance Agency
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
SMEs	Small and Medium Scale Enterprises

SPSS	Statistical Package for Social Sciences
UHDC	University of Venda Higher Degree Committee
UNIDO	United Nations Industrial Development Organization
WB	World Bank
UCS	Underhill Corporate Solutions

CHAPTER 1 INTRODUCTION

1.1 Background

Successful entrepreneurs play a significant role in every economy (Krejci *et al.*, 2015; Root, 2017). The benefits from successful enterprises include new job opportunities in the short and long term, increases in the productivity of firms and economies due to forward and backward linkages, and promotion of structural change by replacing established, sclerotic firms (Kritikos, 2014). Successful entrepreneurs are globally recognized as drivers of employment opportunities and link between labour force and the economy (Ling *et al.*, 2009; Khan, 2014; Fadeyi *et al.*, 2015: 27; Dutta, 2016). Their activities create wealth, tackle growing unemployment, poverty, income inequality, rural urban migration and economic expansion (Agbenyegah, 2013; Ebner, 2014; Fadeyi *et al.*, 2015; Global Entrepreneurships Monitor (GEM) 2017). It was on this basis that Yudaeva (2013) reiterates that employment required in the 21st century will not be created by big corporations or government institutions, but mainly from successful entrepreneurs. Yudaeva (2013) purports that share of entrepreneurship accounted about 66% of job creation within countries of the Organization for Economic Cooperation and Development (OECD) and up to 85% within the European Union (EU). This implication is that the contributions of successful entrepreneurs to job creation and economic development cannot be overemphasized.

Antonites *et al.* (2005); Agbenyegah (2013) and Sitoula (2015) submitted that successful entrepreneurship not only foster employment but also addresses social exclusion and the development of both individuals and the society. For instance, about forty years ago, 90% of Americans were highly involved in entrepreneurship, and majority of them were self-employed entrepreneurs who ran their own enterprises (United State (US) Entrepreneurship, 2009; Asamoah-Owusu, 2010). Most of the successful enterprises such as FedEx, Facebook, Apple, Microsoft, Dell, and Google have become global leaders and drivers of the world employment and economic growth (Asamoah-Owusu, 2010). Among a myriad of other successful entrepreneurs in Africa such as Zagace Limited, Gamsole, Royal Electronics, CardiopadZang, Esaja.com, iFix were established by young entrepreneurs (Dolan, 2015). These enterprises have contributed to the growth and development of Africa generally through employment, creation of new goods and services. Thus, an understanding of what constitute the positive progress of these successful entrepreneurs and how that can be initiated into others will go a long way in addressing issues relating to unemployment and poverty, especially in the rural areas and ultimately grow the economy and foster development of every society.

Successful entrepreneurs globally are rare as only a few out of the pool of those who enter the enterprise sector succeed (Yudaeva, 2013; Ntiamoah *et al.*, 2014; Ngoa, 2017). It has been argued that the disparity is sometimes caused by the concept, nature and typology of the enterprises as well as surrounding exogenous and endogenous factors (Schumpeter 1992; Rose *et al.*, 2006; Windirah, *et al.*, 2015; Ratnamiasih & Setia, 2016). This has been based on evidence from the Japan concept of Kasen that forms the conduit for many successful entrepreneurs in the Japan (Bulsuk, 2011; Root, 2017). Accordingly, many successful entrepreneurs in China and India, where anchored on their family chain referral approach, influenced by their respective culture, beliefs and practices (Kristiansen, 2004; Zuwarimwe, 2009; Vishal, 2011; Mallya, 2012).

Unlike the Asians, Europe adopt a part-time entrepreneurship concept which allows prospective entrepreneurs to engross with the environment and gain insight before establishing an enterprise. Such practices are found dominant among one-person enterprise approach (Hyytinen & IImakunnas, 2007; Fitzsimons & O’Gorman, 2008; OECD, 2008; Bullvåg, 2009; European Foundation Report, 2011). It was also found out that the Americas are famous in a unilateral system of entrepreneurship (Asamoah-Owusu, 2010; Global Entrepreneurship Development Institute (GEDI), 2014; Myers, 2014). According to these scholars, the concept is informed by the protestant ethics and the spirit of capitalism. However, it is not clear what the concept of entrepreneurship is dominant in Africa, which can be harnessed to drive the success of the entrepreneurs across countries in the continent. This could be among the factors that contributes to failure of entrepreneurs across countries in the continent.

It has also been noted that given equal opportunities such as market, capital and environment, some entrepreneurs succeed remarkably while others lag or even fail (Chu *et al.*, 2007; Casnocha, 2011; Constant, 2015). It is not clear as to what could be the cause. Various authors argued that the successes of entrepreneurs depend on a combination of exogenous and endogenous factors (Chetty 2010; Karotayev *et al.*, 2006, Sledzik, 2013; Scholte *et al.*, 2015). This indicates that entrepreneurs who failed were affected by both or one of the factors stated. Therefore, the assumption is that given equal exogenous opportunities, entrepreneur’s success is influenced by endogenous attributes. This conforms to Chetty (2016) who reiterate that most entrepreneurs fail because of the inability to utilize inherent characteristics.

In South Africa, it has been argued that many youths lack entrepreneurship traits such as focus, zeal, determination, and willingness to explore latest innovation (Engelbrecht, 2012). Some are deficient of the inner ability and will to sustain their enterprises, while others lack interest in

entrepreneurship because of numerous government grants and job opportunities in the elite disciplines in the past years (GEM 2013; 2016; Mutasa, 2016). These factors contributed to the attrition rate and low entrepreneurial activities among young people. However, another school of thought postulate the notion that very few South African young entrepreneurs have joined the ranks of successful entrepreneurs in the world because, majority entered entrepreneurship to gain seasoned employment, while many targeted social net or basic needs such as food and shelter (Engelbrecht, 2012; Dlodla, 2015). In other words, a clear majority operates a subsistence enterprise and focused their mind-sets on the limited goals at which the enterprise was established, and not to compete in the global space.

Lack of zeal to explore latest innovations, and poor entrepreneurship competition limits performance, expansion, job creation, and economic growth of every society as also noted by GEM (2014) and World Bank (2016) who revealed that low entrepreneurship among the youths has contributed to poor economic performance of the country and youth unemployment (GEM 2014; World Bank 2016). In obvious economic circumstances, youth are generally the first to lose their jobs and last to be employed. This could be among the core reasons why over 100 000 jobs opportunities are lost annually in South Africa (Agbenyegah, 2013: 2). The dilemma also rates South Africa among the nations with highest youth unemployment in the world in 2016, estimated at 48.2% with over 30% unemployed graduates (Mutasa, 2016; SME SA, 2017).

The unemployment level in South Africa is compounded by a 16% decline in entrepreneurial skills among young people between the ages of 18-34 years, which shows a positive correlation between employment and entrepreneurship (GEM 2013; 2016; Mutasa, 2016). Based on this argument, it could be concluded that poor youth entrepreneurship is among the reasons for lack of job opportunities. This confirms Agbenyegah (2013), Yudaeva (2013) and GEM (2014) who noted that due to failure of entrepreneurship, it was impossible to sustain the existing level of job opportunities and economic growth of some regions. Mills (2010), Fete (2012), and Mmbengwa *et al.* (2013) further supported the view that without the existence or progress of enterprises, poverty and joblessness would be out of proportion, and the potentials of meeting the Sustainable Development Goals (SDGs) as set out by the United Nations will be limited. It could be on this background that the government, Non-Governmental Organizations (NGOs) and relevant stake holders have initiated various intervention programmes to support entrepreneurship focusing more on the youth.

Through a partnership between the National Youth Development Agency (NYDA), Industrial Development Corporation (IDC) and Small Enterprise Finance Agency (SEFA), loan facility of R2.7 Billion was established in 2013 for youth enterprise (NYDA 2014). In addition, NYDA Business Grant Programme provided grant funding to youth-owned businesses of about R100, 000 and committed about R3.1 million to career guidance programmes annually (NYDA 2014). The Small Enterprise Development Agency (SEDA) also provides free capacity building and funding for young entrepreneurs.

Bugan (2014) states that due to the training and R150, 000 funding given by SEDA, Polyanne Papers enterprise could grow its turnover from R218 505 in 2004 to R4.8 million in 2011. Thus far, between 2013 and 2014 about 533 186 young people have received career guidance support with the view that majority would make remarkable progress before 2015. These investments offer opportunities to young innovative South Africans, especially the vulnerable in the rural regions, to gain the requisite skills and access to funds for self-development and sustainable livelihood. In this study, unique inherent attributes that enhance success of some entrepreneurs while others failed, given equal opportunities will be profiled. This will inform a model for rural entrepreneurship.

1.2 Statement of the Research Problem

Despite government intervention programmes relating to entrepreneurship activities such as NYDA, SEDA IDC and SEFA that provides funding and capacity building, about 50% of all start-up businesses in South Africa fail within 24 months (Standard Bank, 2017). Specifically, the frequency at which youth enterprises are failing remains a major concern. This conform to SA DTI (2013), GEM (2016), and SME SA (2017) who revealed that out of 41.2% youth population in the country, only 6% were involved in entrepreneurial activities and less than 10% were successful. The success rate of start-up youth entrepreneurs which stands at 40.9% in 2013 declined to 35% in 2017 (Dludla, 2015; GEM, 2015; 2017). This has not only displaced many youths from their jobs but affects the performance of the economy in general (Agbenyegah, 2013; GEM, 2014; World Bank 2016). Thus, many have engaged in riots, some from the rural areas have migrated to urban regions in search of jobs while some have indulged in criminal actions such as theft, drugs and prostitution (Tshabalala, 2014; Stats, S.A., 2015; Joubert, 2016; Remie, 2016). Given this situation it is not clear as to what might be causing some to fail when others are succeeding. Notwithstanding, it has also been noted that given equal exogenous opportunities, some entrepreneurs thrive remarkably while others lag or even fail due to endogenous factors as

noted by Summer *et al* (2009), Mmbengwa *et al.* (2013), Constant (2015), Groepe (2015) that successful entrepreneurs have unique entrepreneurship skills and characteristics differing from others. This proposition was tested in a study conducted in Dididi, Dumasi, Hasane and Botsoleni villages found in Vhembe.

1.3 Research Objectives

The main objective of the study was to explore the endogenous attributes of successful youth entrepreneurs in the selected rural villages in Thulamela Local Municipality to suggest traits that can enhance youth enterprise's success and growth. The specific objectives and associated questions were developed to address the main objectives which are depicted in Table 1.

Table 1: Objectives and Questions for the Study

Objective	Associated questions
a) To establish the typology of youth-run enterprises in selected rural areas in Thulamela Local Municipality	1) What is the category, form and type of the enterprises in the area? 2) What is the enterprises source of start-up capital in the area?
b) To examine the performance and success of the youth-run enterprises understudy in the selected rural area	1) What is the enterprises loan status? 2) What is the enterprises annual turnover? 3) How many people are employed by the enterprises? 4) How many new business were established by the enterprise?
c) To distil the inherent attributes of the successful youth entrepreneurs within the study area	1) What strategies do you use to keep the enterprise successful? 2) What would you say were the reasons for your success?
d) To model how the inherent attributes influence the success of the entrepreneurs	1) How can a model for the enhancement of endogenous success attributes for entrepreneurship be developed?

1.4 Operational Definitions of Key Terms and Concepts

Given the competition explanation of the terms in social and management sciences, this section of the study operationalizes the use of the following terms in the current study:

Endogenous attributes - Endogenous attributes are two separate words “endogenous also refer to as internal, and “attributes” also refer to as character. Endogenous or internal means something situated on the ‘inside.’ It is an inner part of a feature distinctive to a subject that influence a motive (Collins, 2014). Attribute or character, in the other hand is the moral and mental qualities distinctive to a person or species. It helps in the identification and classification of a person of species (Turnbull, 2010). In this study, endogenous attributes refer to personal traits of individuals, which makes them better or worse than their counterparts when other factors are equal.

Successful entrepreneurs - Successful entrepreneurs are two different words merged to deliver a meaning. ‘Successful’ is derived from a term ‘success’ which means ‘well accomplished’, ‘achieved’ or ‘victorious.’ Although, its measurement varies, but generally it is often used to refer to anyone who won a process or has remarkably made growth more than other counterparts in the same struggle (Bostock, 2014; Collins, 2014). Entrepreneurs on the other hand, refers to groups of people who initiate, maintain or organize a profit oriented business unit for the production or distribution of economic goods and services (Cole, 2005; Singh, 2013; Krejci *et al.*, 2015: 305). In this study, successful entrepreneurs refer to people who have engaged in an innovative business unit and have remarkably made progress more than other items of job creation, expansion of business with regards to new goods and branches, level of survival, ability to maintain minimal loan size and redeem debt at due dates, as well as access to banking sector.

Successful enterprise - “Successful” as earlier defined refers to expected achievement made by a subject (Bostock, 2014). Enterprise refers to an established business unit (Sreevidya, 2011: 6; Agbenyegah, 2013; Sitoula, 2015). ‘Successful enterprise’ refers to an established innovative business unit that has or is achieving the set goals in which the venture was initiated (Sreevidya, 2011: 6). For this study, successful enterprise refers to innovative business units who make remarkable growth more than its counterpart all things being equal.

Youth - The definition and understanding of youth defer from scholars. Its validity, acceptability and application in most cases is determined by the code of conduct or constitution of an organization or a country. For instance, UNESCO (2017) defined youth as young people between the ages of 15-24 years. The African Youth Charter (AYC) (2006: 3) considered young people between the ages of 15-35 years as youth, while the South Africa's National Youth Commission Act, 1996 submitted that youth is a stage of transition from childhood to maturity between the ages of 14-34 years (Constitution of South Africa 1998). Considering the context of the study, which is limited to South African rural communities, the definition of youth as given in the Constitution of South Africa 1998, was adopted. Hence, this study considered people between the ages of 14-34 as a youth.

Youth entrepreneurs - The definition of “Entrepreneurs” as earlier given refers to group of associated young people who initiate, maintain or organize a profit oriented business unit for the production or distribution of economic goods and services (Cole, 2005; Krejci *et al.*, 2015: 305). Youth on the other hand was defined as people between the ages of 14 – 34 years as adopted from the Constitution of South Africa 1998. Thus, in this study, “Youth Entrepreneurs” will refer to as set of young, innovative people between the ages of 14 and 34 years who engage in any creative economic activity aimed at maximizing wealth or social surpluses.

Youth unemployment - As earlier retreated in the study, “youth” are set of young people between the ages of 14 – 34 years. Unemployment on the other hand, refers to a state where active people with required criteria and desire to work do not find jobs in a certain geographic area at a point in time (Stuckler *et al.*, 2009; Amadeo, 2017). However, in this study youth unemployment will refer to young people between the ages of 14-34 who are sane, active, with required skills or/and qualification, and willing to work but could find a job.

1.5 Outline of the Research

This study is organized into seven chapters. Chapter 1 presents the background of the study, research problems, research objectives and associated questions, as well as the definitions of key terms and concepts. The conceptual and theoretical framework that underpins the study were underlined in Chapter 2. This also incorporates relevant literature linked to entrepreneurship which were reviewed. In chapter 3, the description of the study area, and general methodological approach which were followed such as research design, population and sampling procedure, data

collection, and data analyses method were presented. Ethical consideration, and limitation of the study was also presented in this chapter. Result and discussions on the typology of youth-run enterprises in line with objective 1 of the study were presented in Chapter 4. This is synonymous to Chapter 5 which presents result and discussions on the performance and success of youth-run enterprises in line with objective 2 of the study, and Chapter 6 which also presents result and discussions on the inherent attributes of the successful youth entrepreneurs in line with objective 3 of the study. Chapter 7 which addresses objective 4, the ranking procedure of the entrepreneurs' inherent success factors and attributes were presented. This process informed a model for the enhancement of endogenous success attributes for entrepreneurship which was also presented in the chapter and thereafter, the conclusion, and recommendations of the study.

CHAPTER 2 LITERATURE REVIEW

2 Introduction

This section presented a detailed literature overview of entrepreneurship. It also gave a walk through in theories distilling relationships between inherent attributes of entrepreneurs and the success of their enterprise. The literature was guided and structured following the analogy of the research objectives. The chapter starts with the conceptual framework and a theory of entrepreneurship. A review of literature on the nature and typology of entrepreneurs, enterprise performances, and success attributes of successful entrepreneurs with major focus on America, Europe, Asia, and Africa. More so, literatures on the measurement indicators of enterprises and entrepreneurs were also sourced.

2.1 Conceptual Framework of the Study

Figure 1 conceptualizes how certain factors enhance entrepreneurs' success and economic expansion. This study's conceptual framework borrowed some of its aspects from the Schumpeter's innovation theory of entrepreneurship and economic development. In an ideal world, after an entrepreneur has conceived an entrepreneurial opportunity, it requires capital, good market, conducive environment, and the digestion of basic innovation skills such invention, diffusion, imitation and innovation to succeed as noted by Schumpeter (1911; 1934) and supported by Chetty (2010), Sledzik (2013) and Chetty (2016). These are major drivers that enhance the success of an enterprise, thereby, contributing to economic growth and development.

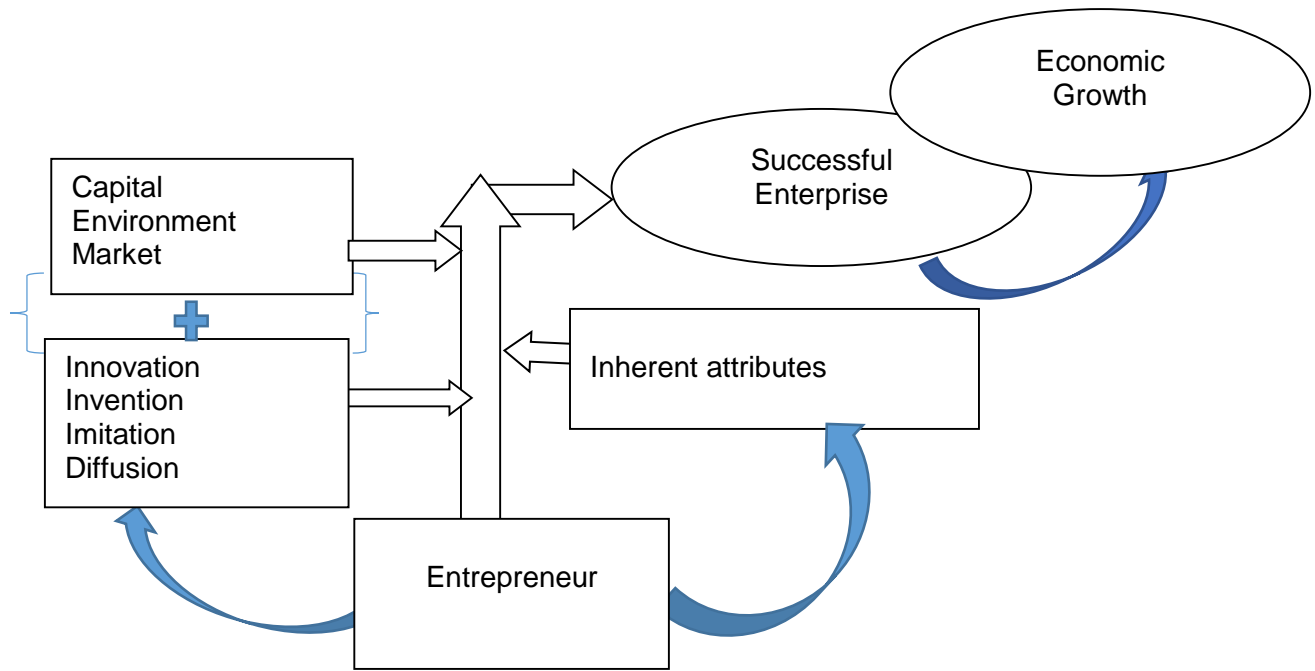


Figure 1: Conceptual Framework of the Study

Figure 1 depicts the relationship between an entrepreneur, the inherent attributes and success of the enterprise as well as economic growth. Many entrepreneurs live in a time ripe opportunity to develop their enterprises, some entrepreneurs are still stuck while others have made a success (Chu, *et al.*, 2007; Casnocha, 2011; Constant, 2015). As earlier noted by Casnocha (2011), Constant (2015), and Groepe (2015), given equal opportunities, some entrepreneurs with unique endogenous attributes are more likely to succeed. This was also supported by Schumpeter's innovation theory of entrepreneurship and economic development that identified innovation, invention, imitation and diffusion skills as endogenous attributes that enhance success of some entrepreneurs, all things being equal. Although, this study accepts the notions postulated by Schumpeter, but also argue that there are other unique endogenous attributes that also contributes to the success of an entrepreneur, and these attributes differ based on the nature and typology as well as the region of the enterprise.

2.2 Theoretical Framework of the Study

This study was guided by Schumpeter's innovation theory of entrepreneurship and economic development. The choice of the theory was informed by the fact that it best explains the endogenous factors that enhance success of entrepreneurs. Schumpeter's theory gives an insight on innovation that influences change. The theory contends that "innovation is the center of economic change as it causes gales of creative destruction" (Schumpeter, 1912). It further

promotes the notion that entrepreneurship success and economic development primarily does not depend on the discovery of innovation, but rather the digestion of basic innovation factors such as invention, diffusion, imitation, and innovation itself. Sledzik (2013) who benefited on the theory to improve a study, supported that entrepreneur's success is driven by basic innovation factors as elaborated by Schumpeter however, it relies more on the ability to combine new goods and services, new method of production, new market, new source of supply of raw materials, and new organization. The significance of the theory to entrepreneurship studies has made it widely used by many scholars across the world but this is not without critics.

Hanush and Pyka (2007) and Chetty (2010) have noted that Schumpeter's theory of innovation does not make entrepreneurship the right axis to other concepts. Hanush and Pyka (2007) further prompt that risk taking and organizing aspects of entrepreneurship was not considered as an endogenous factor but emphasizes were laid only on innovation. Synonymously, Sledzik (2013) reiterated that the theory did not consider bankers as entrepreneurs and further report that the thresholds and assumptions only conformed to developed countries. This implies that developing and underdeveloped countries were not part of the ideal world. Therefore, the application of the theory is not feasible in some regions of the world. It is with this background that this study benefits on the premise to explore other endogenous factors that enhance success of entrepreneurs within the rural context with the view of developing the theory such that it can be applied to developing and underdeveloped economies especially in Africa.

2.3 Stock of Nature and Typology of Entrepreneurs

The word 'enterprise' like most academic concepts, do not have a one universally accepted definition and precise classification (van Zanten, 2011). This is due to its multi-dimensional approaches of operation, behavior, origin, category and classification as well as differing economic structures across countries of the world (World Bank 2007; OECD, 2010; Vixathep, 2014; Constable, 2015). Therefore, scholars from different background have dealt with the concept based on their different academic perspectives and philosophical understanding, as well as government policies. Defining the concept from its most notable categories, there are micro scale, small scale, medium scale and large scale enterprise. From its nature of ownership, it has personal, family, group, and cooperative forms of enterprise ownership, while the types of activities include: service, manufacturing, farming, trading among a myriad of others (Casnocha, 2011; van Zanten, 2011; May, 2011; Yetisen, 2015).

The operation and resources associated to each group differ. While some resorted for group or family ownership where start-up capital is collectively generated, and the business is jointly operated, others prefer a unilateral system where the business is totally in control of one person (Kristiansen, 2004; Neuman, 2011; Audretsch & Meyer, 2009; Rui, 2014; Sinha, 2016). These approaches are pivotal to the growth and survival of enterprises in each region of the world. They also determine the nature and types of entrepreneurial activity that should be practiced. Unfortunately, these factors also depend on current environment, sociocultural, education, and economy background of the entrepreneurs (Brett, 2008; May, 2011; van Zanten, 2011; Schawbel, 2012; Rui, 2014; Constable, 2015, Sinha, 2016). Among others, these are core factors that directs innovative people to make choice of entrepreneurship to enter. In other words, it could be argued that those who are not sensitive about these factors might fail at the long run.

Scholars following Buchaman (2015), Fukase (2015), Graupp and Wrona (2015) have submitted that the choice of entrepreneurship is driven by available opportunities, societal needs, level of innovation, as well as available capital. Entrepreneurs who benefit on these factors require high level of innovation and enthusiasm to strategically pursue set goals and succeed. Because of their competitive nature, they tend to introduce new products and ideas which makes them distinguished from others in the market. The benefit is that, new types of entrepreneurial activities are introduced frequently to expand the market structures thereby, contributing to job creation and economic growth. On the contrary, majority who opt for entrepreneurship were driven by lack of employment, and poverty as also noted by Engelbrecht (2012), Kamunge *et al.* (2014), Dlodla (2015) who purports that many people entered entrepreneurship to gain seasoned employment, some targeted social net, and others go for basic needs such as food and shelter.

In circumstances where people are driven by factors relating to unemployment, poverty, and basic needs, they tend to follow the train of businesses that are already in existence in the area. This undermines the need to explore other innovative opportunities with higher potentials of economic benefits. The mind-sets allow them to operate at subsistence level which also deter the establishment of larger businesses that have much capacity to accumulate more employees (Gao, 2009; Kamunge *et al.*, 2014). The implication is that, niche areas of entrepreneurship will be ignored. Thus, resources and economic opportunities will be underutilized. Furthermore, homogenous entrepreneurial activities in a confined area, will cause many to fail, while others who might survive will contribute less than expected to job creation and economic growth. This could be among the factors contributing to high attrition rates of entrepreneurship in South Africa. It is against this premise, this study also profiled the typology of enterprises in the selected area.

For comparison and variation, the nature of enterprise in Europe, America, Asia, and Africa were reviewed.

2.3.1 Europe and One-Person Enterprise Concept

Robust discussions on the concepts of entrepreneurship in European countries are still ongoing and have not gained momentum (Hyytinen & Ilmakunnas, 2007; Fitzsimons, & O’Gorman, 2008; OECD, 2008; Bullvåg, 2009; European Foundation Report, 2011). Majority who opts for entrepreneurship enter the system through the part-time concept. This approach entails working for another entrepreneur fewer than 35 hours per week to gain the requisite experiences (Fitzsimons & O’Gorman, 2008; European Commission, 2010). Although Welter (2009) sees such entrepreneurship as being often a necessity-based way of generating income for sustainable livelihood, but EU Labor Force Survey refers them as pre-test entrepreneurs. They enter the system to familiarize with the market environment and structures, test the viability of the market for a certain period to determine the lucrativeness of an innovative idea, its potentials and sustainability. This concept is practiced both in personal and family forms of enterprises (European Foundation Reports, 2011). In other words, such approach offers a window to gain insight of the structure and distil learning points that are pivotal to enterprise survival and growth before further investments are made.

It has been recorded that family forms of enterprise constitute a substantial part of existing European enterprises, make up to 65% of all large enterprises, constitute about 40% employment share, and have an important role to play in the strength and dynamism of the real sector economy (European Family Business, 2013). Several studies have also indicated that one-person form of enterprise and self-employed approach is most common on the continent, especially within Cyprus, Poland, Czech, Slovakia, Germany, United Kingdom, and Turkey among others (Flash Eurobarometer, 2004; OECD, 2008).

This concept takes a unilateral system where owners are directly in control of the enterprise. The entrepreneur undertakes all innovative activities, which constitute the integral section that enhance the growth of the enterprise. As noted by OECD (2008), Bullvåg (2009) and European Foundation (2011), this category of entrepreneurs regard their entrepreneurship as a hobby that goes with motivation, passion and dedication. They consistently relate to their counterparts to share innovative ideas that enhance growth. These are among the unique factors that makes them more successful. However, the critic received by this concept as noted by the Austrian

Institute (2008) is that it has limited employment potentials, and sustainability is not guaranteed at the exit of the owner.

2.3.2 America Unilateral Approach and the Spirit of Capitalism

Enterprises in most American countries, especially the United States and Brazil are built on ethics and the spirit of capitalism (Asamoah-Owusu, 2010; GEDI, 2014; Buchaman, 2015). The notion of profit making has not only driven the success of entrepreneurs, but motivated even the working-age to opt for entrepreneurship (Myers, 2014). Unlike the Europeans who adopt a part-time concept to enter entrepreneurship, most Americans had formal education or training on the basics of entrepreneurship development (Bell-Rose, 2008; Valerio *et al.*, 2014). The introductory education provides basic theoretical and practical knowledge that needs to be combined to achieve success in entrepreneurship. Asamoah-Owusu (2010) confirmed that the concept has contributed significantly to success of enterprises, job creation, economic growth and development of the USA, stressing that the country was built by entrepreneurs.

Fortunately, scholars like Sarkis *et al.* (2006), King and Newman (2009), and Ryan (2011) have given a broader overview on the importance of education and skill training to entrepreneurship. Education provides basic understanding for evaluating innovative options. In other words, only opportunities with prominent potentials are likely to be pursued by these sets of entrepreneurs. The implication is that, critical evaluation limits chances of failure which supports Myers (2014) and GEDI (2017) who notes that to achieve success, it is necessary to compare entrepreneurship opportunities. From the review, what is common and dominant amongst entrepreneurs in America and Europe is that they both practice unilateral concept of entrepreneurship. Despite the success stories in this concept, is not without disadvantages. Staub (2011), Clarke (2014), Nash (2017) have proven that exit of the owner of the enterprise in most cases leads to discontinuity of the enterprise and dismissal of employees.

2.3.3 Asia Chain Referral Entrepreneurship Concept

Unlike European and American countries where the unilateral enterprise system is common, most Asian countries practice more of a family or group entrepreneurship (Steen & Baldwin, 2015; PWC, 2014; Kotelnikov, 2016). This concept entails a group of associated friends or family members sharing and merging innovative ideas to establish an enterprise pursue a common goal for the benefit of the society. This study gives attention to Japan, China and India.

2.3.3.1 Entrepreneurship in practice; the case of Japan and Kaizen concept

Survey has shown that common approach used in Japanese enterprises is Quality Control (QC) circles (Kotelnikov, 2016). This is a group-oriented suggestion system for making decisions and improvements in business. “QC circle is a small group that voluntarily performs quality-control activities in the workplace” (Kotelnikov, 2016). This process encourages employees to generate a considerable number of suggestions and work hard for the implementation towards the ascertainment of the organization’s set goals. This approach is rooted in the concept of Kaizen.

Kaizen is a Japanese philosophy which refers to “improvement” or “progress” achieved through collective efforts (Feldman, 1992; Hamel, 2010; Graupp & Wrona, 2015). The philosophy is anchored on the continuing involvement of everyone in the organization to pursue a single goal. An important aspect of the concept is that opinions from every member of the organization is respected and treated equally (Kotelnikov, 2016). The integral part of Kaizen is that it promotes a management system that aims at involving everyone in the planning and development of the establishment wherein group members prefer to pursue collective goals rather than personal gains. The above concept position will be elaborated in Figure 2 with backing from literature.

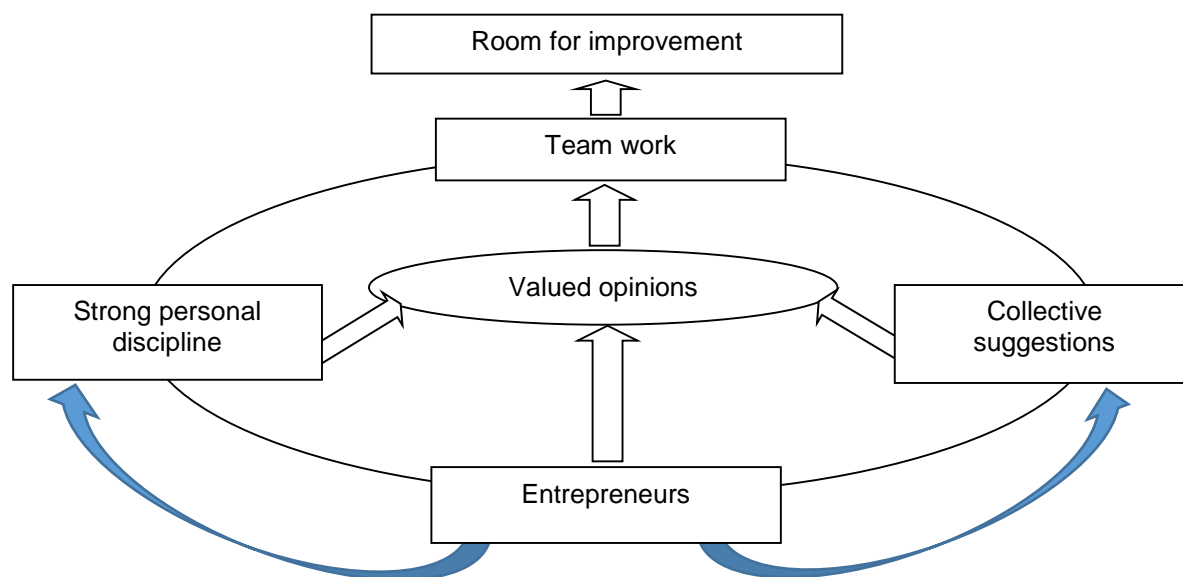


Figure 2: Japanese Kaizen Concept adopted from Kotelnikov (2016)

Figure 2 conceptualizes the role of Japanese Kaizen concept on entrepreneurs’ success and progress. The model reveals that because there is a need for improvement, opinions of team

members are valued to ensure freedom of expression and teamwork to achieve success. This also contributes in building self-discipline, security, sincerity and dedication. Kaizen concept brings together a group of process owners and managers to map out an existing process and identify improvements that are within the scope of the participants (Venture Japan, 2009; Choudhury, 2017). This makes individualism the lowest ranking factor in Japan (International Business Center, 2012), reflecting on the operational business systems where enterprises are jointly planned, established and managed by sets of innovative and trusted entrepreneurs in the form of peer groups or organization (Kristiansen, 2004; Fukase, 2015).

The significance of groups in decision making to launch and manage a venture brings togetherness and unity, trust and challenging work which is tantamount to success (Fukase, 2015; Harner, 2015). Because the concept entails collective responsibility where everyone works together for the success of the group at large, it is easier to achieve progress faster than one-man operated enterprise. For example, Choudhury (2017) made a comparison of enterprises using Kaizen with Six Sigma in Japan. Quantitative methods were used to collect data to measure performances of the same class of entrepreneurs with different operational systems. Findings reveal that enterprises that adopt Six Sigma operational systems without Kaizen model recorded regressive growth in the first stage, progressive growth in the second stage but a decline in the third stage. This revealed an attrition when compared with enterprises that combined Six Sigma and Kaizen concept that recorded regressive growth in the first stage, a progressive growth in the second stage, and a progressive growth in the third stage.

Synonymously, Titu *et al.* (2010) who unpacked Kaizen methods of continuous improvement on enterprises revealed that enterprises anchored in the concept exhibit greater success more than its counterparts, given equal opportunities. History has it that Kaizen evolved from Japanese ancient practices and has become a culture both at home and work places. It forces motivates entrepreneurs to be resilient, zealous and crave for teamwork to achieve greater success (Oprean *et al.*, 2008; Titu *et al.*, 2010); through the concept, entrepreneurs in the region permanently believe the way in which they fulfil daily tasks is not the most efficient way to perform. In other words, the concept is about continuously looking for the latest ways of achieving goals in the easiest manner and least cost. However, the significance of the concept is not without demerits.

One of the critics received is that humans are rational beings. Scepticism and lack of dedication of some members might stuck the progress of the enterprise. Behaviours are unpredictable, some group members might portray behaviours tantamount to ruining the enterprise. In other words,

losses will affect other entrepreneurs in the enterprise. This argument conforms to Bulsuk (2011) who submit that Kaizen can only succeed where there is unity, harmony, ardent desire and willingness to improve. This scholar further stressed that bureaucratic mind-set system, filled with rules and procedures with people who would resist the suggestions of others will militate against success, especially in in aspects where status quo of superiority is highly recognized. Root (2017) also supported that there must be a prominent level of dedication, sincerity, open mind and collective efforts amongst team members for the Kaizen concept to function. Unfortunately, enterprise improvements and growth gradually accumulate over time as processes of an enterprise are systematically made perfect and strengthened (Bulsuk, 2011; Root, 2017). Some of the stakeholders who partook in the process to maximize wealth, expect a quick turnover and visibility in a short space. Thus, they might discontinue in aspects where growth delays. This dilemma may lead to demise of enterprise, exposing other stakeholders to huge losses.

2.3.3.2 Chinese Family Entrepreneurship Concept

The Chinese enterprise structure is confined within households where its establishment and operation are jointly directed by family members (Feldman, 1992; Hamel, 2010; Graupp & Wrona, 2015). This concept takes a form of snowball approach known as a chain referral system which begins with a small unit to a larger segment in the long run. Culturally, the setup is spearheaded by the head of household who revolve to incorporate the children and grandchildren (Kristiansen, 2004; Neuman, 2011; Upton-McLaughlin, 2013; Rui, 2014). The family enterprise concept is among the few moral and ideological approaches to survive the decade-long turmoil and bedlam of the Cultural Revolution, which is relatively unscathed in China (Kristiansen, 2004; Zuwarimwe, 2009). Because the enterprise is designed for the benefit of the family, members collaborate to render sincere efforts to achieve family set-goals. The above concept position will be elaborated in figure 3 with backing from literature.

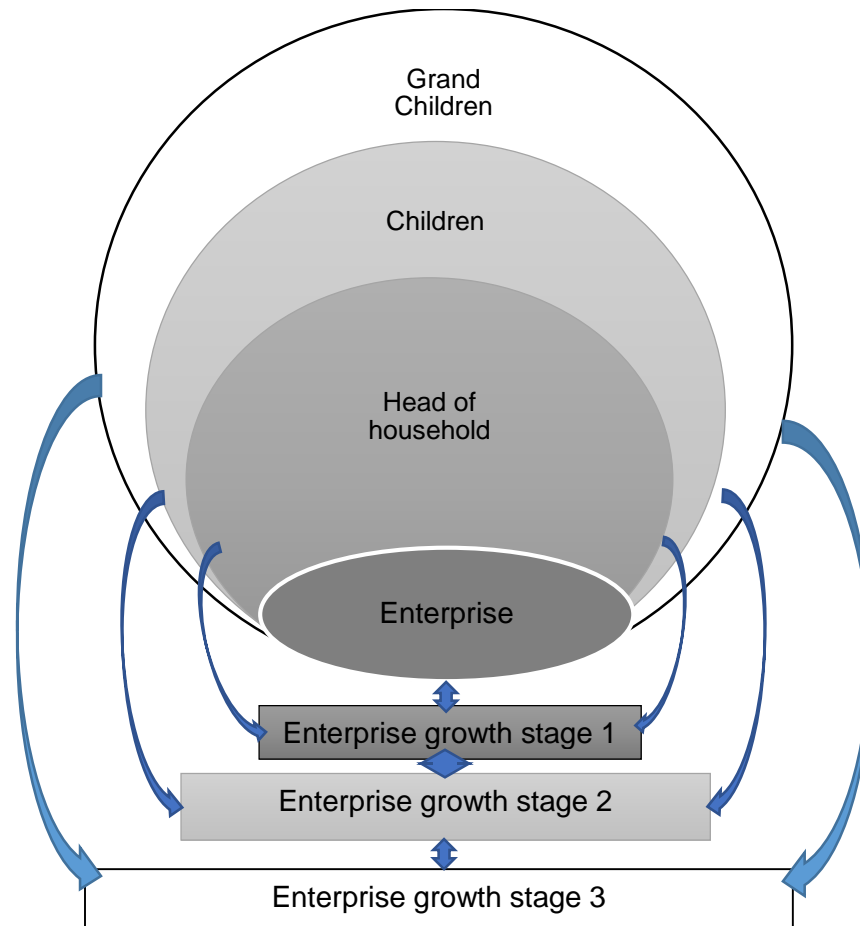


Figure 3: Chinese Business Concept developed with ideas from Kristiansen (2004), Zuwarimwe (2009) and Rui (2014)

Figure 3 conceptualizes Chinese family enterprise concept and its impact of success. The model show stages of engagements and enterprise expansion. The analogy indicates that growth is rapid at stage 2 where the head of households, children and grandchildren are fully involved in the direction and running of the enterprise. This implies that enterprises make more success when family members are involved.

The most significant aspect of the concept is that, it offers job opportunities for family members who are unemployed but willing to work (Upton-McLaughlin, 2013; Rui, 2014). Because employment in most cases is limited to a family, it influences a strong family bonding as it excludes those outside the family, and create a learning environment where older generation impact skills on the younger generation. The dimension, therefore, provide most young Chinese with entrepreneurship requisite skills and foundation (Gedajlovic *et al.*, 2012; Li *et al.*, 2015). It also appears that, because almost every employee within the family enterprise is a family member, it

becomes difficult to portray negative behaviours that will hamper the growth of the enterprise (Rui, 2014; Steen & Baldwin, 2015; Li *et al.*, 2015). This implies that leakages from theft and misappropriation of resources will be minimal, but impact level will be high. However, there are some challenges noted which are major constraints confronting the development of the concept over the years.

Scholars following Rui (2014), Keshishyen (2015), Steen and Baldwin (2015) noted that most heads of households lack the desire to pass the mantle of control to young innovative entrepreneurs in the family. PW Survey (2014: 23) revealed that about “53 % of family-owned enterprises in China plan to float additional shares of their stock or sell it out completely. Only 28% plan to pass on ownership to the next generation.” Such dilemma will lead to underutilization of youth resource and potentials especially in the case where young, innovative entrepreneur who religiously served the enterprise for a lengthy period is denied the opportunity to manage the enterprise.

Globally, succession in family enterprise comes with several issues, especially in the aspect of selecting the next of kin (Keshishyen, 2015; Steen & Baldwin, 2015). There is a burning issue among grandchildren who should succeed. Such situation is liable of disuniting the family. Discussions around business succession also revealed that, out of 22% family enterprises that were noted to have some sort of succession plan in the country, only 6% are robust and fully documented (PwC survey, 2014; Rui, 2014). This implies that about 18% are not certain of their transition. The implication is that young people in the family will be compelled to work with vain hopes.

2.3.3.3 Indian Culture and Entrepreneurship

Unlike China, whose approach considers immediate family circle, India operational system revolves to incorporate the extended families such as cousins and in-laws (Audretsch & Meyer, 2009; Mahima, 2010). The rationale is to provide a social safety net for both the nuclear and expanded family members. In other words, the survival of the family became tantamount with the survival of the enterprise (Vishal, 2011). Involvement of extended families is predominantly encouraged to expand the innovative ideas and keep them seething across generations. This concept evolved from, and is highly influenced by Indian culture. It is mostly practiced among the Vyshyas caste group in Hindu region (Audretsch & Meyer, 2009; Sinha, 2016). Through this dimension, enterprises have expanded and become famous in the system also noted by Vishal

(2011) who purport that Joint family structure, a peculiar Indian phenomenon, has powered the success of many Indian enterprises. The above concept position will be elaborated in figure 4 with backing from literature.

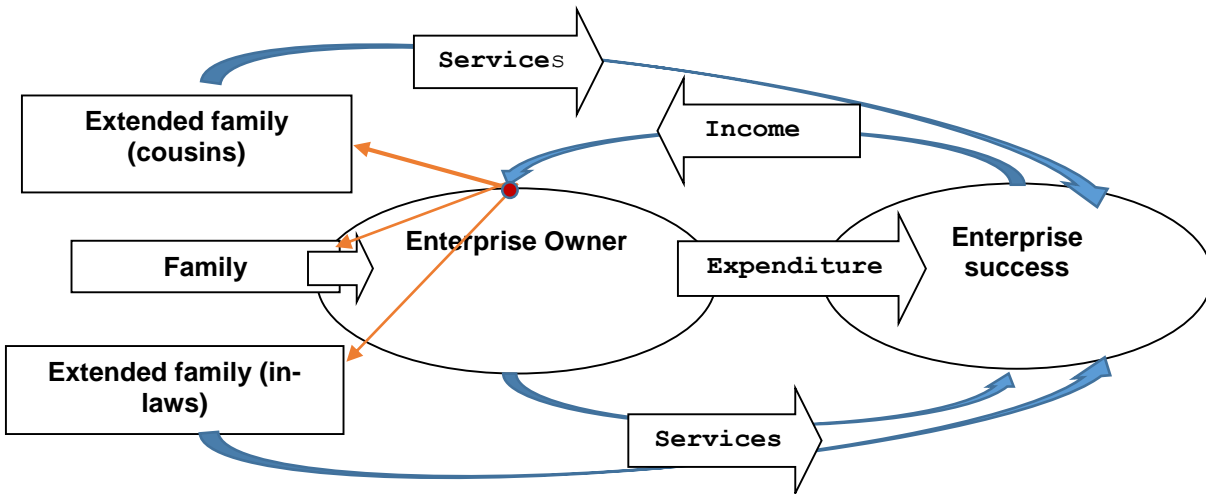


Figure 4: Indian Enterprise Concept developed with ideas from Audretsch and Meyer (2009), Vishal (2011), and Sinha (2016)

Figure 4 conceptualizes Indian enterprise concept and its significance to the success of the enterprise and economic growth. The concept shows stages of engagement of the participants. The analogy starts with the head of household or breadwinner who takes the risk of investments. Members in the nuclear family are directly involved while extending families such as in-laws and cousins are also incorporated with a view of assisting to provide social surpluses. Services are rendered directly to the enterprise, but outcomes are directed by the leader who is not just the director of the enterprise but responsible for the welfare of the entire family. This concept is among the major factors that promotes entrepreneurial activities and job creation in the country.

Mallya (2012) examined winning strategies of successful entrepreneurs in India through a case study approach. Analyses of data collected from 50 successful entrepreneurs revealed that teamwork and family support constitute the larger contributing factor to their success. This conform to Mahima (2010) who earlier reiterated that family dedication and teamwork are the common traits that enhance success and growth of many enterprises. Synonymously, Govindasamy (2010) explored the critical success factors that influence the success of Indian small enterprise owners in the Tshwane area. Structured questionnaire was used to collect data from 106 participants guided by convenience sampling technique. Data was analysed using

Microsoft excel (2003), Nonparametric tests and Cronbach's Alpha to measure internal consistency of item scales. The result indicated that family support, business concepts, education, and experience were key factors that drive success. This implies that the Indian family enterprise concept is a valuable instrument that promote performance and success of entrepreneurs. However, despite these merits, it is likely that losses will accrue from such enterprises due to elevated level of family dependency. This argument has been supported by Klynveld Peat Marwick Goerdeler (KPMG) survey (2013) which noted that family enterprises grow faster, but more often extinct within a short space because of family pressure.

Family Firm Institute report (2016) reveals that family enterprises account for two-thirds of India's GDP, 90% of gross industrial output, 79% of organized private sector employment and 27% of overall employment, but only 13% of such survive to the 3rd generation, and only 4% survive to the 4th generation. The attrition could also be as a result of employment that was made based on family criteria rather than skilfulness in the spheres of concern as also noted by Varma (2007), Pawar (2009) and Helmuth *et al.* (2011), who purport that because employees are family members, it is difficult to fire anyone who is not productive. Unfortunately, an unskilled labour are likely to cause leakages and gaps which might lead to its failure. Sherman (2014) submits that family emotions drive both the administrative and operational aspect of such enterprise. Since the goal of the enterprise is to sustain the family, reinvestments in trendy, innovative areas that offers opportunities to expand and grow rapidly might not be taken seriously. Day-to-day decisions will be in response to family problems which limits the enterprise from exploring other potentials (Ramachandran, 2005; Wagner, 2013; Sharrma, 2014). However, it could be suggested that family members should be given basic entrepreneurship training during employment.

2.3.3.4 African Concept of Entrepreneurship

It is not clear as to what concept of entrepreneurship is predominantly practiced in Africa unlike other continents. Scholars following Anokhin and Wincent (2012), Xavier *et al.* (2012), Brixiova *et al.* (2015), Ayankoya (2013), GEM (2017), Herrington and Kew (2017), and Muriithi *et al.* (2017) noted that it seems to be a notable difference in the approaches used within countries and ethnic groups. However, what was found dominant across nations is systems of apprenticeship. The concept is seen mostly in some parts of Nigeria, especially the Igbo ethnicity in the East (Ukaegbu, 2003; Agozino & Anyanike, 2007; Onwuka, 2015). The above concept position will be elaborated in Figure 5 with backing from literature.

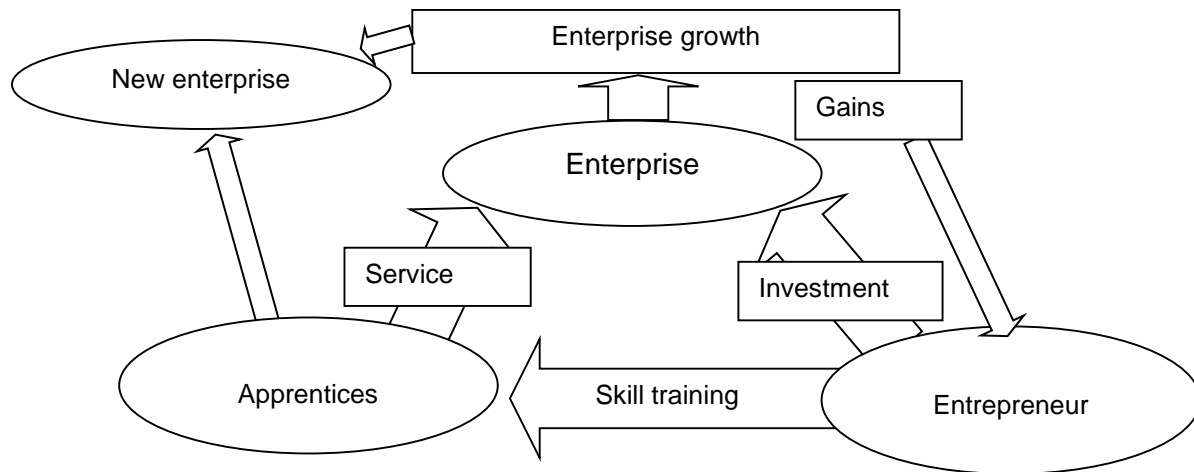


Figure 5: Africa Apprenticeship Enterprise Concept developed with ideas from Ukaegbu (2003), Agozino and Anyanike (2007), Onwuka (2015)

Figure 5 depicts African enterprise apprenticeship concept. The framework reveals how entrepreneurs collaborate with apprentices to achieve growth and success. This approach comes as a contract between the entrepreneur and the apprentices where partnership is maintained for some years without wages. However, it is hoped that the mentees are given basic entrepreneurship skills training during the contract period. In some cases, the entrepreneur will join efforts with the apprentice to establish an enterprise for the apprentice at the end of successful training. This concept is also dominant in some part of Ghana, Côte D'Ivoire, Burkina Faso and Cameroon (Burdus, 2010; Sonnenberg, 2012; Orugun & Nafiu, 2014; Hardy *et al.*, 2017). Unlike the Asians, most Africans, especially the Igbos prefer self-reliance and self-control entrepreneurship grounded on apprenticeship (Nworah, 2012). Because majority want to be independent from their families, they opt for such entrepreneurship.

The concept is not only significant to the enterprise growth, but contribute immensely to the development of human capital. Young people even below 12 years of age are motivated to opt for apprenticeship scheme (Nworah, 2012; Maliga, 2013; Onwuka, 2015). This offer window opportunity for innovative fellows to build entrepreneurship career at early age. It also sets potential entrepreneurs on a career fast track because the skills they acquire during training are presumably important ones that drive success. In Igbo for instance, the approach has empowered entrepreneurial activities to become a culture and major occupation (Agozino & Anyanike, 2007). Majority have resorted to self-employed entrepreneurship rather than formal employment in the elite discipline. This has also sets standards and space for several successful entrepreneurs as

noted by Eze (2012), Udegbe (2013), Onwuka (2015) that prominent entrepreneurs in Igbo land such as Innoson Motors, Coscharis Motors, Chisco Motors, A-Z Petroleum/Chicason Group as well as Dangote in the Northern Nigeria and a host of others went through the apprenticeship scheme. Most of the entrepreneurs had a poor background without formal western education but the scheme offered a “foothold to rise to wealth” (Onwuka, 2015). This conforms to Orugun and Nafiu (2014) who support that Igbo apprenticeship approach is a rationale behind their business success, and this form of entrepreneurship forms the panacea for the Nigerian economic growth and development.

It is without dispute that the concept has contributed significantly to economic growth as widely discussed by various scholars, but its negative impacts to some aspects of the economy and human welfare has not been sufficiently addressed. It appears that because an apprentice also plays the role of an employee, most entrepreneurs would prefer to hire more apprentices rather than employees. In other words, close opportunities for unemployment. Seemingly, some entrepreneurs might technically prolong the contract which offers opportunity to exploit the apprentice intensively. Biased mentors might be sceptical to transfer the core skills to their mentees, while some might fail the required support at the end of the contract.

Countries such as Somalia, Egypt, Chad, Sierra Leone and Ethiopia are also noted for such practices but in a different dimension. Unlike Nigeria and Ghana where apprenticeship is combined with unilateral concepts, these countries adopt family forms of enterprises (Graff, 2006; IFC 2014; Belz, 2015; Hassan, 2015). In this context, entrepreneurs prefer to absorb family member as an apprentice. Hence, some level of sincerity and trust is maintained. Also, the apprentices stand an opportunity of being fully established at the end of the training or absorbed in the family enterprise. The implication is that it spearheads injections and expansions which brings about growth and development. Take for example Egypt, Hassan (2015) noted that family forms of enterprises are the locomotive of development in the country. About 90% of the enterprises in the region are family owned that contribute up to 80% of the national income, constitute 75% of the private sector, and provide employment for 70% workforce. However, like other family forms of enterprises, it appears life span and survival has been the major challenge of the concept.

It was revealed that 70% of family enterprises diminished, while about 30% closed totally at the exit of the founder (Hassan, 2015). World Bank (2014) further revealed that globally, 95% of family enterprises do not survive up to the 3rd generation. However, it could be argued that such

attritions vary because some enterprises have recorded success in terms of survival trends. Precise in Egypt, Carvajal family enterprise, and the Wadi Holding Group have survived beyond measure (International Finance Corporation (IFC) 2014). A survey has shown that Carvajal was established over 105 years ago, currently on the 6th generation with over 26000'000 employees spread across 15 countries, operating in 3 sectors, with sales in 36 countries across the world.

It could be that family enterprises who fail lack the attributes that are inherent in others who succeed. Thus, an understanding of sustainability and survival methods adopted by these enterprises will go a long way in assisting family enterprises to succeed and sustain to generations. In South Africa, many entrepreneurs practice one-man business. Apprenticeship as in the case of other African countries is lacking. Business are established based on government tenders and not the available market opportunities (Iwara, 2016). Unlike other countries who used loans substitutes, entrepreneurs in South Africa rely on loans and government aid for start-up capital (Asamoah-Owusu, 2010; Bugan, 2014; NYDA, 2014; Dlodla, 2015; Iwara, 2016). The critics here is that, enterprises tend to fail when entrepreneurs have limited access to government funds and tender. Furthermore, because majority enter entrepreneurship with the mind set of providing basic needs such as food and shelter, it becomes difficult to grow and compete with their international counterparts. This is since they find it irrelevant to engage in improved skills or entrepreneurship courses that can qualify them professional entrepreneurs (Mmbengwa *et al.*, 2013; Kamunge *et al.*, 2014; Kinyua 2014; Isaacs *et al.*, 2017).

2.4 Enterprise Classification and Definition

The growing importance of entrepreneurship has magnified the need for a standard basis for internationally comparable indicators of entrepreneurship (Dababneh & Al Jidara, 2007; Hoffmann, 2007; World Bank, 2012; Vixathep, 2014; OECD, 2017). There have misconceptions, what is classified as micro, small, medium and large scale enterprise in an economy differ in another economy. This uncertainty makes it difficult to have a clear understanding of what constitute these enterprises globally. However, most governments across the world have adopted general standards while some institutions and organizations have also developed indicators that supports their entrepreneurship mandates.

This obvious circumstance, has purported conflicts on what indicator should be accepted as a medium of classifying enterprises even within a local economy. Thus, the concept is either missing-used or used interchangeably (Sharir & Lerner, 2006; Garalis & Strazdiene, 2007;

Benzing, 2009; Oosterbeek, 2010; Zwerus, 2013; Curth *et al.*, 2015). This dilemma, has triggered robust global discussions. In other words, this section of review presents global indicators for classifying enterprises adopted by International institutions such as the Organization for Economic Co-operation and Development (OECD), the World Bank (WB), International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA), European Commission (EC), United Nations Industrial Development Organization (UNIDO), and Asia Pacific Economic Cooperation (APEC). An offer of indicators across countries of the world will also be depicted, but with focus on Africa, especially South Africa.

2.4.1 Enterprise Classification: Cases of OECD

OECD refers enterprise with 1-9 number of employees as micro scale, 10-49 employees as small scale, 50-249 as medium scale, while 250 and above are large scale enterprises (Hoffmann *et al.*, 2006; OECD, 2017). Although many countries within the OECD postulate the notion that the organization should capitalize on its international networks of statisticians, analysts and policy makers to develop enterprise indicators, but earlier studies had indicated that, during the Istanbul Ministerial Conference on SMEs and Entrepreneurship in 2004, the organization stressed the needs for member countries to develop individual criteria that conforms to their traditional economy (Hoffmann *et al.*, 2006; Ahmad & Huffman, 2007).

2.4.2 Enterprise Classification: Cases of EC

In the context of the European commission, three major indicators, namely: total assets, number of employees, and annual sales are considered as criteria for the classification of enterprises as depicted in Table 2.

Table 2 : Indicators for the Classification of Enterprises in European Commission

Category	Employment	Annual sale	Total Asset
Micro	<10	< \$3,000,000	< \$3,000,000
Small	< 50	<\$13,000,000	<\$13,000,000
Medium	<250	<\$67,000,000	<\$56,000,000
Large	300 <	\$67,000,000<	\$56,000,000 <

Source: European Commission (2012)

Table 2 indicates that enterprise with 1-10 employees with less than \$3 million annual work unit/total assets is micro scale. Between 11-49 employees with less than \$13 million annual work unit/total assets is small, 51-250 employees with less than \$67 million annual work unit of and \$ 56 million total assets is medium, while large scale enterprises have over 300 employees and annual work unit/total assets of \$ 67, 000,000 and above (Dababneh & Al Jidara, 2007; European Commission, 2017). These categories are in conformity to criteria adopted by the International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA) definition of SMEs.

2.5 Indicators for classification and Measurement of enterprises: Cases of World Bank

Indicators for the classification enterprises by the World Bank includes: size of employees, total assets and annual sales as depicted in Table 3.

Table 3: Indicators for the World Bank Enterprises Classification

Category	Employment	Annual sale	Total Asset
Micro	1-10	< \$100,000	< \$3,000,000
Small	10-50	<\$3,000, 000	<\$13,000,000
Medium	51-300	<\$15,000,000	<\$56,000,000
Large	300 <	\$15,000,000 <	\$56,000,000 <

Source: World Bank (2012)

Table 3 indicates that, enterprises with 1-10 employees and total assets/total annual sales of less than \$100,000 are Micro. Small enterprises range between 11-50 employees with a total assets /total annual sale of \$3, 000, 000 or less. Those with employee size of 51-300 and a total assets/total annual sale of \$3001, 000 to \$15, 000, 000 are Medium, while Large scale enterprises have 300 employees as well as total assets /total annual sale of \$56,000,000 above.

2.5.1 Enterprise classification: Cases of UNIDO

Enterprises are classified with two thresholds which include: size of employees and annual sale within the United Nations Industrial Development Organization. These thresholds are depicted in Table 4.

Table 4: United Nations Industrial Development Organization Enterprises Classification

Category	Employment	Annual sale
Micro	1-9	<\$42,300
Small	10-47	\$42,300 <
Medium	50-249	\$42,300 <
Large	250 above	\$42,300 <

Source: Dababneh and Al Jidara (2007)

Table 4 indicate that enterprise with 1-9 employees and less than \$42,300 annual sale is micro scale, 10-49 employees and more than \$42,300 annual sale is small scale, 50-249 employees and more than \$42,300 annual sale is medium, while 250 employees and above and more than \$42, 300 is large scale.

2.5.2 Enterprise Classification: Cases of APEC

Unlike some organization such as EC, MIGA, IFC, and OECD that adopted 2 or more indicators, Asia Pacific Economic Cooperation (APEC) recognize only employees as a standard for the classification as depicted in table 5.

Table 5: Indicators for the Asia Pacific Economic Cooperation Classification of Enterprises

Category	Micro	Small	Medium	Large
Employment	1-5	5-19	20-99	100 <

Source: APEC (2017)

Micro scale enterprise has 1-5 employees, Small constitute 5-19, Medium enterprises ranges between 20 – 99 employees, while 100 employees above is noted for large scale.

2.6 Enterprise Classification in Different Counties across the World

Many surveys have shown that there is no one universal accepted indicator for defining and classifying an enterprise, even at the regional level due to differing economic structures (World Bank, 2012; Vixathep, 2014; Constable, 2015; Yetisen, 2015; OECD, 2017). Hence, most countries have adopted indicators, flexible to their economic systems. The table 6 present only employment indicator adopted by various countries.

Table 6: Distribution of enterprises by number of employee in different counties

Country	Micro	Small	Medium	Large	Country	Micro	Small	Medium	Large
United State	1-9	10-99	100-499	500 <	India	2-9	10-49	50-249	250<
Mexico	0-9	11-50	51-250	251 <	UAE	0-9	10-49	50-499	500 <
Norway	0-9	10-49	50-249	300 <	Lebanon	0-9	10-49	50-99	100 <
Iceland	0-9	10-49	50-249	300 <	Israel	0-9	10-45	50-100	100 <
Switzerland	0-9	10-49	50-249	300 <	Oman	0-5	6-20	21-100	100 <
New Zealand	1-10	10-49	50-99	100 <	Jordan	1-4	5-19	20-99	100 <
Australia	0-9	10-49	50-199	200 <	Tunisia	<10	10-49	50-100	100 <
Canada	0-9	10-49	50-499	500 <	Egypt	1-4	5-14	15-49	50 <
Turkey	1-19	20-49	50-249	300 <	Nigeria	1-9	10-49	50-199	200 <
China	-	<300	300-200	2000<	Ghana	<10	11-29	30>	>
Korea	5-9	10-49	50-199	200 <	Zimbabwe	1-5	5-50	50-100	100 <
Japan	4-9	10-49	50-249	300 <	South Africa	1-5	5-50	50-100	100 <

Source: Ahmad (2008), Gibb (2004), UNIDO (2004), World Bank MSMEs Database (2007), OECD (2010), SAIPA (2011), SMEPDO (2011), Edinburgh Group (2013), Vixathep (2014).

On the average, majority define micro scale enterprise with 0-9 employees, small scale enterprises with 10-49 employees, medium scale enterprises with 50-100 employees, while large scale enterprise is limited to 100 employees and above.

2.6.1 Enterprise Classification in Africa

Disparity of enterprise indicators is also common in Africa. In the Northern African context, Egypt enterprise with 2-4 employees as micro, 5-14 are small, 15-49 are medium, while 50 employees above are large scale (World Bank, 2007). This is differing from Tunisia where micro scale enterprise account for less than 10 employees, small enterprises have between 11-49 employees, medium scale constitute 50-99, while those with about 100 employees above are large-scale (Dababneh & Al Jidara, 2007).

In Sub-Saharan Africa, Ghana, for instance classifies enterprises with less than 10 employees as micro, 11-29 employees as small, 30-39 as medium, while 40 employees above are large-scale (South African Institute of Professional Accountants (SAIPA), 2011). In the case of Nigeria, enterprises with 1-9 employees are micro, 10-40 employees are small scale, 50-199 are medium scale, while 200 employees above are large scale (Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), 2005; SMIEIS, 2006; Abdullahi *et al.*, 2015). Zimbabwe in the

Southern Africa regards enterprises with 1-5 as micro, 5-50 as small, 50-100 as medium, while 100 above as large scale (MoSMED, 2009; Trust, 2013). The indicators adopted by Zimbabwe are the same in South Africa (SAIPA, 2011; Chiwara, 2015).

2.7 Thresholds for the Measuring Enterprise Performance

Discrepancies as in the case of indicators for the classification of enterprises is also noted thresholds for evaluating enterprise success. Notably, enterprise annual turnover, expansion trends, number of employees, survival trends, frequency of customers, loan capacity, enterprise records, trends of new products, and profit margin are most thresholds widely adopted for evaluating performance and success of both an entrepreneur and enterprises globally (Rose *et al.*, 2006; Stefanovic *et al.*, 2010; Ha *et al.*, 2014; Venter, 2014). Regardless, the application of such thresholds in most cases is guided by the government policies of a given economy. It appears that scholars often made choices of thresholds based on their disciplines, and the nature of problems surrounding enterprises. For instance, Vixathep (2014) did a survey on entrepreneurship, government policy and performance of SMEs. The focus was on the measurement of performance of entrepreneurs in Laos. Employee, total assets, and annual turnover were used as thresholds to compare performance and estimate attrition of enterprises in the region. In Thailand, Ha *et al.* (2014) adopted population of employees to examine and determine successful entrepreneurs, while Rose *et al.* (2006) earlier measured enterprise success using financial ratios in the same region.

Unlike Rose *et al.* (2006), Ha *et al.* (2014), and Stefanovic *et al.* (2010) determined successful entrepreneurs in Serbia with a combination of financial ratios and asset capacity. This approach was successfully used in China, Turkey, Vietnam, Romania, India, Kenya and Ghana (Benzing & Chu, 2005; Benzing *et al.*, 2005; Chu *et al.*, 2007; Benzing *et al.*, 2009). In South Africa, Mohutsiwa (2012) adopted annual net, enterprise survival, and number of employees to evaluate performance of small and medium enterprises across the country. Center (2014) also used employees, annual turnover, profit margin and survival tend to measure perceived business trends in selected product and service suppliers in the North-West and the Gauteng provinces. Earlier, Mahembe *et al.* (2011) and Underhill Corporate Solutions (UCS) (2011) identified access to banking facility, loan size, annual turnover, survival of the enterprise and a number of employees as key thresholds for evaluating performance and success of enterprises in the country. Some of the thresholds adopted by these scholars, forms part of the thresholds noted in the South Africa policy as depicted in Table 7.

Table 7: Entrepreneurship Thresholds in South Africa

Types of Enterprise	Employment	Survival	Annual Turnover (R)	Loan Size (R)	Access to banking facility
Micro	1-5	2-3 years	10, 000 – 25, 000	1, 000	Individual Account
Very Small	5-10	2-3 years	50, 000- 200, 000	25, 000	Entry Business Account
Small	10-50	3 years <	200, 000 - 5 000 000	70, 000	Business Account
Medium	50-100 (200 in Mining)	3 years <	50, 000 000 – 50,000 000	150, 000	Business Account with additional facilities
Large	100 <	3 years <	50,000,000 <	-	Business Account with additional facilities

Source: UCS (2011) and Credit (2011)

Table 7 present national thresholds for measuring performance and success of enterprises in South Africa. It appears that enterprise with more employees, higher annual turnover and survival trends, moderate outstanding loans, and access to a bank account is noted to be more successful than its counterparts of the same classification. Given that UCS (2011), Mohutsiwa (2012), and Venter (2014) studies in South Africa yielded results, this study adopted some aspects of it to evaluate performances and success of enterprises in Dididi, Dumasi, Hasane, and Botsoleni villages in the Thulamela Local Municipality. Specifically, enterprise annual turnover, number of employees, loan status, expansion trends, and access to bank account were adopted for the evaluation.

2.8 Enterprise Performances and Economic growth

Entrepreneurial activities contribute positively to economic growth and development not only by fuelling job markets through the creation of new employment opportunities. It also stimulates technological change through increased levels of innovation, and enhance the market environment through an intensification of market competition (Ntiamoah *et al.*, 2014; Sitoula, 2015). As noted by Ling *et al.* (2009), increase in entrepreneurship is significant to the wellbeing of the masses. Such development is proportionate to poverty alleviation and economic growth of every economy. This conforms to Fadeyi *et al.* (2015: 27) who emphasized that “It has become evident that the creation and development of a modern, flexible and knowledge based economy requires the growth of entrepreneurial firms.” Other scholars like Antonites *et al.* (2005), Agbenyegah (2013), Yudaeva (2013), Ngoa (2017) also concur that entrepreneurship is the social

mechanism required to solve several economic issues faced by many countries. This argument is also substantiated with literature background from America, Europe, Asia and Africa.

2.8.1 Enterprise Performances and Economic Growth in America

In the USA for instance, a survey has shown that the country has achieved a positive entrepreneurship status of about 60% and rank 1st in the world (Global Entrepreneurship Index (GEI), 2017; OECD Stat, 2017). Specifically, about 25 million small scale enterprises continue to be key drivers in the dynamic economy (Ascci, 2007; Longenecker *et al.*, 2003). It contributes about 35% to the country's GDP, created 70% of new employment opportunities, and account for more than 52% of the private work force (Longenecker *et al.*, 2003; Ascci, 2007; Mmengwe, 2013: 2462). SMME's, generates over 30% of the total USA exports (Gordon Institute of Business Science, 2010: 7). About 27 million working-age Americans nearly 14% in 2015 are establishing new enterprises, approximately 24% entrepreneurs expect to employ 20 or more people in 2018. Over 51% of the working population believes there exist good opportunities to be an entrepreneur (Buchaman, 2015). Thus, the significance of entrepreneurship to economic development cannot be over emphasized.

2.8.2 Enterprise Performances and Economic Growth in Europe

In the case of European, most of the countries have made progress in Entrepreneurship just like the USA. Countries like the United Kingdom, Germany, and Turkey have achieved a positive entrepreneurship status of about 61%, 58% and 45%, respectively (OECD Stat, 2017). A host of other European countries has also recorded similar progress. According to Hatfield (2015), the progress and performances of enterprises are influenced by the drive for entrepreneurship. This has impacted immensely on job creation and economic growth. Findings revealed that self-employed people who are driven by entrepreneurship account for about 16% of the total European employment. Greece (34 %) and Romania (30 %), Italy (21%), and Poland (17.7%) (Eurostat Report 2014a; Meyermans *et al.*, 2016). On the average, entrepreneurship has contributed about 50% to the GDP and account for over 67% employment across the continent (Thibault, 2010; Mitchell, 2012; Frimpong, 2013).

2.8.3 Enterprise Performances and Economic Growth in Asia

Most Asian countries such as China directly depend on entrepreneurship for sustainability and have made a success. It contributes over 80% urban employment, more than 50% of fiscal and tax revenue, and 60% to the GDP (Li, 2013; Sham, 2014). This is synonymous to Malaysia where it accounts for over 70% of the total employment share. India and Japan have achieved a positive entrepreneurship status of approximately 42% and 41%, respectively, as well as 60% total employment (India Brand Equity Foundation (IBEF) 2012; OECD Stat, 2017). Early reports of these institutions indicate that enterprise has over 30 million units (IBEF, 2012). SMEs specifically, accounted for over 22% of the country's GDP and employs more than 60 million people (IBEF, 2012; OECD Stat, 2017). Frimpong (2013) also reveals that the contribution of small and medium enterprises to GDP ranges from 55.3% in Japan, 60% in China, and 47.3% in Malaysia. This indicates that entrepreneurship constitute the largest share of the economies and has contributed immensely to the growth of the countries.

Although, Reedy and Litan (2011), and Hunter (2012) have earlier augured that entrepreneurship in most Asian societies creates less employment for the public than expected. One could submit that it was due to the nature of entrepreneurship. Most Asian enterprises, especially in China and India are limited to the family, hence, employment revolves around the family. This conforms to arguments in Malaysia where almost 80% enterprises are self-employed micro-enterprises which employs more of the family (Economic Census 2011; Kelley *et al.*, 2012). This is synonymous to Carvajal family enterprise in Egypt that recorded about 120 cousins as employees (IFC, 2014).

2.8.4 Enterprise Performances and Economic growth in Africa

African enterprises continue to make tremendous efforts in an attempt to meet the global standards and complete with counterparts across the world. Unfortunately, entrepreneurship performance in almost all African countries is below average when compared with other regions like America, Europe, and Asia. However, it was noted that about 42% rural households in Uganda Malawi, Ethiopia, Niger, Tanzania and Nigeria are entrepreneurs and operate an enterprise (Muriithi *et al.*, 2017; Nagler & Naudé, 2017), with the largest share in sales and trade, and agricultural production as second largest share (GEM, 2017). On the average, entrepreneurial activities account for more than 50% employment and GDP in Africa. It makes over 70% of the manufacturing and accounts for more than 48% employment and 46% GDP in Nigeria (Frimpong, 2013; National Bureau of Statistics Nigeria, 2015).

Entrepreneurial activities provide more than 85% of manufacturing employment and account for over 70% GDP in Ghana. It contributes up to 35% of Tanzania's GDP and constitute 60% employment share (Ntiamoah *et al.*, 2014). It accounts for more than 20% GDP and 50% employment in Morocco (Mouhallab *et al.*, 2016), and contributes about 36% to Cameroon's GDP (Ngoa, 2017). It has created more than 5.7 million (approx. 84%) employment and contribute up to 40% GDP of Zimbabwe (Zwinoira, 2015), and it has provided up to 60% employment and contributed about 57% to GDP in South Africa (Agbenyegah, 2013: 2; Frimpong, 2013; OECD, 2017). Fortunately, despite the poor entrepreneurship performance in Africa as statistically proven, it accounts for the largest share of economic growth in the continent. This implies that enterprises in Africa are making progress and if given the required attention, they can compete with its international counterparts.

2.9 Endogenous Attributes of the Successful Entrepreneurs

Robust discussion about the impact of inherent characteristics of an entrepreneur on the growth of enterprise has been ongoing. Schumpeter (1912), Chu *et al.* (2007), Stefanovic *et al.* (2010), de Faria Cosme (2012), Casnocha (2011), Naqvi (2011), Mmengwe (2013), Constant (2015), and Krejci *et al.* (2015) have noted that they are key vehicles that drives the success of an enterprise, especially when external factors fail. These attributes according to Turnbull (2010), Ummah and Gunapalan (2012), Collins (2014), Ha *et al.* (2014) are inner part features, morals and mental qualities distinctive to an entrepreneur which influence their motives.

The conclusive argument about success and entrepreneurs is that success in entrepreneurship largely depends on the attitude that reflects an individual's motivation and capacity to identify and pursue an opportunity to produce new value of economic goods and services (Hanush & Pyka, 2007; Chetty, 2010; Sledzik, 2013). Despite the fact that findings from Tagraf and Akin (2009), Naqvi (2011), Sitoula (2015) have shown that these attributes are homogenous in nature, many have argued that they differ and are perceived from a different dimension across societies. In other words, inherent attributes that enhance success of an entrepreneur in a region may vary from what is expected in another region; and vice versa. This argument offers a window of opportunity to continuously investigate what could be the success attributes in diverse areas. It was on this premise, that this study explored these attributes in selected areas of Thulamela Local Municipality with the view to distil points that could be suggested to prospective and potential entrepreneurs in the same region.

2.9.1 Endogenous Attributes of the Successful Entrepreneurs in America

Djankov *et al.* (2007) tested two competing hypotheses on what makes an entrepreneur in Brazil. A survey of 400 entrepreneurs and 550 non-entrepreneurs of the same demographics in 7 areas were analysed through simple descriptive statistics by comparing mean values of responses. The survey results noted that family background has the strongest influence on entrepreneurs and their success is primarily determined by their smartness. Tagraf and Akin (2009) surveyed 213 SMEs in Kenya to determine the relationship between entrepreneur's character and the enterprise. A cluster multivariable statistical analysis was done, and the results revealed that, entrepreneurs generally have entrepreneurial characters which provide them with accurate operational guidance, but those who are focused succeed more. Similarly, Mongia (2013) used a qualitative design to identify the characteristics and attitudes of successful entrepreneurs in the US and Norway. Data collected from the GEM model and case studies was triangulated. Among other factors that were identified, results indicate that positive mind-set and the ability to align to environment supports success.

2.9.2 Endogenous Attributes of the Successful Entrepreneurs in Europe

In Europe, Krejci *et al.* (2015) examines factors that influence the success of small and medium enterprises in ICT, Czech Republic. Survey design grounded in quantitative methods was used. A questionnaire was used to collect data from ICT entrepreneurs in specific local markets and the analyses was done quantitatively. Results reveal that ability to maintain employee and make investment are core factors promoting entrepreneur's success in the country. The study further indicated that the lack of skilled employees is a key challenge that hinders the success of many entrepreneurs'. Adding that "freshly educated students who have the most up-to-date knowledge of modern trends" are key ingredients and influencing factors of an entrepreneur's success (Krejci *et al.*, 2015: 314). Thus, the ability to sources skilled workers as another vital trait of an entrepreneur as is proven by earlier studies that support that ability to design sets goals, new research skills, and self-efficacy has potentials on entrepreneurs' progress and success.

Stefanovic *et al.* (2010) determines motivational and success factors of entrepreneurs in developing countries with specific focus on Serbia. Basic methodological approach developed by Chu was used to examine the rationale that informs new ventures and determine key factors that affect the success of the ventures. Out of 350 enterprises randomly sampled from the country, data were sourced from 79. From the findings, success of entrepreneurs, primarily depends on

their ability to relate to the local environment, compete with others, and provide quality service at competitive price. A model was designed based on the findings to enhance entrepreneurial activities, but it could be argued that a sample size of 79 is not large enough to generalize finding across a spectrum of developing countries.

2.9.3 Endogenous Attributes of the Successful Entrepreneurs in Asia

In Asia, Ha *et al.* (2014) made a survey of the key factors of successful entrepreneurship in Thailand. The study established an innovation management model using data sampling of 250 successful entrepreneurs from various industry sectors in the country. Data were analysed using a quantitative approach by performing mean and standard deviation calculations, factor analysis, and causal factors affected by LISREL program. Findings reveal that the entrepreneurs' ability to work exceptionally is key personal attributes that influence success. This finding conforms to Chetty (2010) and Sledzik (2013) who purport that entrepreneurship qualities such as innovation, creativity, risk taking, perseverance are key determinants that promote success. Siriwan, *et al.*, (2013) also submit that, innovative mind and the ability to envisage challenges at the long run and work exceptionally to overcome them makes some entrepreneurs more successful.

Vixathep (2014) did a survey on Entrepreneurship, Government Policy and Performance of SMEs in Laos. The focused was on the measurement of performance of SMEs in Laos considering entrepreneurs' capacity, government facilitation, and characteristics of firms and customers. This was done through firm-level data. The variable used for the evaluation include: population of employees; asset capacity; and annual turnover of the enterprise. Other findings revealed that, age, practical educational background, ability and experiences of entrepreneurs to use modern equipment such as computers are some of the key factors that enhance performance and success. However, knowledge on legal framework related to entrepreneurship and membership in ventures associations were also mentioned as contributing factors. Thus, it was suggested that there is a need for effective SME promotion policies to enhance the effectiveness of both formal and informal education which may come in the form of capacity building training, proper regulations and enforcement of laws. Islam *et al.* (2016) who adopted a quantitative approach to explore success factors of specific categories of enterprises revealed that entrepreneur's authority, management know-how, use of modern technology, ability to access the market and communication skills are the success factors of entrepreneurs in Bangladesh.

Rose *et al.* (2006) earlier examined the dynamics of entrepreneurs' success factors in influencing venture growth. The target population for the study was a census of Malaysia Enterprise (E-50) winners from 1997 to 2003. From the 350 winners between the timeframe, 50 enterprises were evaluated and selected based on financial performance. The evaluation was guided by annual sales growth of the enterprises for the past three years (2002 – 2004). Findings revealed that understanding market needs and customer feedback are pivotal traits that promotes success. The performance and growth were analysed using Compound Annual Growth Rate. The shortcoming in the study was that, the sample size was too small to generalize findings for the entire country, besides a comparison of success Malaysian enterprise (E-50) and other enterprises. However, the results of the study will go a long in understanding what constitute success of an enterprise from the holistic view. Ling *et al.* (2009) reiterated that Malaysians “possessed the normal business attributes of willingness to take risks, to work hard, to continually learn, and to be undaunted by challenges.” One of the factors behind this success is entrepreneurship supports which come in the form of career guidance and training from both the government and the stakeholders, and the willingness of potential entrepreneurs to participate in at least one entrepreneurship course. Ling *et al.* (2009) further contend that youth in Malaysians prefer to own an enterprise they built instead of inheriting. This provokes the zeal to be more dedicated in pursuing careers in the enterprise terrain.

In Sri Lanka, Ummah and Gunapalan (2012) examine factors influencing on entrepreneurial success: an empirical study on women household enterprises. The study explored to what extent women entrepreneurs succeed with the aim of identifying the major factors influencing women entrepreneurship and the association of entrepreneurship success in micro businesses among women headed families. Random sampling method was used to determine 270 respondents from micro businesses among women headed families in Ampara and Batticaloa district. Data was sourced with self-administered questionnaire, and analysed using SPSS. Correlation and regression were used to examine the relationship between influencing factors and entrepreneurial success. Findings revealed that innovation and determination are common among the most successful women entrepreneurs. This is evident studies conducted by Kumar and Kriticos, (2014) and Dlodla (2015) who added that personality, optimism, perceived control, and change self-efficacy indicated a committed relationship with enterprise survival which leads to entrepreneur's success. However, it is important to make comparison of women in micro enterprise and other categories to ensure maximum variation and substantial evidence from the findings.

Naqvi (2011) examined the critical success and failure factors of entrepreneurial organizations in Bahawalpur to suggest a model that could bridge the gap between entrepreneurs who recorded success and others who failed. Models for studies of Asian Development Bank (ADB) (2005) and Bezing *et al.* (2009) were reviewed to articulate supportive results. Findings revealed that entrepreneurs' past management experience, ability to maintain proper customer service, and skills to manage an enterprise are key factors influencing on entrepreneur's success. Naqvi (2011) gave insight into the reasoning factors of failure and success from the internal and external perspective, nonetheless, comparison of such findings from two different areas would have provided a better justification to the findings. However, if a similar study, which aim at developing a model for entrepreneurs is conducted in African rural regions will go a long way in encouraging entrepreneurship performances.

2.9.4 Endogenous Attributes of the Successful Entrepreneurs in Africa

Maina (2012) investigated factors influencing on the development of youth entrepreneurial activities in Ongata Rongai Township, kajiado county, Kenya using a descriptive survey design. Qualitative methods were used to draw a sample size of 150 from a total target population of 250 units. Data was collected primarily from diverse types of youth run enterprises using self-administered questionnaires, interview guide and observation method, which were analysed quantitatively through Statistical Package for the Social Sciences (SPSS). From the exogenous context, it was revealed that sound entrepreneurship educational background promotes entrepreneurs' success, whereas, the ability to relate ideas with the enterprise was the core success factor identified in the area.

Bozas (2011) reiterate that efforts made to facilitate entry into business in South Africa have not been successful. This argument about the high failure rate of businesses in the country, especially in the rural regions is of concern and has been widely discussed (uMhlathuze, 2008; GEM 2013; SA DTI, 2013; Timm, 2013; Kriticos, 2014; Dlodla, 2015). Bozas (2011) examines key success and failure factors that impact on small, formal businesses operating in uMhlathuze, KwaZulu-Natal province of South Africa. Data for the analyses were sourced primarily from 46 formal established businesses using questionnaires. Key findings from the result revealed that, "sound planning, strict money management, self-discipline, good client and supplier relationships" are the vital factors influencing on the success of successful entrepreneurs. Synonymously, Harding (2012) also added that ability to identify market needs, compare employee's performance, and managed risk effectively provoke success.

Mmengwe (2013: 2461) evaluated entrepreneurial success factors of Small, Medium and Micro Enterprise (SMMEs) in the peri-urban poor communities of George municipality in Western Cape Province of South Africa. Major focus was on the determinant of entrepreneurship capacity of farming enterprises. The population was drawn from 4 different communities in the municipality. Data was collected qualitatively through focus group discussion. However, a mixed method was used for the analyses that reveal that “innovation and risk taking” were the most key success factors of SMMEs entrepreneurs in the peri-urban poor communities. The approaches used by this study, especially the population which were drawn from 4 different communities informed the current study. Thus, this study also adopted 4 villages in Thulamela local municipality to see the level of variation in findings.

2.10 Summary of literature review

The Chapter provided a broad literature overview of the typology, performance, and inherent success attributes of entrepreneurs, according to the objectives outlined in the previous Chapter. Pertinent to the study is the fact that, success or failure factors which makes certain entrepreneurs successful while others failed, given equal opportunities, has not been unravelled sufficiently in rural regions especially in developing economies. Also, robust discussion has been concentrated in the urban areas. Given that Schumpeter’s ideologies with respect to entrepreneurship supported that innovation, invention, imitation and diffusion of skills are the key endogenous attributes that enhance the success of some entrepreneurs. This is when the notion that there are other unique endogenous attributes that also contributes to success of an entrepreneur, and these attributes differ based on the nature and typology as well as the region of the enterprise. This is when a review of various entrepreneurship models come in with a view of distilling points for developing a model for rural entrepreneurship. The chapter also outline the levels at which endogenous attributes has been debated. In all, the chapter involves the theoretical work linking entrepreneur’s inherent traits and success of an enterprise and economic development.

CHAPTER 3 RESEARCH METHODOLOGY

3 Introduction

The Chapter presents a description of the study area showing areas of Dididi, Dumasi, Hasane, and Botsoleni. The general methodological approach that was followed such as survey research design which provides a platform for participatory approach was discussed. The population and sampling procedure of the study followed a census technique, Yamane's (1973) estimation formula, and a simple random technique. Data collection was predominantly primary through participatory approach with a bit of census from secondary sources. Data analyses methods discussed in this Chapter include: quantitative techniques such as SPSS and Excel, and Atlas-ti; the latter is a qualitative technique. Ethical consideration concepts which were followed included consideration of informed consent, anonymity and confidentiality, risk avoidance, and participants' rights. The limitation of the study was also presented and discussed in this Chapter.

3.1 Description of the Study Area

The study was conducted in Dididi, Dumasi, Hasane, and Botsoleni villages which constitute part of the Thulamela Local Municipality of the Vhembe District Municipality. This area borders Makhado Local Municipality to the west. Towards the south, the area borders the newly demarcated Collins Chabane Local Municipality, and to the north, it borders Musina Local Municipality. It is connected by major arterial tarred roads namely R524 and R523. The study area covers approximately 110km² (270 square Meters) (Munonde, 2009; SAK-PS, 2016). These villages have total population of 2,312; 2,154; 2,710; and 2,002, respectively which makes a total of 9,178 (Stats SA, 2011; 2015). The youth constitute about 40% (approximately 3,672) of the total population (Stats SA, 2015; SAK-PS, 2016). However, survey have shown that approximately 6% of the youth population are involved in entrepreneurial activities (Stats SA, 2011; 2015). The area is characterized by tourism and commerce, represented by small complexes, tuck shops, hotels and lodges. The vast land that surrounds the villages is commonly used as growth points. The area is characterized by virgin land with indigenous trees and grass covers, orchards, vegetable gardens alongside the perennial streams, and commercial agriculture characterized by banana plantations and subsistence cultivating land (Munonde, 2009; Iwara, 2016; SAK-PS, 2016). Figure 6 depicts the positions of the villages.

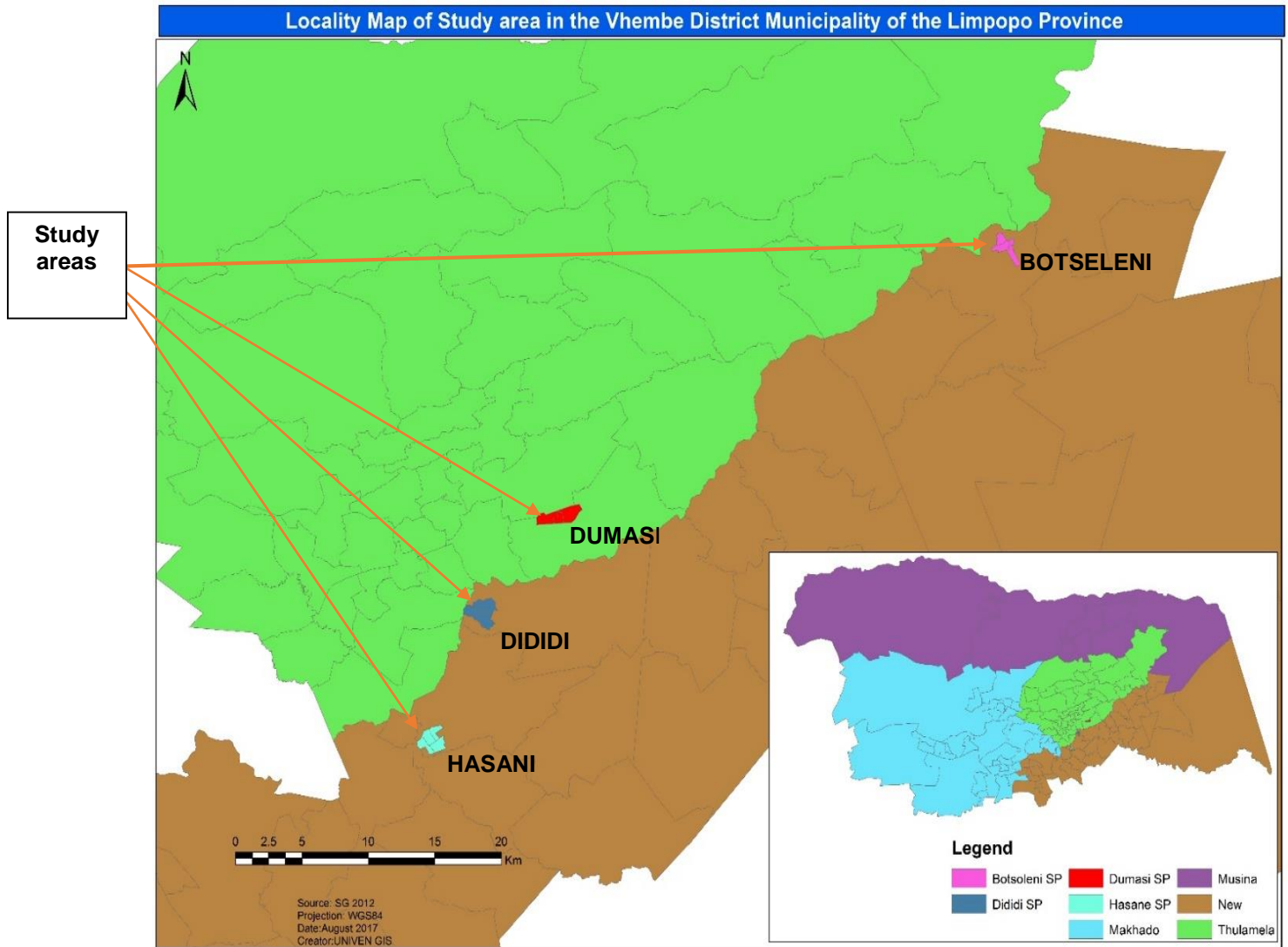


Figure 6: A topographical map of Thulamela Local Municipality Showing Dididi, Dumasi, Hasane, and Botsoleleni Villages Source: SG 2012, wgs84 2017, UNIVEN GIS

Figure 7 shows geographical location of Vhembe District Municipality in Limpopo Province of South Africa. The study area which is Dididi, Dumasi, Hasane, and Botsoleni villages is in Thulamela Local Municipality which falls under the District Municipality.

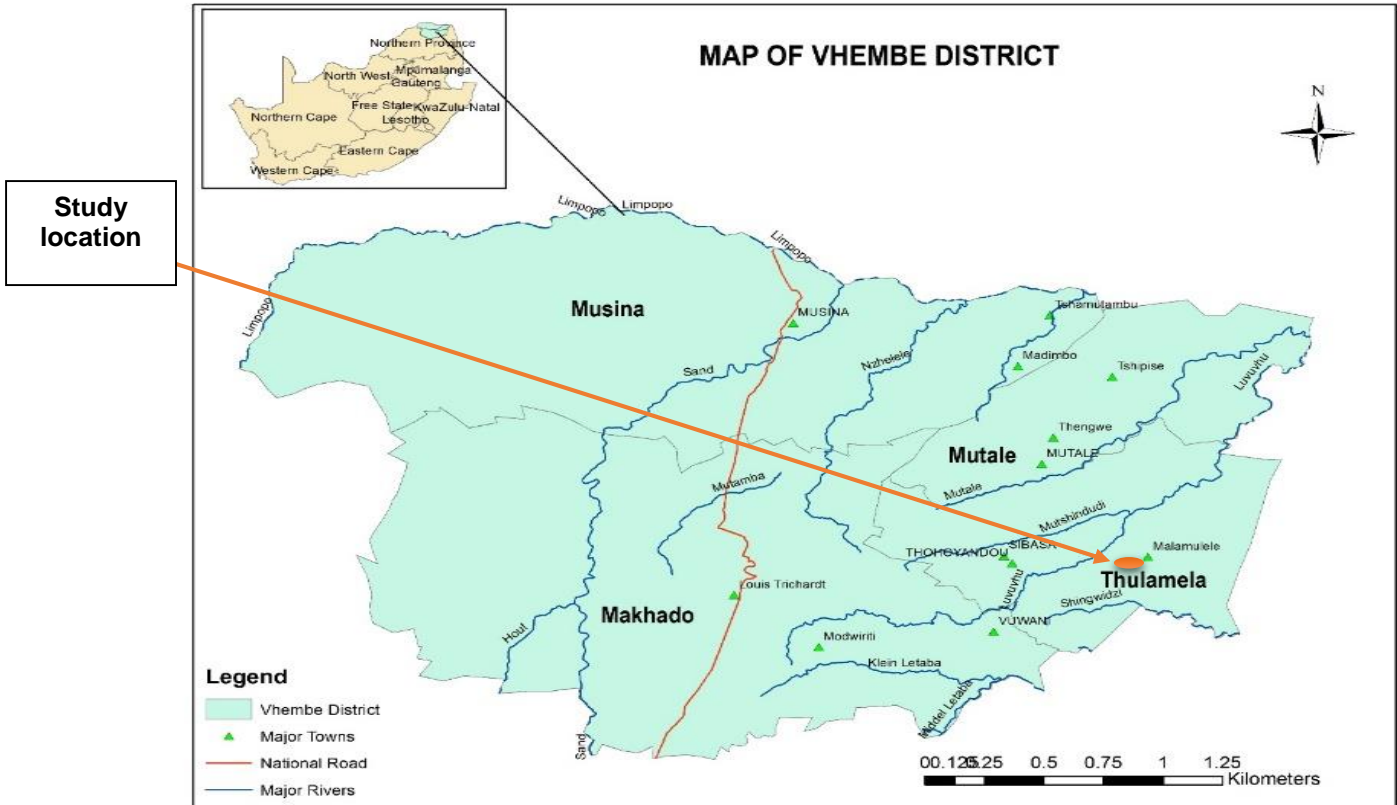


Figure 7: A topographical map of Vhembe showing the location of Thulamela local municipality district adopted from SG 2012, wgs84 2016, UNIVEN GIS

3.2 Research Design

Research design which is grounded on qualitative and quantitative approaches was used in the study. This approach supports authenticating qualitative results of the study using sets of quantitative approach as suggested by Creswell (2014) and Maree (2015). That a mixed research method helps to bring both quantitative and qualitative results together such that inclusive conclusions can be drawn. The mixed method approach involves adopting appropriate sampling method for primary data collection procedures, gathering quantifiable attributes of sample using a questionnaire in accordance with each objective of the study, as well as data analyses. It also supports discussion which address issues such community entry protocols, and ethical issues concerning the participants. The approach also assisted in areas of sample estimation, and statistical data analyses.

The choice of survey design was informed by the fact that it provides a platform to engross and relate with the environments from the point of view. Most importantly, because, a great willingness on the part of participants is required to disclose information relating to performances of their enterprises, a flexible design which supports participatory approach such as survey is most appropriate to explore the phenomena.

The design is an orientation of inquiry that geared towards planning and conducting a research with individuals whose life-world and meaningful actions are concerned with the study (Creswell, 2014). This however established a close relationship with participants to negotiate deeper into the contextual structuredness of the rationale behind their success. This argument confirms Shuttleworth (2008), Bergold and Thomas (2012), and Creswell (2014) who support that survey research design is an important and a very valuable instrument for assessing opinions and trends of a subject. Shuttleworth (2008) further submit that “even on a small scale, such as local government or small businesses, judging opinion with carefully designed surveys can dramatically change strategies.” However, the design allows for observation, evaluation, making judgments and choices of participants that gave accurate responses required to address all the objectives of the study.

Results and discussion were structured into four separate chapters in line with each objective of the study. Chapter 4 presents results and discussion on the typology of youth-run enterprises in the selected rural areas in line with objective 1. Secondly, results and discussions on the

performance and success of youth-run enterprises anchored in objective 2, were presented in chapter 5. Thirdly, chapter 6 present results and discussions on the inherent attributes of the successful youth entrepreneurs in line with objective 3, while the modelling procedure for the enhancement of endogenous entrepreneurship success attributes that was grappled with objective 4, was presented in chapter 7. The conclusions and recommendations of the study were also presented in the chapter.

3.3 Population and Sampling Procedures

Population in research is the abstract idea of a large group of many cases where a sample will be drawn, and results generalized (Sekaran, 2016; Tinashe, 2017). Out of 40 villages in Thulamela Local Municipality, 4 villages (10%) namely: Dididi, Dumasi, Hasane, and Botsoleni were sampled. The selection was informed by the peculiar nature of youth entrepreneurial activities in the area, the rural nature of the villages, and population size which are almost of the same range across the selected villages. Statistics of youth entrepreneurs in the area was drawn from secondary sources such as NYDA, SEDA, and Integrated Development Plans (IDP) which were used to determine the targeted sample size of the study. According to Neuman (2011), Creswell (2014), Johnson *et al.* (2007), and Sekaran (2016), targeted population refers to the actual specified large group of many cases from which a study sample is drawn, and to which results from a sample is generalized. Thus, from the pool of 220 entrepreneurs that were recorded, Yamane's (1973) formula was used to estimate the actual sample of 140. The formula and the process of estimation is as follows:

$$n = \frac{N}{(1 + N e^2)}$$

Where: **n** = sample size, **N** = population size and **e** = level of precision which is (0.05)

The formula is the most ideal approach to use when the only thing the researcher knows about the underlying population is the sample size. The formula has been used by Ayogu *et al.* (2015) to determine sample size to assess contribution of women entrepreneur towards entrepreneurship development in Nigeria. Dire *et al.* (2016) adopted the approach to estimate population for an empirical study on awareness on the use of information and communication technologies among agricultural extension agents in Nigeria. Orugun and Nafiu (2014) also used the formula to estimate sample size for a study that aims to explore Igbo entrepreneurial activity and enterprise

success in Nigeria. Iwara *et al.* (2017) used the formula to estimate actual sample to explore factors hindering socio-cultural integration of international students at the University of Zululand and University of Venda. Given that findings from these studies were authentic, variance enough, and accepted to be generalized, it was envisaged that the approach is appropriate for this study. The population sampling procedure for each village depicted in Table 8.

Table 8 presents the population sampling procedure for each village

S/N	Name of Villages	No. Entrepreneurs (N)	Percentage	Level of precision (e ²)	Actual Sample (n)
1	Dididi	58	26%	1.55	36
2	Dumasi	52	24%	1.55	34
3	Hasane	63	29%	1.55	41
4	Botsoleni	47	21%	1.55	29
Total Entrepreneurs		220	100%		140

Table 8 indicates that there are 220 youth entrepreneurs in the selected villages, out of which Dididi accounted for 58, Dumasi - 52, Hasane – 63, and Botsoleni – 47. Using the entrepreneurs as the sampling unit and setting the sampling precision at 5% (i.e., e=0.05), the actual sample size which was drawn for the study is 140, out of which 36, 34, 41, and 29 is the share for Dididi, Dumasi, Hasane, and Botsoleni respectively as depicted in Figure 8. This was calculated as follows:

$$n = \frac{220}{1+220(0.05^2)}$$

$$n = \frac{220}{1+1582(0.0025)}$$

$$n = \frac{220}{1.55} = 141.935483871$$

The sample size proportionally apportioned between the entrepreneurs in the study area was calculated as follows:

$$\begin{aligned} \text{Dididi} &= 26\% \times 141.935483871 = 36 \\ \text{Dumasi} &= 24\% \times 141.935483871 = 34 \\ \text{Hasane} &= 29\% \times 141.935483871 = 41 \\ \text{Botsoleni} &= 21\% \times 141.935483871 = 29 \end{aligned}$$

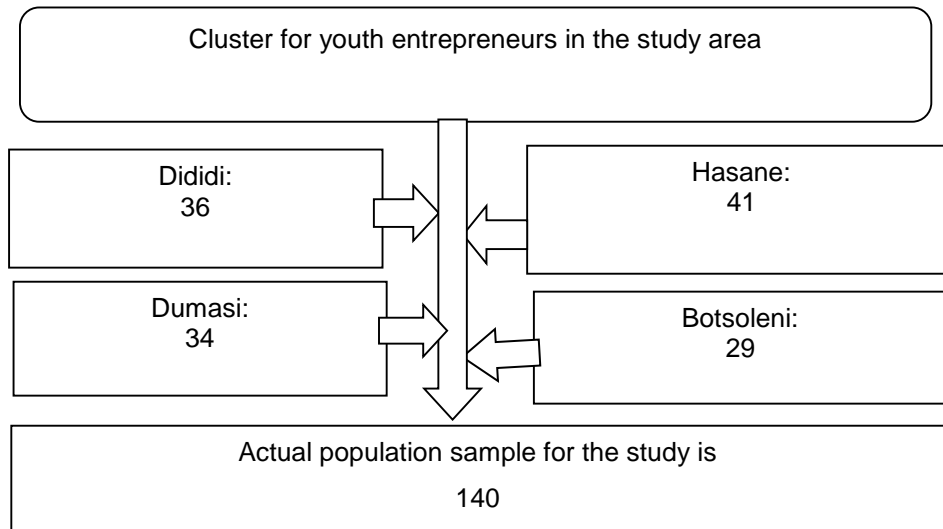


Figure 8: Clustered sample frame for young entrepreneurs in the selected areas

Simple random sampling was used to draw participants from distinct categories and classes such as educational qualification, age, and gender from the selected villages. The choice of this sampling technique was informed by the fact that it best suits situations where not much information is available about the population. This was supported by Meng (2013) who reiterate that data collection can be efficiently conducted on randomly distributed items, or where the cost of sampling is small enough to make efficiency less important than simplicity. A simple random sample is a subset of individuals (a sample or crop) chosen from a larger set (a population or pool) (Yate *et al.*, 2008; Meng, 2013). Everyone is chosen randomly and entirely by chance, such that everyone has the same probability of being chosen at any stage during the sampling process, and each subset of individuals has the same probability of being chosen for the sample as any other subset of individuals.

3.4 Data Collection

In this study, both primary and secondary sources of data collection were used. The secondary data includes statistics of enterprises from organizations and government records. Primary data collection was guided by a participatory approach through one-on-one interviews. Close-ended and open-ended questionnaires were used to collect data from 140 participants on the typology of youth-run enterprises in the selected rural areas in line with objective 1 of the study. This approach also guides the second phase data collection which focuses on the performance and success of the enterprises in line with the objective 2. Thirdly, success attributes were distilled

from the census of 45 entrepreneurs who met the success criteria of the study in line with objective 3. These success attributes set the stage for a detailed ranking to model how the inherent attributes influence the success of the entrepreneurs in line with objective 4. Census of entrepreneurs who met the success criteria of the study were used for the ranking through a Likert-type scale. This process of data collection was supported by Sincero (2012) and Sekaran (2016) who relates that data collection is the precise and systematic gathering of information that is relevant and related to the problems, purpose, objectives, and questions governing a study. Tinashe (2017) also reiterated that it is a research component that is concerned with putting together facts for a research project through a different source to ensure variation.

3.5 Data Analyses

The analyses in this study is predominantly quantitative with a bit of qualitative analyses. The combination of these approaches allows for authentication, and justification of findings which goes beyond profiling the success attributes of an entrepreneur. These concepts gives a better understanding on the relevance of each success factor that was identified in the study. This argument supports Creswell (2014) and Maree (2015) who noted that a mixed research method helps to bring both quantitative and qualitative results together such that inclusive conclusions can be drawn. The analyses followed the analogy of the research objectives. Firstly, SPSS 25 through cross tabulation, descriptive statistics-sum and percentile were used to analyse data relating to the typology of youth-run enterprise, and performance and success of the enterprises. Atlas-ti version 8 was used to analyse participants' responses about inherent attributes of success entrepreneurs. Atlas.ti is qualitative research tool used in analysing project interviews and questionnaire transcripts, which are called primary documents in the programme (Muhr, 1991; Smit, 2002). SPSS 25, through One-Way Analyses of Variance, and Microsoft Excel 2013 were used to analyze the ranked Likert-type scale questionnaires. Results were presented in tables, charts, and diagrams. Table 9 presents a summary of the methodology position of the study.

Table 9: Summary of Research Methodology

S/N	Objectives	Design	Approach	Sampling	Data collection	Data Analyses methods and tools
1	To establish the typology of youth-run enterprises in selected rural areas in Thulamela local Municipality	Survey	Qualitative & quantitative	*Yamane's (1973) formula *Simple random	*Statistical records *Participatory approach *One-on-one interviews *Close-ended & Open-needed questionnaires	*SPSS 25 through Cross tabulation, & Descriptive statistics
2	To examine the performance and success of the youth-run enterprises in the selected rural area	Survey	Qualitative & quantitative	*Yamane's (1973) formula *Simple random	*Statistical records *Participatory approach *One-on-one interviews *Close-ended & Open-needed questionnaires	*SPSS version 25 through One-Way Analyses of Variance, Cross tabulation, & Descriptive statistics
3	To distil the inherent attributes of the successful youth entrepreneurs within the study area	Survey	Qualitative	*Census of those who met success criteria of the study	*Census of those who met success criteria *Participatory approach *One-on-one interviews *Close-ended & Open-needed questionnaires	Atlas ti software version 8
4	To model how the inherent attributes influence the success of the entrepreneurs	Survey	Qualitative & quantitative	*Census of those who met success criteria of the study	*Census of those who met success criteria *Participatory approach *One-on-one approach *Likert-type	*Microsoft Excel 2013 *SPSS 25 through One-way Analyses of Variance

3.6 Ethical Considerations

This study followed sets of research ethical procedures from the start to the end. Research ethics are systems of moral values which ensures that research procedures adheres to legal, professional and social obligations of the study (Ranndistsheni, 2016). It defines and specifies what is good and bad, and clarify factors that required attention and others that are better ignored in the field of research (Krist-Ashman, 2013). Firstly, after meeting university requirements, an ethical clearance certificate was issued by University of Venda Higher Degree Committee (UHDC). A request letter from the Institute for Rural Development to request Thulamela Local Municipality was submitted requesting for permission to conduct the study. Meetings were then organized with strategic stakeholders at community level. These included the village leaders who made introduction of the research team to the participants. During these meetings with the strategic stakeholders, the key informants were identified by the stakeholders and introduced them to the research team. Thereafter, an overview of the study was given to the key informants before the data collection process commences.

Informed consent forms were distributed to all participants a month before data collection exercise. Through this medium, participants could make choices and take a stand with the study. Because a fundamental ethical principle never coerces anyone to participate, respondents could participate voluntary. Although, participants were mandated to exercise rights to quit at any stage but none of the 140 participants which were sampled for the study opted out in the process. A feedback meeting was organized with all the participants for reflections on the findings before the dissertation was written. This offer a window opportunity to authenticate, probe, and realign findings that emerged from the study. Personal information collected from respondents was strictly limited to this study and kept in high confidence. For this reason, codes such as “entrepreneurs,” “enterprise,” and “male” were used in place of their real names. The data was returned to the Institute for Rural Development store after the study was completed. Conditions relating to physical, psychological, moral, religious, and material harm to participants were taken into consideration.

3.7 Limitations of the Study

This study assessed endogenous factors that enhances success of entrepreneurs with focus on issues relating to market surveys, entrepreneur’s standards, entrepreneur’s relationship with

employees and clients, and advertisement. However, inherent traits regarding entrepreneur's potentials to cope with exogenous dilemma such as change in government policies, land issues, crimes, environmental factors that deter growth and success were not considered due to the limited time frames and research funds. It is on this premise that the study considered selected rural areas in Thulamela Local Municipality. It could be argued that the recommendation would have been more substantive if findings were cross compared with rural areas in other municipalities, provinces as well as nations for maximum variation. In other words, the results may not be viable enough to serve as a blueprint for rural entrepreneurship across the spectrum of rural communities in the world.

3.8 Summary

This Chapter discussed the research methodology followed in this study. This entails interrogating the background of the research approaches that guided the investigation of the endogenous attributes of successful youth entrepreneurs in selected wards of Thulamela local municipality. The philosophical background was briefly interrogated to inform the research methods used to gather the data and subsequently the analytical process. The study was conducted according to a Survey Designs grounded on qualitative and quantitative approach. These includes research design, sampling and data collection techniques, and methods of analyses.

CHAPTER 4 THE NATURE AND TYPOLOGY OF YOUTH-RUN ENTERPRISES

4 Introduction

This Chapter presents and explains socioeconomic characterization of the participants. It also presents and discusses results on the stock, nature and typology of youth-run enterprises in the area in line with objective 1 of the study. Based on findings, there are two forms of enterprise ownerships namely personal-owned and others owned by youths from the same family. There were four kinds of business activities which include service, manufacturing, farming and trading. Only two categories of youth-run enterprises exist, namely: micro scale and small scale enterprises. The categories of enterprises were evaluated according to the national thresholds for the classification of enterprises in South Africa. Enterprises with 1-5 employees, having R10, 000 – 25,000 annual turnovers, R1, 000 loan capacity and an individual bank account were classified as micro scale enterprises, while those with 10-50 employees, R50, 000 – 5,000,000, R25, 000 – 70,000 loan size, and a business account were classified as small scale enterprises (UCS, 2011; Mohutsiwa, 2012; Venter, 2014).

4.1 Socio economic characterization of the participants

A total of 140 participants was engaged in the study out of which 42.1% were male while 57.9% were female. Of all the respondents, 25.7% were from Dididi, 24.3% from Dumasi, 29.3% from Hasane, while 20.7% were from Botsoleni. In terms of age group, 9.3% were youth aged 14-19 years with the majority (2.9%) coming from Botsoleni. 19.3% were youth aged 20-24 years with the majority (7.1%) coming from Hasane, 37.9% were youth aged 25-29 years with the majority (12.9%) coming from Hasane, while 33.6% were youth aged 30-34 years with the majority (9.3%) coming from Dumasi. In terms of qualification 13.6% had no formal education, 29.3% had primary education, and 46.4% had secondary education, while 10.7% had tertiary education. Table 10 shows the demographic details of the respondents.

Table 10: Socio economic characterization of the participants

			<i>Dididi</i>	<i>Dumasi</i>	<i>Hasane</i>	<i>Botsoleni</i>	<i>Total</i>	
Gender	<i>Male</i>	<i>Count</i>	22	11	13	13	59	
		<i>% of Total</i>	15.7%	7.9%	9.3%	9.3%	42.1%	
	<i>Female</i>	<i>Count</i>	14	23	28	16	81	
		<i>% of Total</i>	10.0%	16.4%	20.0%	11.4%	57.9%	
Total	<i>Count</i>	36	34	41	29	140		
	<i>% of Total</i>	25.7%	24.3%	29.3%	20.7%	100.0%		
Age	<i>14-19 years</i>	<i>Count</i>	3	4	2	4	13	
		<i>% of Total</i>	2.1%	2.9%	1.4%	2.9%	9.3%	
	<i>20-24 years</i>	<i>Count</i>	6	4	10	7	27	
		<i>% of Total</i>	4.3%	2.9%	7.1%	5.0%	19.3%	
	<i>25-29 years</i>	<i>Count</i>	14	13	18	8	53	
		<i>% of Total</i>	10.0%	9.3%	12.9%	5.7%	37.9%	
	<i>30-34 years</i>	<i>Count</i>	13	13	11	10	47	
		<i>% of Total</i>	9.3%	9.3%	7.9%	7.1%	33.6%	
	Total	<i>Count</i>	36	34	41	29	140	
		<i>% of Total</i>	25.7%	24.3%	29.3%	20.7%	100.0%	
	Qualification	<i>No formal education</i>	<i>Count</i>	4	5	6	4	19
			<i>% of Total</i>	2.9%	3.6%	4.3%	2.9%	13.6%
<i>Primary education</i>		<i>Count</i>	10	10	12	9	41	
		<i>% of Total</i>	7.1%	7.1%	8.6%	6.4%	29.3%	
<i>Secondary education</i>		<i>Count</i>	16	16	19	14	65	
		<i>% of Total</i>	11.4%	11.4%	13.6%	10.0%	46.4%	
<i>Tertiary education</i>		<i>Count</i>	6	3	4	2	15	
		<i>% of Total</i>	4.3%	2.1%	2.9%	1.4%	10.7%	
Total		<i>Count</i>	36	34	41	29	140	
		<i>% of Total</i>	25.7%	24.3%	29.3%	20.7%	100.0%	

4.2 Nature and typology of youth-run enterprise

The dominant categories of enterprise in the area were micro scale enterprise which contributed 82.1%, followed by small-scale enterprise which contributed 17.9%. In terms of enterprise ownership, only two forms were identified which includes: personal own enterprise (76.4%) and family owned enterprises (23.6%). The types of enterprises vary from service which accounted for 27.1%, manufacturing, which accounted for 13.6%, farming, which accounted for 19.3%, and trading which accounted for 40%. A total of 80.7% was registered, which implies only 19.3% are not registered enterprises. About 22.9% used personal funds for start-up up capital, 17.1% were supported by the family, 22.9% used government grants, and 8.6% had support from NGO, while 28.6% accessed loans.

4.2.1 Categories of enterprises in the area

Micro scale enterprises accounted for 82.1% of the study sample of which the male accounted for 28.6% and the female - 53.6%. The inverse is the case in small scale enterprises as the male accounted for 13.6% out of 17.9%, while 4.3% were female. In terms of qualification, youths with secondary education and tertiary education contributed more (35.7% and 8.6%, respectively) in micro scale when compared with others. This is also noted in small scale enterprises as secondary qualification accounted for 10.7%, and tertiary qualification constituted 2.1% out of 17.9%. Table 11 presents the results on categories of enterprises.

Table 11: Categories of enterprises in the area

			Micro scale enterprise	Small scale enterprise	Total
Gender	Male	Count	40	19	59
		% of Total	28.6%	13.6%	42.1%
	Female	Count	75	6	81
		% of Total	53.6%	4.3%	57.9%
Total	Count	115	25	140	
	% of Total	82.1%	17.9%	100.0%	
Qualification	No formal	Count	17	2	19
		% of Total	12.1%	1.4%	13.6%
	Primary	Count	36	5	41
		% of Total	25.7%	3.6%	29.3%
	Secondary	Count	50	15	65
		% of Total	35.7%	10.7%	46.4%
	Tertiary	Count	12	3	15
		% of Total	8.6%	2.1%	10.7%
Total	Count	115	25	140	
	% of Total	82.1%	17.9%	100.0%	

Only micro scale and small scale youth-run enterprises are practiced across the area. This could be due to lack of resources, motivation, and requisite skills to venture into other categories such as medium scale and large scale enterprises. Hence, the need to operate at subsistence level since it has been revealed that 82.1% are micro enterprises. This argument is supported by Engelbrecht (2012), Kamunge *et al.* (2014), Dlundla (2015) who revealed that many people entered entrepreneurship to gain seasoned employment, some targeted social net, and others go for basic needs such as food and shelter. It further denotes that issues deterring expansion of enterprises are common across regions. This is because, UNIDO (2004), World Bank (2007), OECD (2010), SAIPA (2011), SMEPDO (2011), Edinburgh Group (2013) have revealed that micro and small-scale enterprises are dominant across all regions of the world which means majority opt for entrepreneurship to sustain a living.

It is quite possible that majority of the micro scale enterprises have not transitioned to small scale enterprises because they have failed to cope with the conditions established in the national thresholds. One would argue that it is difficult for a rural entrepreneur to employ 10-50, and maintain up to R50,000 – 5,000,000 annual turnover as a small scale enterprise as noted by UCS (2011), Mohutsiwa (2012) and Venter (2014). This is an issue of policy concern. It could also be linked to poor education background and lack of requisite skills to explore bigger economic opportunities. This is because, those with tertiary education and secondary education in the study accounted more in small scale enterprises. In other words, it could be stressed that they are exposed to understanding the need to venture in larger enterprises unlike the less educated who are limited to micro enterprises. This robust discuss confirms Nicolaidis (2011) and Isaacs *et al* (2017) who purported that education background and skill potentials are pivotal to the growth of an enterprise. Although, it is not clear why the male accounted more in terms of small scale enterprise but it is reasonable to relate such to stereotypes where a women gets married and merge her business with the husband, culturally, the man claims the ownership of the expanded business.

4.2.2 The forms of ownership of the enterprises

There are 2 forms of the ownership of the enterprises, namely: personal-owned and family-owned in the area. Clear majority of the enterprises were personal. Results shows that 76.4% of the enterprises were individually owned with the remaining 23.6% being owned by youth from the same family. It was found out that 33.6% out 42.1% male who run personal enterprises is higher when compared with the female. In the other hand, 15% out of 57.9% of female who were involved in family-owned enterprises appeared to be higher than the male. In terms of the age, youth aged 14-19 years contributed 7.4% out of 23.6% family owned enterprise which is the highest, but those between 25-29 years, and 30-35 years who contributed 29.9% and 31.1% respectively to personal enterprises takes the lead. Table 12 presents the results on ownership form of enterprise.

Table 12: Ownership form of enterprises

			Personal enterprise	Family enterprise	Total
Gender	Male	Count	47	12	59
		% of Total	33.6%	8.6%	42.1%
	Female	Count	60	21	81
		% of Total	42.9%	15.0%	57.9%
Total	Count	107	33	140	
	% of Total	76.4%	23.6%	100.0%	
Age	14-19 years	Count	2	11	13
		% of Total	1.9%	7.4%	9.3%
	20-24 years	Count	19	8	27
		% of Total	13.6%	5.7%	19.3%
	25-29 years	Count	42	14	53
		% of Total	29.9%	8.0%	37.9%
	30-34 years	Count	44	9	47
		% of Total	31.1%	2.4%	33.6%
	Total	Count	107	33	140
		% of Total	76.4%	23.6%	100.0%

Only two forms of enterprises ownership namely: personally-owned enterprise, and family-owned enterprise were found in the area. Many (76.4%) resorted to personal-owned enterprises than family. This could be that, youth find it difficult to operate closely with their relatives or lack family support in their entrepreneurship endeavours. One will also argue that personal-run enterprises are easily established and managed in the area. This finding is supported by Fitzsimons, and O’Gorman (2008), Hamel (2010), Rui (2014), Graupp and Wrona (2015), Keshishyen (2015) who revealed that, unlike many Asian countries such as India and China where family-run enterprises are predominant, personal enterprise are dominant in European, Americas, and African communities. These scholars postulate the notion that personal forms of enterprises are easily established with little resources and managed conveniently. Because many opted for entrepreneurship make personal gains, they find it difficult to carry their families along. This notion confirms Nworah (2012), and Onwuka (2015) who stressed that Igbo tribe in Nigeria prefer personal-run enterprises because, it makes them to be self-reliant, self-control, self-driven, self-growing and independent from the family.

More so, the female who contributed more to family owned enterprise indicates high level of family attachments. Youths between the ages of 14-19 years aligned to family owned enterprises because they have not worked to raise start-up capital for personal owned enterprise. This was supported by Mohutsiwa (2012), Venter (2014), Ryan (2011) and Myers (2014) who revealed that working age people conveniently establish personally enterprises with ease because they have saved and secured enough resources. They understand it significance to income generation.

Graff (2006), IFC (2014), Belz (2015), Hassan (2015) have confirmed that, except for countries like Somalia, Egypt, Chad, Sierra Leone and Ethiopia, where evidence of prominent level family-run enterprises are noted, personal-run enterprises constitute the largest share of African countries. Which implies that the culture of family business operation is limited in Africa. Thus, it will go a long way if an entrepreneurship model that supports family practices is developed in Africa.

4.2.3 Types of entrepreneurial activities

There are four kind business activities dominantly practiced in the area namely: service which accounted for 27.1%, manufacturing - 13.6%, farming - 19.3%, and trading that contributed 40.0%. It was found out that, except for the male who contributed 12.1% of the manufacturing enterprises which is relatively higher, the female dominates in service (17.1%), farming (15.0%), and trading (24.3%). In terms of qualification, those with tertiary education who contributed 3.7% in service enterprise dominated others. Those with primary school education who contributed 7.9% in manufacturing enterprise and farming enterprise account for the largest share. While trading is found common among those without formal education who contributed 10.0%. Table 13 presents the results on the types of business activities.

Table 13: Types of business activities

			Service	Manufacturing	Farming	Trading	Total
Gender	Male	Count	14	17	6	22	59
		% of Total	10.0%	12.1%	4.3%	15.7%	42.1%
	Female	Count	24	2	21	34	81
		% of Total	17.1%	1.4%	15.0%	24.3%	57.9%
Total	Count	38	19	27	56	140	
	% of Total	27.1%	13.6%	19.3%	40.0%	100.0%	
Qualification	No formal	Count	1	3	1	14	19
		% of Total	0.7%	2.1%	0.7%	10.0%	13.6%
	Primary	Count	14	11	11	5	41
		% of Total	10.0%	7.9%	7.9%	3.6%	29.3%
	Secondary	Count	18	2	14	31	65
		% of Total	12.9%	1.4%	10.0%	22.1%	46.4%
	Tertiary	Count	5	3	1	6	15
		% of Total	3.7%	2.1%	0.7%	4.3%	10.7%
	Total	Count	38	19	27	56	140
		% of Total	27.1%	13.6%	19.3%	40.0%	100.0%

Having only four entrepreneurial activities in the area could be due to several constraints. Although, BRC (2016) had earlier reveal that majority of SMMEs in South Africa are concentrated on “street trading enterprises, backyard manufacturing and services, and the occasional home-based evening jobs.” It could be argued that youths lack the innovative ideas and potentials to venture into new entrepreneurial activities which makes their activities to revolve around certain business. The implication is that, homogenous entrepreneurial activities in an area, will cause many to fail, while others who might survive will contribute less than expected to job creation and economic growth. This could be among the factors contributing to high attrition rates of entrepreneurship in South Africa.

The dominant nature of trading entrepreneurial activities conforms to Statistics SA (2014) which stated that 69.6% and 54.4% enterprises between 2001 and 2013 were in trade industry. This further support the notion that youth invest more on what is in practice. They find it difficult to explore other economic opportunities distinguish from what is trending in the area as also argued by Statistics SA (2014) that people engage in business that are renounce.

The prominence of female in the service, farming, and trading enterprises indicates low interest and lack of commitment of the male in entrepreneurships. It also shows that the female has unique attributes to diversify products more than the male as also noted by Adeyemi (2007), Skrhak (2011) and Brown (2012) who supported that women are more determined in most cases than the men in their business endeavours. In terms of qualification, those with tertiary education are more involved in service enterprise. This could be due to the nature of the activities which require intellectual competencies. This is seen in farming and trading which constitute mainly youths with primary education and those without formal education.

Local bricks manufacturing companies which are found dominant in the area, could be the reason for high performance of entrepreneurs with primary school education. This is because, such companies require less skilled and educated workers. In other words, it could be argued that education is not only significant to success in entrepreneurship, but also determine and influence the choice of entrepreneurship one involved in. This is supported by Friedrich and Visser (2005), Nicolaides (2011) and Isaacs *et al.* (2017) who maintained that entrepreneurs require sound education and skill training to improve on their activities and meet up with the overall expectations. This is evident in India, where Mallya (2012) earlier revealed that poor education is among the factors affecting the growth of entrepreneurship. Given that countries like the USA who

maintained a prominent level of entrepreneurship education and skill development are succeeding remarkably as also revealed by Bell-Rose (2008), GEDI (2014) and Valerio *et al.* (2014) the promotion of entrepreneurship education provides basic theoretical knowledge needed to support the effectiveness of entrepreneurial practices. It could be concluded that there is a strong positive correlation between education and success of entrepreneurship.

4.2.4 Registration status of the enterprises

As indicated in South Africa entrepreneurship national policy, any enterprise established with up to R10, 000 is liable for registration. This is to gain a formal status of operation. Based on the results, the majority of the enterprises have registered. Results indicates that 80.7% of the enterprises in the area are registered with the female contributing the largest share of 43.6% out of 80.7% of the total gender group that have registered. Table 14 depicted the registration status of the enterprises.

Table 14: Registration status of the enterprises

			Registered	Not registered	Total
Gender	Male	Count	52	7	59
		% of Total	37.1%	5.0%	42.1%
	Female	Count	61	20	81
		% of Total	43.6%	14.3%	57.9%
Total		Count	113	27	140
		% of Total	80.7%	19.3%	100.0%

Having a clear majority of registered enterprises contradicts Stats SA (2014) which submit that about 1.5 (over 60%) especially in the informal sector are non-registered businesses. This has been an issue over the years as numerous enterprises irrespective of the category have refused to comply with the government. Although, it could be argued, majority registered to enable them access government support, aid from the NGOs, and access loans.

4.2.5 Enterprise sources of start-up capital

The result indicates that 22.9% of the total participants used personal savings for start-up capital, 17.1% got family support, 22.9% used government grant, and 8.6% used support from the NGO, while 28.6% resorted to loans. Out of the total share of those who used personal funds, and loans, the male who contributed 10.0%, and 16.4% respectively, takes the lead. The female accounted

more in those who got family support (12.1%), government grant (14.3%), and NGO (6.4%). In terms of the age groups, those aged 25-34, and aged 30-34 who accounted 9.3%, and 8.6% of those who used personal savings, contributed the largest share. Youth aged 30-34 constituted 10.7%, which is higher than others. Youth aged 20-29 contributed 9.3% in terms of government grant which is higher. Support from NGO is dominant among youth aged 14-19 who contributed 4.3%, and youth aged 20-24 who accounted 1.4% of NGO support. In terms of loans, youth aged 30-34 constituted the largest share of 10.7% in the category. Table 15 depicted the result on the sources of start-up capital.

Table 15: Enterprise sources of start-up capital

			Personal savings	Family support	Government grant	NGO support	Loan	Total
Gender	Male	Count	14	7	12	3	23	59
		% of Total	10.0%	5.0%	8.6%	2.1%	16.4%	42.1%
	Female	Count	18	17	20	9	17	81
		% of Total	12.9%	12.1%	14.3%	6.4%	12.1%	57.9%
Total	Count	32	24	32	12	40	140	
	% of Total	22.9%	17.1%	22.9%	8.6%	28.6%	100.0%	
Age	14-19 years	Count	1	1	1	6	4	13
		% of Total	0.7%	0.7%	0.7%	4.3%	2.9%	9.3%
	20-24 years	Count	6	1	13	2	5	27
		% of Total	4.3%	0.7%	9.3%	1.4%	3.6%	19.3%
	25-29 years	Count	13	7	13	4	16	53
		% of Total	9.3%	5.0%	9.3%	2.9%	11.4%	37.9%
	30-34 years	Count	12	15	5	0	15	47
		% of Total	8.6%	10.7%	3.6%	0.0%	10.7%	33.6%
	Total	Count	32	24	32	12	40	140
		% of Total	22.9%	17.1%	22.9%	8.6%	28.6%	100.0%

The finding contradicts Stats SA survey (2014) which states that over 70% of the total population who started an informal enterprise used their own money. It could be argued that family support (17.1%), and NGO (8.6%) is far way low to encourage entrepreneurship. Unfortunately, family members will have limited control on the enterprise because of their poor contributions. This is also the case in government grants which stands at 22.9%. This could be the reason why many resorted to loans, while others make savings to raise start-up capital. The implication is that those who might have the potentials to access loans or save might fail. This conforms to Moltz (2013) who notes that many entrepreneurs struggle and even fail because of lack of inability to save or access business funds. The scholar further stressed that while few enterprise owners pride themselves on having a strategic plan when they establish their enterprise, many have no

intention of making savings from the enterprise gains. This could be the case in youth between the ages of 24-34, and the male who uses more of personal savings for start-up capital unlike others.

4.3 Summary

This chapter provided an overview of the nature and typology of youth-run enterprise. In this study, the participants were categorized into age groups such as 14-19 years, 20-24 years, 25-29 years, and 30-34 years, male and female, education qualifications such as those without formal education, primary education level, secondary, and tertiary for a specific purpose. The rationale for such clusters was based on the understanding that the way opportunities are perceived and pursued are being affected by the categories. Unfortunately, several studies have not considered these aspects. This has limited the understanding why certain groups are dominant in sets of entrepreneurships, and the rationale behind the homogeneous nature in entrepreneurial activities. The findings from this chapter show that entrepreneurs resort more to loans networks and personal funds for start-up capital due to poor family support, government and NGOs. Investing more in personal-owned enterprise than family-owned enterprise shows lack of family control, unity, potentials to work as a team, and zeal promote self-growth whose implication will affect employment. Micro scale enterprise is dominant because of limited recourses, innovation, requisites skills and education to transition to small scale and other categories. This is because majority of the few who improved to micro scale were youths with tertiary education with those without formal education taking the least. Some have challenges of coping with the national standards of entrepreneurship for small scale enterprises. Majority resorted to trading because it is trending and simplest to manage. This implies, entrepreneurs are diffident of innovative knowledge to explore critical economic opportunities and introduce new ideas different from what is generally practiced. The implication of homogeneity in such activities is that too many similar goods and services will pursue few clients. Very few enterprises will stand the competition while others will fail. This is among the factors that is contributing to high attrition rate of youth entrepreneurship in South Africa.

CHAPTER 5 PERFORMANCE AND SUCCESS OF YOUTH-RUN ENTERPRISES

5 Introduction

The previous chapter examined the nature and typology of youth-run enterprise in selected areas of the Thulamela Local Municipality. This chapter presents and discusses performance and success of youth-run enterprise in line with objective 2 of the study. The aspects that were measured vary from enterprise bank account status, loan capacity, annual turnover, number of employees, and level of expansion. These factors were measured among gender, age groups, and qualification of the participants. The categories of the enterprise, forms of enterprise ownership, and the types of business activity were also taken into consideration. Table 16 shows trends of employee, loan, working capital, and annual turnover, which was used for measuring performance of the participants in line with national thresholds adopted for the study.

Table 16: Employment, loan, working capital, and annual turnover trends

	Dididi	Dumasi	Hasane	Botsoleni
Employment trends				
1	15	9	15	12
2	8	6	4	5
3	2	1	1	1
4	1		1	
5+		2	3	1
None	10	16	17	10
Loan trends				
Accessed	9	10	7	11
Remitted	6	5	4	7
Outstanding debt	3	5	3	5
Working capital				
-R10000	4	5	6	2
R10000 - 25000	7	10	10	12
R25000+	25	19	25	15
Annual turnover				
-R10000	3	3	4	1
R10000 - 25000	4	6	6	7
R25000+	15	11	15	10

Source: survey data

5.1 Enterprise performance

Findings shows that 72.1% have not resorted to loan. Out of the total 27.9% who have resorted to loan, 11.4% have outstanding loan balances. In terms of bank account, only 15% out of the total participants had no bank accounts for their businesses. It was also noted that 62.1% have employees, 60% have higher annual turnovers, but only 40% have expanded or established a new business from the existing enterprise.

5.1.1 Enterprise performance by gender

Out of the total 11.4% who recorded outstanding loan balances, both the female and male contributed 57.9%. However, the female contributed 47.1% out of the 72.9 % who have not accessed loan, and 5.0% out of 10.7% of those who remitted loans on time. This performance was also noted in enterprise annual turnover where the female contributed the largest share of 35.7% out of 57.9%. The male performed better in terms of enterprise bank account (37.9% out of 42.1%), expansion of business (17.1% out of 42.1%), and employee trends (28.5% out of 42.1%). Table 17 presented results on enterprise performance by gender.

Table 17: Enterprise performance by gender

		Male	Female	Total
Loan	No loan	25.7%	47.1%	72.9%
	Loan-remitted on time	10.7%	5.0%	15.7%
	Loan elapsed-yet to remit	5.7%	5.7%	11.4%
Total		42.1%	57.9%	100.0%
Account	No bank account	4.3%	10.7%	15.0%
	Enterprise bank account	37.9%	47.1%	85.0%
Total		42.1%	57.9%	100.0%
Expansion	No other enterprise	25.0%	35.0%	60.0%
	Another enterprise	17.1%	22.9%	40.0%
Total		42.1%	57.9%	100.0%
Employees	None	13.6%	24.3%	37.9%
	1-2 Employees	22.9%	30.0%	52.9%
	3-4 Employees	3.6%	1.4%	5.0%
	5< Employees	2.1%	2.1%	4.3%
Total		42.1%	57.9%	100.0%
Turnover	ATO<Working capital	5.0%	7.1%	12.1%
	ATO=Working capital	12.9%	15.0%	27.9%
	ATO>Working capital	24.3%	35.7%	60.0%
Total		42.1%	57.9%	100.0%

Female performed better in terms of recording higher turnover. This could be due to the fact that they have more support from family, NGOs and the government. In other words, they were able to make savings from the enterprise benefits unlike the male who struggled to redeem loans. It could also be argued that, because the females are more diverse in terms of entrepreneurship activities, they stand advantage of making more profit and growth than the males. This shows determination, enthusiasm and aggressiveness in grabbing opportunities which confirms Kirkwood (2009), Brown (2012) and Stephen (2014) who noted that women entrepreneurs are more ambitious and zealous to latest information for competitiveness. They engage in diverse activities to ensure steady flow of income. For instance, except for manufacturing business activities where the male was dominant in this study, the female took the lead in service, farming and trading. However, in terms of enterprise expansion, the male performed better which falls back to the argument linked to stereotype and culture where a man claims ownership when the business of the wife is being merged with his own after marriage. Fortunately, business expansion requires additional employee which is also the case in males.

5.1.2 Enterprise performance by qualification

Entrepreneurs with tertiary education qualifications do not have any outstanding loans. They also contributed 1.1% out of 15% of enterprises without bank accounts which is the least compare to others. This is also the case in enterprise expansion trend where they contributed the highest share of 6.3% out of 40% of those who have expanded their enterprise, while those without formal education accounted for 12% out of 13.6% which is the least in the group. Although, entrepreneurs with secondary education contributed the largest share of 3.6% out of 4.3% of those who have employed 5 above, but tertiary education contributed 2.0% out of 37.9% which is the lowest in terms of those who have no employee, while 11.7% out of 13.6% of those without formal education have no employee which is the lowest performance. Tertiary education also contributed 0.1% out of 12.1% of those who recorded lower annual turnover which is relatively low compare 5.9% out of 13.6 of those without formal education. Table 18 presented results on enterprise performance by age group.

Table 18: Enterprise performance by qualification

		No formal	Primary	Secondary	Tertiary	Total
Loan	No loan	12.1%	20.7%	31.4%	8.6%	72.9%
	Loan-remitted on time	1.4%	3.6%	8.6%	2.1%	15.7%
	Loan elapsed-yet to remit		5.0%	6.4%		11.4%
Total		13.6%	29.3%	46.4%	10.7%	100.0%
Account	No bank account	0.7%	5.3%	7.9%	1.1%	15.0%
	Enterprise bank account	12.9%	25.0%	37.6%	9.6%	85.0%
Total		13.6%	29.3%	46.4%	10.7%	100.0%
Expansion	No other enterprise	12.0%	18.6%	25.0%	4.4%	60.0%
	Another enterprise	0.6%	10.7%	21.4%	6.3%	40.0%
Total		13.6%	29.3%	46.4%	10.7%	100.0%
Employees	None	11.7%	12.1%	12.0%	2.0%	37.9%
	1-2 Employees	1.1%	16.4%	28.0%	8.3%	52.9%
	3-4 Employees	0.7%		2.9%	1.4%	5.0%
	5< Employees		0.7%	3.6%		4.3%
Total		13.6%	29.3%	46.4%	10.7%	100.0%
Turnover	ATO<Working capital	2.7%	3.6%	5.7%	0.1%	12.1%
	ATO=Working capital	5.0%	8.6%	12.7%	1.6%	27.9%
	ATO>Working capital	5.9%	17.1%	28.0%	9.0%	60.0%
Total		13.6%	29.3%	46.4%	10.7%	100.0%

It was noted that entrepreneurs who have tertiary education recorded higher performance than other categories. Most importantly, the performances are proportionate to education backgrounds as those without formal education took the least and others with higher qualifications recorded the highest. This implies there is a positive correlation between education and entrepreneurship growth as also noted by Katungi *et al.* (2008) and Zuwarimwe (2009) that education is pivotal with respect to the ability of their participation in networks. It brings a sense of understanding on what approach should be used to compete and grow more than others.

5.1.3 Enterprise loan performance by categories, forms and types

Out of the total enterprises in the area, 72.9% have not accessed loans, 15.7% have access loans but remitted on record, while 11.4% have outstanding loans. In terms of category of enterprise, micro scale enterprise contributed a prominent of 68.6% enterprises who have no loans. Although, there is no much difference in terms of those who remitted outstanding loan balances on time, but small scale enterprise who contributed 7.9% constituted the largest share. It was found out that family forms of enterprise who contributed 18.6% of those who have no loans, recorded the prominent share. This is dominant in farming entrepreneurial activity that accounted 17.1% of those who have no loans. Family forms of enterprise also recorded prominence of 3.6% of those who remitted outstanding loan balances on time, which is dominant in the service enterprises who accounted for 5.7%. Table 19 presented results on enterprise performance by category, form of ownership, and types of business.

Table 89: Enterprise loan performance by categories, forms and types

			No loan	Loan-remitted on time	Loan elapsed-yet to remit	Total
Category	Micro scale	Count	96	11	8	115
		% of Total	68.6%	7.9%	5.7%	82.1%
	Small scale	Count	6	11	8	25
		% of Total	4.3%	7.9%	5.7%	17.9%
Total	Count	102	22	16	140	
	% of Total	72.9%	15.7%	11.4%	100.0%	
Form	Personal enterprise	Count	76	17	14	107
		% of Total	54.3%	12.1%	10.0%	76.4%
	Family enterprise	Count	26	5	2	33
		% of Total	18.6%	3.6%	1.4%	23.6%
Total	Count	102	22	16	140	
	% of Total	72.9%	15.7%	11.4%	100.0%	
Type	Service	Count	21	8	9	38
		% of Total	15.0%	5.7%	6.4%	27.1%
	Manufacturing	Count	13	2	4	19
		% of Total	9.3%	1.4%	2.9%	13.6%
	Farming	Count	24	3	0	27
		% of Total	17.1%	2.1%	0.0%	19.3%
	Trading	Count	44	9	3	56
		% of Total	31.4%	6.4%	2.1%	40.0%
Total	Count	102	22	16	140	
	% of Total	72.9%	15.7%	11.4%	100.0%	

Generally, majority of the enterprises are without loans. Given that only 27.1% resorted to loans, it could be argued that entrepreneurs in the region have limited information about loan facilities or lack the requirements and ability to access loan. This argument conforms to Stats SA (2014) which stressed that over 90% of the informal enterprises in SA had no asset finance, credit facilities, or mortgage loans for their enterprise operations. The implication is that majority will not be able to expand their business, while others will fail due to lack of resources except otherwise supported by family, NGOs or the government. However, the performances in terms of those who managed to remit loan on record contradicts Standard Bank (2014) and Burger (2016) who stressed that the debt ratio of enterprises in South Africa remained alarming.

It could be argued that micro scale enterprise recorded less in terms of those who have accessed loans and outstanding loan balances because majority operates subsistence enterprise to sustain a living. Such enterprises do not require much to maintain. This could be linked to the fact that majority have not transition to larger enterprises due poor knowledge to access loan facilities. However, it could also be related to the notions postulated by Ayyagari *et al.* (2011) and Edinburgh Group (2012) that majority of micro enterprise succeed in many areas than other categories.

Family owned enterprises performed better due to collective efforts to establish and manage the enterprise. Because, it requires agreements and collateral from members of the group to access

loans for start-up capital, proper financial records are maintained to ensure that loans are remitted on record time. This argument supports Oprean *et al.* (2008), Titu *et al.* (2010), Upton-McLaughlin (2013), and Rui (2014) who noted that family enterprises globally have potentials to succeed more because of the norms that govern their operations. A survey by Hamel (2010) and Graupp and Wrona (2015) further revealed that because Chinese enterprise structure is confined within households, it becomes easier to support one another, pursue family goals, grow and meet up demands. Synonymously, Titu *et al.* (2010) and Bulsuk (2011) gives instances of Japan and Kaizen concept of family enterprises where businesses are properly planed, managed and rigidly monitored to ensure success. It could be argued that these factors are some of the missing characteristic in South African youth entrepreneurship systems which contributes to high failure.

5.1.4 Enterprise bank account status by categories, forms and types

The result indicated that 85% of the total participants have enterprise bank accounts out of which small scale enterprise contributed 15.7% which is largest share. Family owned enterprise that accounted 20.7% is the highest. This is dominant among service enterprise and manufacturing enterprises which constituted 25.7%, and 11.4% respectively, of those with enterprise account. Table 20 depicted the enterprise bank account status.

Table 90: Enterprise bank account status by category, form and type

			Enterprise bank account	No bank account	Total
Category	Micro scale	Count	97	18	115
		% of Total	69.3%	12.9%	82.1%
	Small scale	Count	22	3	25
		% of Total	15.7%	2.1%	17.9%
Total	Count	119	21	140	
	% of Total	85.0%	15.0%	100.0%	
Form	Personal enterprise	Count	90	17	107
		% of Total	64.3%	12.1%	76.4%
	Family enterprise	Count	29	4	33
		% of Total	20.7%	2.9%	23.6%
Total	Count	119	21	140	
	% of Total	85.0%	15.0%	100.0%	
Type	Service	Count	36	2	38
		% of Total	25.7%	1.4%	27.1%
	Manufacturing	Count	16	3	19
		% of Total	11.4%	2.1%	13.6%
	Farming	Count	16	11	27
		% of Total	11.4%	7.9%	19.3%
	Trading	Count	51	5	56
		% of Total	36.4%	3.6%	40.0%
Total	Count	119	21	140	
	% of Total	85.0%	15.0%	100.0%	

This finding contradicts Stats SA (2014) which states that about 79.1% of entrepreneurs running informal enterprises did not have a bank account. However, the result which shows that family form of enterprise contributed more supported IFC (2014), Hassan (2015) who revealed how family enterprise operational structures assist its development in many aspects including record keeping and banking systems. These scholars further stressed family forms of enterprise have a concept and guiding rules that govern the enterprise. This is because, family members made collective efforts to generate start-up capital for the enterprise. Hence, the need to be involved in both the operations and monitoring process to avoid irregularities that might deter growth. One will argue that service made more progress in terms of enterprise bank account because a clear majority of the entrepreneurs have tertiary education as earlier indicated in the study.

5.1.5 Enterprise expansion status by category, form, and type

Results indicated that only 40% of the total participants have expanded their enterprise out of which micro scale enterprise contributed 9.3% which is the largest share. Family-owned enterprises which accounted for 11.4% also constituted the highest share. This expansion is dominant among farming enterprise who contributed 8.6%. The above concept position is depicted in Table 21.

Table 21: Enterprise expansion by category, form, and type

			Another enterprise	No other enterprise	Total
Category	Micro scale	Count	43	72	115
		% of Total	30.7%	51.4%	82.1%
	Small scale	Count	13	12	25
		% of Total	9.3%	8.6%	17.9%
Total	Count	56	84	140	
	% of Total	40.0%	60.0%	100.0%	
Form	Personal	Count	40	67	107
		% of Total	28.6%	47.9%	76.4%
	Family	Count	16	17	33
		% of Total	11.4%	12.1%	23.6%
Total	Count	56	84	140	
	% of Total	40.0%	60.0%	100.0%	
Type	Service	Count	12	26	38
		% of Total	8.6%	18.6%	27.1%
	Manufacturing	Count	8	11	19
		% of Total	5.7%	7.9%	13.6%
	Farming	Count	12	15	27
		% of Total	8.6%	10.7%	19.3%
	Trading	Count	24	32	56
		% of Total	17.1%	22.9%	40.0%
Total	Count	56	84	140	
	% of Total	40.0%	60.0%	100.0%	

This result implies that a lot of enterprises have failed to grow, which confirms the notion postulated by Stats SA (2014) which emphasized that over 95% of informal forms of enterprises had only one enterprise. This dilemma is linked to the fact that many enter entrepreneurship to operate a small unit that can provide social nets for the family. Some lack the resources and innovation to expand while others have no understanding on the importance of expanded entrepreneurial activities. It was also noted that many operates a single business for convenient purposes. This finding conforms to Eze (2012), Udegbe (2013) who purports that majority would prefer personal business for convenience reasons, self-control and self-reliance. The implication is that, it closes job opportunities and affects economic growth.

5.1.6 Enterprise employee status by category, form, and type

Result indicated that only 37.9% of the total participants have no employee. In terms of category of enterprise, small scale enterprise accounted 1.4% out of the total enterprise who have no employee. This implies that small scale enterprise has more employment potentials than micro scale enterprise. Family-owned enterprise recorded the lowest share (7.3 %) of those without employee. The difference is dominant among farming entrepreneurial activities who accounted for only 3.4% out of 37.9% of those without employee. Table 22 depicted the result on the enterprise employee status.

Table 22: Enterprise employee status by category, form, and type

			None	1-2 Employees	3-4 Employees	5 Above	Total
Category	Micro scale enterprise	Count	51	63	1	0	115
		% of Total	36.4%	45.0%	0.7%	0.0%	82.1%
	Small scale enterprise	Count	2	11	7	5	25
		% of Total	1.4%	7.9%	5.3%	3.3%	17.9%
Total		Count	53	74	8	5	140
		% of Total	37.9%	50.8%	6.4%	5.0%	100.0%
Form	Personal enterprise	Count	40	58	5	4	107
		% of Total	28.6%	41.4%	3.6%	2.9%	76.4%
	Family enterprise	Count	12	15	2	4	33
		% of Total	7.3%	11.4%	1.4%	3.4%	23.6%
Total		Count	52	73	7	8	140
		% of Total	37.9%	50.8%	6.4%	5.0%	100.0%
Type	Service	Count	16	18	3	1	38
		% of Total	12.0%	13.6%	0.9%	0.7%	27.1%
	Manufacturing	Count	5	7	4	3	19
		% of Total	3.0%	5.9%	2.7%	2.0%	13.6%
	Farming	Count	6	12	4	5	27
		% of Total	3.4%	8.4%	2.7%	3.7%	19.3%
	Trading	Count	21	32	2	1	56
		% of Total	16.4%	30.0%	1.7%	0.9%	40.0%
Total		Count	48	69	13	10	140
		% of Total	37.9%	50.8%	6.4%	5.0%	100.0%

It becomes difficult if not impossible to create employment for another when an enterprise is established to provide basic needs. This notion confirms Kamunge *et al.* (2014: 2) who reiterate that majority of the SMEs in Africa are micro enterprises with fewer than employees, while many are largely for “subsistence and engage in economically uncompetitive activities.” More so, because very few are educated or acquired requisite entrepreneurship skills, and have the ability to access loans, it was difficult for the entrepreneurs to expand and employ. This align to arguments given by Mwanja (2011), Mugo (2012), Kamunge *et al.* (2014), Kinyua (2014) that lack of innovative abilities, access to business information and infrastructure, and financial constraints limits majority of entrepreneurs to operate an expanded enterprise.

5.1.7 Enterprise annual turnover status by category, form, and type

Result indicates that 60% of the total participants recorded a higher turnover than annual working capital or investments. Out of the remaining, 27.9% noted that their turnover is equal to working capital, while 12.1% recorded lower turnover. The attrition is dominant in small scale enterprise which constituted 11.4% of the total participants whose annual turnover is lower than working capital. This is also the case in family owned enterprise who contributed 4.3%, and farming entrepreneurial activity who accounted 3.6% of those who recorded a lower annual turnover. Table 23 depicted results on enterprise annual turnover by category, form, and type.

Table 23: Enterprise annual turnover status by category, form, and type

			ATO>Working capital	ATO=Working capital	ATO<Working capital	Total
Category	Micro scale	Count	67	32	16	115
		% of Total	47.9%	22.9%	11.4%	82.1%
	Small scale	Count	17	7	1	25
		% of Total	12.1%	5.0%	0.7%	17.9%
Total	Count	84	39	17	140	
	% of Total	60.0%	27.9%	12.1%	100.0%	
Form	Personal	Count	65	31	11	107
		% of Total	46.4%	22.1%	7.9%	76.4%
	Family	Count	19	8	6	33
		% of Total	13.6%	5.7%	4.3%	23.6%
Total	Count	84	39	17	140	
	% of Total	60.0%	27.9%	12.1%	100.0%	
Type	Service	Count	21	14	3	38
		% of Total	15.0%	10.0%	2.1%	27.1%
	Manufacturing	Count	11	7	1	19
		% of Total	7.9%	5.0%	0.7%	13.6%
	Farming	Count	19	3	5	27
		% of Total	13.6%	2.1%	3.6%	19.3%
	Trading	Count	33	15	8	56
		% of Total	23.6%	10.7%	5.7%	40.0%
Total	Count	84	39	17	140	
	% of Total	60.0%	27.9%	12.1%	100.0%	

Given that 40% of the participants recorded annual turnover which is lower than their working capital, there are lots of challenges confronting the rural youth entrepreneurship. This could be linked to several factors earlier discussed such as poor education background, requisite skills, enthusiasm, lack of innovation to explore new opportunities, and access to funding to support the running of their business. The information confirms Surveys of Stats SA (2014) which reveal that turnover levels and profit margins of most enterprises are relatively low, stressing that over 50% recorded a monthly turnover of only R1, 500 less, and less than 15% had sales above R6, 000. It was also noted that approximately 65% recorded less than R1, 500 monthly Net profits, and only 9% of enterprises account for about R6, 000 net profit. More so, because majority opt for micro scale enterprise to provide basic needs, it becomes difficult to make proper savings for expansion. The implication is that there is a positive correlation between enterprise expansion and employment. In other words, lack of expansion will directly affect employment.

Poor annual turnover interms of family-owned enterprise could be linked to poor family support, lack of unity, management and regulatory measures. This argurement support Bulsuk (2011) who submit that family-run enterprise especially those pursuid using Kaizen can only succeed where there is unity, harmony, ardent desire and willingness to improve. Root (2017) further support that there must be prominent level of dedication, sincerity, open mind and collective efforts for

family-owned enterprises to function and succeed. One will further argue that personal-run enterprise recorded higher annual turnover because they are self-resilient, determined, and keen about making more profit to promote personal growth rather than family goals as also noted by Eze (2012) and Udegbe (2013) that the convenience associated to personal-run enterprise and the space at which it promotes personal wealth compel majority to opt for the activities. In terms of entrepreneurial activities, it is not clear why farming entrepreneurial activities contributed the largest share of enterprises whose annual turnover is higher than working capital, and the same time account for the highest in the context of those who failed.

5.2 Successful youth-run enterprise

This section of the chapter presents successful entrepreneurs who participated in the study. Given that various measurements on their performance were done in line with the nation thresholds in the previous section of the chapter, 3 clusters were established in this section to profile those who met all the success criteria, some of the success criteria, and none of the success criteria of the study. This measurement cut across the villages, category of enterprise, form of enterprise ownership, type of business activity, age group, qualification, and gender. Generally, it was revealed that only 45 (32.1%) entrepreneurs out of 140 met the success criteria, 30% met some of the success criteria, while 37.9% did not meet any of the success criteria of the study.

5.2.1 Enterprise success status by gender, age and qualification

Out of the 32.1 % who met the success criteria of the study, the female contributed 18.6% which is the highest in terms of gender. Youth aged 30-34 years contributed the highest share of 12.9% followed by those between the ages of 25-29 years who accounted for 12.1%, with those between 14-19 years who accounted for 2.1% taking the least. In terms of the qualification, those with tertiary education who contributed 4.3% have the highest share, with those without formal education who contributed 2.9%, taking the least. Table 24 depicted results on enterprise success status by gender, age and qualification.

Table 10: Enterprise success status by gender, age and qualification

			Successful	Average	Not successful	Total
Gender	Male	Count	19	15	25	59
		% of Total	13.6%	10.7%	17.9%	42.1%
	Female	Count	26	27	28	81
		% of Total	18.6%	19.3%	20.0%	57.9%
Total	Count	45	42	53	140	
	% of Total	32.1%	30.0%	37.9%	100.0%	
Age	14-19 years	Count	3	5	5	13
		% of Total	2.1%	3.6%	3.6%	9.3%
	20-24 years	Count	7	8	12	27
		% of Total	5.0%	5.7%	8.6%	19.3%
	25-29 years	Count	17	14	22	53
		% of Total	12.1%	10.0%	15.7%	37.9%
	30-34 years	Count	18	15	14	47
		% of Total	12.9%	10.7%	10.0%	33.6%
Total	Count	45	42	53	140	
	% of Total	32.1%	30.0%	37.9%	100.0%	
Qualification	No formal education	Count	4	7	8	19
		% of Total	2.9%	5.0%	5.7%	13.6%
	Primary education	Count	10	15	16	41
		% of Total	7.1%	10.7%	11.4%	29.3%
	Secondary education	Count	25	19	21	65
		% of Total	17.9%	13.6%	15.0%	46.4%
	Tertiary education	Count	6	1	8	15
		% of Total	4.3%	0.7%	5.7%	10.7%
Total	Count	45	42	53	140	
	% of Total	32.1%	30.0%	37.9%	100.0%	

High attrition rate of youth entrepreneurship in the case of this study confirms Agbenyegah (2013), GEM (2014), World Bank (2016) and Iwara (2016) who relate that youth entrepreneurs in South Africa are failing inexpiable, and this dilemma requires attention. For instance, Standard Bank (2017) have noted that about 50% of all start-up enterprises in the country fail within 24 months. This could be due to lack of motivation, dedication and required skills, pursue entrepreneurship goals as also noted by Engelbrecht (2012) and Dlodla (2015) that because a majority of youth lack entrepreneurship traits, very few have joined the ranks of successful entrepreneurs in the world. GEM (2016) and Mutasa (2016) have earlier revealed that there has been a 16% decline in entrepreneurial skills among young people between the ages of 18-34 years, thereby, contributing to unemployment. This argument further justifies the result obtained from this study. The implication is that; majority of youth will continue to unemployed because Yudaeva (2013) had stressed that the jobs we need to create in the 21st century will come from entrepreneurship. It could be argued that this dilemma is among the reasons why South Africa is rated among the nations of the world with highest youth unemployment in 2016, estimated at 48.2% with over

600,000 unemployed graduates (Mutasa, 2016; SME SA, 2017). In other words, there is a lot that should be done regarding youth entrepreneurial development in the country.

Female entrepreneurs were more successful. This could be due to their abilities to explore and diversify economic opportunities across service, farming, and trading entrepreneurial activities unlike the male who are only prominent in manufacturing. One would also argue that because the female resorted to government grants, family support and NGOs unlike the male who access loans or personal funds for start-up capital, they stand a better chance of becoming more successful. This implies that it is important to diversify both products and sources of funding. This also confirms their ability to be predominant in family-owned and personal-owned enterprises more than the male. This finding supports Kirkwood (2009) and Brown (2012) who earlier reiterated that women have more potential to explore opportunities than their counterparts. Stressing that they are not only innovative but dedicated and devoted to their businesses. Adeyemi (2007) also submitted that women generally are more determined, hardworking, focused, and enthusiastic about their entrepreneurship career. These are pivotal attributes which may be lacking among the male in the study area. In other words, women are liable of contributing more to the economic growth. For instance, Stephen (2014) concurs that women impact meaningfully on national development through their enterprise contributions, laying emphases on their contributions to internally generated revenue in Akwa Ibom State.

The notion that women are more industrious was also promoted by Zucchi (2016) who argued that EL, RUTH, VRA are prominent women entrepreneurs in India who have made success than most of their male counterparts in the same domain. Skrhak (2011) who survey 50 America self-made-men from women with ingenuity reiterated that, clear majority of women have the spirit of greatness, determination and innovations that “opened up the West, heralded the Gilded Age, created an American middle class and ushered in the Information Age.” These qualities are found lacking in most men. To support this argument, Brown (2012) has profiled powerful women such as Sheryl Sandberg, JK Rowling, Sara Blakely, Lady Gaga, Susan Wojcicki, Melinda Gates, Indra Nooyi, Angela Merkel, Oprah Winfrey, and Cher Wang who are global competitors and have performed exceptionally better than their male counterparts in their respective entrepreneurship. The implication is, women are beginning to bring just to the social plain of economy which brings about social equity. In other words, it could be suggested that if more women are motivated to opt for entrepreneurship, it will go a long way in promoting the economy as in the case of the study area.

In terms of youths aged 30-34 who contributed more to success, there is a general assumption that ‘the older they grow in career, the more resourceful they become.’ It appears that youth become successful in entrepreneurship towards the fading out of their youthful age. This notion has been viewed in Stats SA (2014) which submitted that informal enterprises are predominantly with persons aged 35–44 years. They are the most experienced, surviving and successful. This relates to Vixathep (2014) who purport that age and experiences of an entrepreneur contributes to the growth and success of an enterprise. It can also be linked to their ability to make personal savings more than other age groups since they have had opportunities to work elsewhere. The implication is that youths in their early might be discouraged to enter entrepreneurship if the notion is not reverted which suggest a framework that can distil the mind-sets, improve business understanding, and skills training of youths irrespective of age.

With regards to education, it was found out that entrepreneurs with tertiary education contributed more to success. On the average, findings indicate that success rates achieved by the entrepreneurs are proportionate to their qualification. This implies that education plays a pivotal role to entrepreneurship success and development. It provides the acumen and logical understanding mode of operations that promotes success. This result is supported by Charney and Libecap (2000), Wilson (2004), Friedrich and Visser (2005) and Isaacs *et al.* (2017) who conclude that entrepreneurship education and training play important roles to their development and sustainability.

The level of education of an entrepreneur determines how they view the work, explore and evaluate opportunities, come up with an innovation, envisage a career, invest and pursue set goals. It also determines the level of connections one makes, how to relate with clients, and maintain relationships needed to drive an enterprise. Malaya (2012) further stressed that level of education is among the key factors that determine entrepreneur’s performance with instances from India, where many enterprises failed due to lack of formal education and skill training. This is synonymous to Krejci *et al.* (2015) who revealed that lack of skilled and educated employees is a key challenge that hinders the success of many entrepreneurs in European countries like the Czech Republic. The scholar further adds that newly educated youths who have the most modern skills are potential ingredients for driving enterprise growth. Vixathep (2014) concluded that educational background, ability to use modern equipment such as computers is also pivotal to success.

To add more on the significance of education, Islam *et al.* (2016) purported that management know-how on the use of modern technology plays a significant role in the growth of Bangladesh enterprises. Through these ideologies, the country has made a remarkable progress over the year. This is without doubt that the adoption of such approach will contribute greatly to the growth of entrepreneurial activities in South Africa. For instance, Maina (2012) noted that sound entrepreneurship educational background is a major factor that is driving entrepreneurship in success in Kenya. Unfortunately, this is not the case in South Africa and most other African countries as many studies by Roy (2010), Broxiova *et al.* (2014), GEM (2014) and Iwara (2016) have revealed low levels of entrepreneurship education and skill training over the years. They further reiterated that lack of skills capacity, mentors, basic knowledge, and education impacts the rate of productive entrepreneurs. This implies that an increase in education will provoke success of entrepreneurs as also noted by Nicolaidis (2011) who submit that if South African universities can develop cross-functional innovative thinkers with the requisite skills needed in the local economy, entrepreneurship will achieve greater success and prosperity. It could be on this background Isaacs *et al.* (2017) earlier suggest that entrepreneurship education and training must fulfil a primary role in preparing South African youth for their future. Given this argument, one would conclude that low level of education contribute significantly to entrepreneurship attrition rate.

5.2.2 Enterprise success status by village, category, form and type

Small scale enterprise which accounted 7.9% of those who are successful contributed the largest share. This is also the case in family-owned enterprise which accounted for 8.6%. In the context of the type of entrepreneurial activities, manufacturing which constituted 5% recorded more success. This success is found dominant in Dumasi who contributed 8.6% of the total successful enterprises across the villages. Table 25 depicted results on enterprise success starts by village, category, forms and type.

Table 11: Enterprise success status by village, category, forms and type

			Successful	Average	Not successful	Total
Villages	Dididi	Count	10	16	10	36
		% of Total	7.1%	11.4%	7.1%	25.7%
	Dumasi	Count	12	8	14	34
		% of Total	8.6%	5.7%	10.0%	24.3%
	Hasane	Count	13	11	17	41
		% of Total	9.3%	7.9%	12.1%	29.3%
	Botsoleni	Count	10	7	12	29
		% of Total	7.1%	5.0%	8.6%	20.7%
	Total	Count	45	42	53	140
		% of Total	32.1%	30.0%	37.9%	100.0%
Category	Micro scale	Count	34	37	44	115
		% of Total	24.3%	26.4%	31.4%	82.1%
	Small scale	Count	11	5	9	25
		% of Total	7.9%	3.6%	6.4%	17.9%
Total	Count	45	42	53	140	
	% of Total	32.1%	30.0%	37.9%	100.0%	
Form	Personal	Count	33	32	42	107
		% of Total	23.6%	22.9%	30.0%	76.4%
	Family	Count	12	10	11	33
		% of Total	8.6%	7.1%	7.9%	23.6%
Total	Count	45	42	53	140	
	% of Total	32.1%	30.0%	37.9%	100.0%	
Type	Service	Count	11	10	17	38
		% of Total	7.9%	7.1%	12.1%	27.1%
	Manufacturing	Count	7	4	8	19
		% of Total	5.0%	2.9%	5.7%	13.6%
	Farming	Count	7	13	7	27
		% of Total	5.0%	9.3%	5.0%	19.3%
	Trading	Count	20	15	21	56
		% of Total	14.3%	10.7%	15.0%	40.0%
Total	Count	45	42	53	140	
	% of Total	32.1%	30.0%	37.9%	100.0%	

Because in most cases, small scale entrepreneurs transition from micro scale enterprises, they are likely to gain more experiences that are pivotal to enterprise growth and success. In other words, it could be said that starting an enterprise at the micro scale level will establish a better foundation for success in the subsequent stages. In the other hand, one would argue that because a clear majority of micro scale enterprises were established for subsistence, it becomes difficult to compete growth with others or carry out measures such as skill training that are pivotal to success which was also supported by Asamoah-Owusu (2010) and Kamunge *et al.* (2014).

Given that small scale enterprise have to loan capacity of R25,000 – 70,000 as noted by UCS (2011), Mohutsiwa (2012) and Venter (2014), they have more potentials to huge investments that promotes returns than micro scale enterprise which is limited to R50,000 – 5,000,000. This could be the reason why they are more successful. However, scholars following Wymenga *et al.* (2011),

Shimizu (2013), Upton-McLaughlin (2013), Fukase (2015) Osakwe *et al.* (2015) have submitted that small scale enterprises are widely seen as a vehicle for economic growth in nations that are poised to develop and compete in the global economy, and has recorded tremendous growth across the economies of the world. Unfortunately such activities are not predominant in the study area. This could be among the reasons why both job creation and unemployment is an issue. In other words, if such activities are promoted, there is no doubt that they will contribute massively to economic development. For instance, Stefanovic *et al.* (2010) stressed that small scale entrepreneurial activities are the main driving forces of the developed market economies in the world. Sithole (2006) and Mmbengwa (2013) contributed that the importance of such activity is increasingly felt and recognized in the world. Its dynamics has gained momentum of high profile in the global economy even more than other categories of enterprises. Ferreira (2007) and Mmbengwa (2013) further reiterate that small scale enterprises are widely recognized for their employment potentials, wealth and food security, especially in developing and underdeveloped economies.

Because family-owned enterprises have unique norms that govern their operations, used collective ideas and funds to establish and manage the enterprise, pursue the enterprise set goals rather than personal gains, they are likely to grow faster and achieve greater success. These attributes according to Feldman (1992), Hamel (2010), Graupp and Wrona (2015) makes it easy for family-owned business to effectively pursue and achieve success. This was also stressed by Graff (2006), IFC (2014), and Hassan (2015) who notes that Carvajal family enterprise, and the Wadi Holding Group, and many other family enterprises have codes of conduct which serve as a constitution that guides the operation of their enterprises. These are family ties that influence growth and sustainability of such enterprises from one generation to another.

To elaborate on the success stories of family-owned enterprises, Steen and Baldwin (2015) notes that Chinese family enterprises constitute about 8% of the private enterprises and over 6% recorded success. They accounted for about two-thirds of GDP, 90% of gross industrial output, 79% of organized private sector employment and 27% of overall employment in India (KPMG, 2013; Family Firm Institute, 2016). This reveals high performance and success. Hassan (2015) has also supported that family enterprises are the locomotive of growth and development in Egypt and the Middle East, stressing that about 90% of the enterprises in the Middle East are family owned that contributes up to 80% of the national income, 75% of the private sector, and creates 70% job opportunities. In other words, it is a clear evidence that if such activities are promoted

in South Africa, they will add hugely to success of entrepreneurship, employment and economic development.

In terms of the type of entrepreneurial activities, manufacturing contributed more to success. This implies that manufacturing enterprises are lucrative, and drivers of economic development as also noted by Manyika *et al.* (2012) who support that manufacturing brings new opportunities for enterprise leaders in many economies and foster tremendous growth. This conforms to Frimpong (2013) and National Bureau of Statistics Nigeria (2015) who revealed that manufacturing enterprises constitute a higher share of the economy in most African countries. Globally, it continues to grow rapidly and accounts for approximately 16% of global GDP and 14% (Manyika *et al.*, 2012).

In Europe, for instance, manufacturing enterprises account for 29.9 million (22.1 %) employment and generated up to EUR 1 710 billion (26.0 %) of value added in 2014 (Eurostat, 2017). In Asia, countries like China that are among the world leading manufacturing enterprises recorded about 40% of its GDP from the enterprise (Bradsher, 2012; Eliot, 2013). However, this is not the case in many African countries as Nigeria, Ghana has recorded less than 7% (National Bureau of Statistics, 2015; Commonwealth Network, 2018). Its value added to the GDP of South Africa declined from 15.3% in 2004 to 13.9% in 2014, growth percentage of 4.6% in 2010, declined to 1.3% in 2013, 0.1% in 2014, and 0.0% in 2015 (Stats SA, 2016). This revealed that opportunities have not been fully utilized or innovations are declining which is an issue of concern. However, one would also suggest that other entrepreneurial activities should be supported to ensure diversity and expansion in entrepreneurship.

5.3 Summary

This chapter examines the performance and success of entrepreneurs in selected areas of the Thulamela Local Municipality. The findings of this chapter show that even though majority maintain an enterprise bank account, moderate loan status, employment trends, registration, only 40% of the total participants expanded their enterprises, and only 32.1% were successful. The failure was linked to several factor such as limited financial support, poor education background, lack of requisite skills, inability to explore economic opportunities, low potentials to diversify products and lack of zeal to transition from small unit enterprise to a larger enterprise. Despite the existing gap, proper measures have not been put in place such advance skill training and career guidance to support in igniting potentials of entrepreneurs. In other words, they find it

difficult to thrive and since there are constraints in the understanding of business dynamics and right steps to follow.

There is no much parity in terms of gender except for the fact that the females are more opportune to be supported by family, government and NGOs than their male counterparts in terms of start-up capital. Aside such factors, the female entrepreneurs recorded more success because of their determination, focus and ability to diversify entrepreneurial activities. This study also revealed that there is a synergy between education and entrepreneurship success. This is because, the success was proportionate to education qualification. Although it is not clear why those aged 29-34 years succeed more. However, the notion was linked to life experiences and maturity. These findings suggest the need for an entrepreneurship framework to critically address the underlined issues.

CHAPTER 6 ATTRIBUTES OF SUCCESSFUL YOUTH ENTREPRENEURS

6 Introduction

This Chapter presents and explains census of successful entrepreneurs of the study. It also presents and discusses endogenous attributes that makes those entrepreneurs to be more successful than others in selected areas of Thulamela Local Municipal, given equal exogenous conditions which is in line with objective 3 of the study. From the findings, ability to maintain accurate loan status and remit debts, record, establish a bank account for proper savings which are used for reinvestments, focus to maintain highest annual turnover, and the potential to introduce new product of establishing new business are core success factors distilled from entrepreneurs who met the success criteria of the study. However, follow-up investigation to understand what the participants could say was the reason for their success revealed several factors linked to market survey, entrepreneur's standards, advertisement, entrepreneur/client relationship, and entrepreneur/employee relationship.

6.2 Census of successful entrepreneurs

Based on the census of 45 entrepreneurs who met the success criteria of the study, Dididi constituted 22.2%, Dumasi - 26.7%, Hasane - 28.9%, while Botsoleni accounted 22.2%. In terms of the gender, female contributed 57.8% which is the most prominence. In the context of age, youth aged 30-34 who recorded 40% contributed the highest share with those aged 14-19 taking the least at 6.7%, while young people with tertiary education who contributed 55.5% contributed most, with those without formal education taking the least at 8.9%. Table 26 presents census of successful entrepreneurs of the study.

Table 12: Census of successful entrepreneurs of the study

			<i>Dididi</i>	<i>Dumasi</i>	<i>Hasane</i>	<i>Botsoleni</i>	<i>Total</i>
Gender	<i>Male</i>						
		<i>% of Total</i>	13.3%	8.9%	8.9%	11.1%	42.2%
	<i>Female</i>						
		<i>% of Total</i>	8.9%	17.8%	20.0%	11.1%	57.8%
Total		<i>% of Total</i>	22.2%	26.7%	28.9%	22.2%	100.0%
Age	<i>14-19 years</i>						
		<i>% of Total</i>	0.0%	4.4%	0.0%	2.2%	6.7%
	<i>20-24 years</i>						
		<i>% of Total</i>	2.2%	2.2%	4.4%	6.7%	15.6%
	<i>25-29 years</i>						
		<i>% of Total</i>	11.1%	6.7%	15.6%	4.4%	37.8%
	<i>30-34 years</i>						
		<i>% of Total</i>	8.9%	13.3%	8.9%	8.9%	40.0%
Total		<i>% of Total</i>	22.2%	26.7%	28.9%	22.2%	100.0%
Qualification	<i>No formal</i>						
		<i>% of Total</i>	2.2%	2.2%	2.2%	2.2%	8.9%
	<i>Primary</i>						
		<i>% of Total</i>	4.4%	2.2%	8.9%	6.7%	22.2%
	<i>Secondary</i>						
		<i>% of Total</i>	2.2%	6.7%	2.2%	2.2%	13.3%
	<i>Tertiary</i>						
		<i>% of Total</i>	13.3%	15.6%	15.6%	11.1%	55.5%
Total		<i>% of Total</i>	22.2%	26.7%	28.9%	22.2%	100.0%

It was found out that the female, youth aged 30-34, and young people with tertiary education contributed more to success. This finding confirms Kirkwood (2009) and Stephen (2014) who argued that because women are more focused, determined and passionate about their career, they tend to be more successful than their counterparts in most cases. This implies that male invest less than required in their enterprises. The census also established youths between the ages of 30-35 years recorded the highest. This could be related to their level of experiences and maturity as supported by Vixathep (2014) and Stats SA (2014) who revealed entrepreneurship successes of aged 35 above. The scholars further stressed that young people become more serious with their career when they grow to majority. It is obvious that the success rates in terms of qualification are proportionate to level of education. This implies that education is significant to performances of entrepreneurs. This finding promotes Friedrich and Visser (2005) and Isaacs *et*

al (2017) who postulate the notion that education is the pivotal vehicle required to drive entrepreneurial activities and achieve success.

6.3 Attributes of successful entrepreneurs

Numerous attributes emerged from the study. Among which, ability to follow trends of innovation, distil market information, imitate and modify business ideas, and the potentials to evaluate the viability of an innovation were profiled. These are linked to survey factor. In terms of entrepreneur's standards as a factor; ability to set career goals and targets, prioritize set goals, make periodic evaluation of the enterprise, diversify product, reinvest profits, and keep stock of goods were mentioned. With regards to advertisements; potentials to follow-up with clients, engage with people in the society, use social media were identified. With regards to entrepreneur/client relationship; willingness to give product guarantee, provide entertainment and refreshments for viable clients, show humility, and the ability to provide standard services at affordable prices emerged, while in the context of employee factor; ability to define and allocate tasks to employees, make timely and healthy payments, provide break time as well as incentives for employee were identified. Figure 9 depicted the diagram of endogenous success attributes which were mentioned by successful entrepreneurs in the area.

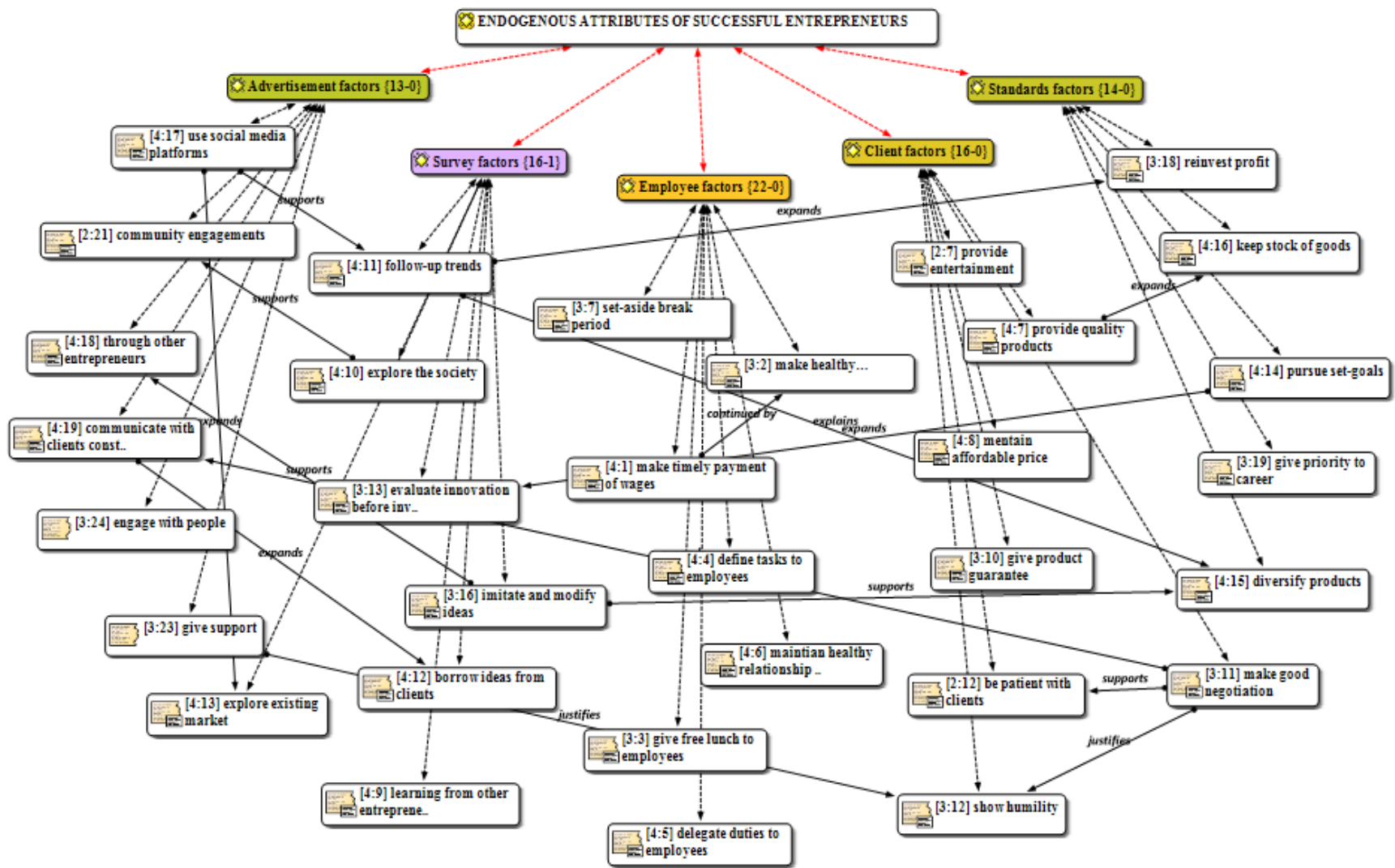


Figure 9: A diagram of endogenous attributes of successful entrepreneurs

6.3.1 Survey attributes of successful entrepreneurs

Entrepreneur's ability to evaluate innovation, imitate and modify innovation, follow up trends of innovation, explore the society to distil learning points, learn from other innovative entrepreneurs, and exploit clients intellectually to gather latest market information were survey attributes common among the successful entrepreneurs. Majority of the entrepreneurs in Dididi, Hasane, and Dumasi make market survey to follow-up with trends of latest innovation in the environment. One of the entrepreneurs noted that *"I make window shopping to have best price rates of products I have in the stock."* Another supported that *"I go to make comparison on the prices and quality of products we sell in the village,"* adding that market survey is the way to remain informed about the innovation motivates drive for improvements. Some entrepreneurs in Dumasi and Botsoleni stated that to avoid failure, it is better to evaluate viabilities of innovation before investments are made. This offers window opportunity to make choice of business with high potentials for sustainability.

Few entrepreneurs in Dididi, Hasane, and Botsoleni gathered that clients are the most viable sources of innovative ideas. Hence, they consistently interact with them about what is new in the system. *"Underestimating the strength of client's information is capable of promoting growth. Most often clients expressed themselves excessively in a provoking manner, but it is important to listen to their grievances, objections or suggestions. Probe from there and gather vital information that could support the running of the enterprise"* (An entrepreneur in Dididi). This dimension gives them an edge to flow with space of innovation to meet up demands of service receivers. They further stressed that clients have better information about the market than the entrepreneurs. This is one of the reasons some entrepreneurs in Dididi and Hasane often engross with the society to seek vital information about their types of business activities. The implication is, such information helps them to know what the society want, how they want it, and when they want it. In other words, align their business to conform to what is required in the society.

Unfortunately, some had argued that taking into account, what the society require in the process of establishing an enterprise is not the only approach to achieve success. They stressed the need to make follow-up surveys to know the degree which the enterprise is relevant to the society. Also, investigate if the business is viable in the region. Some in Dumasi, Botsoleni, and Hasane have visits other entrepreneurs to share innovative ideas for improvement. Which offer them opportunities to imitate ideas which are modifiable for their kind of business. It could be argued that, these are some of the attributes that are lacking in entrepreneurs who lag or fail, given equal business opportunities. The above concept position is depicted in Figure 10

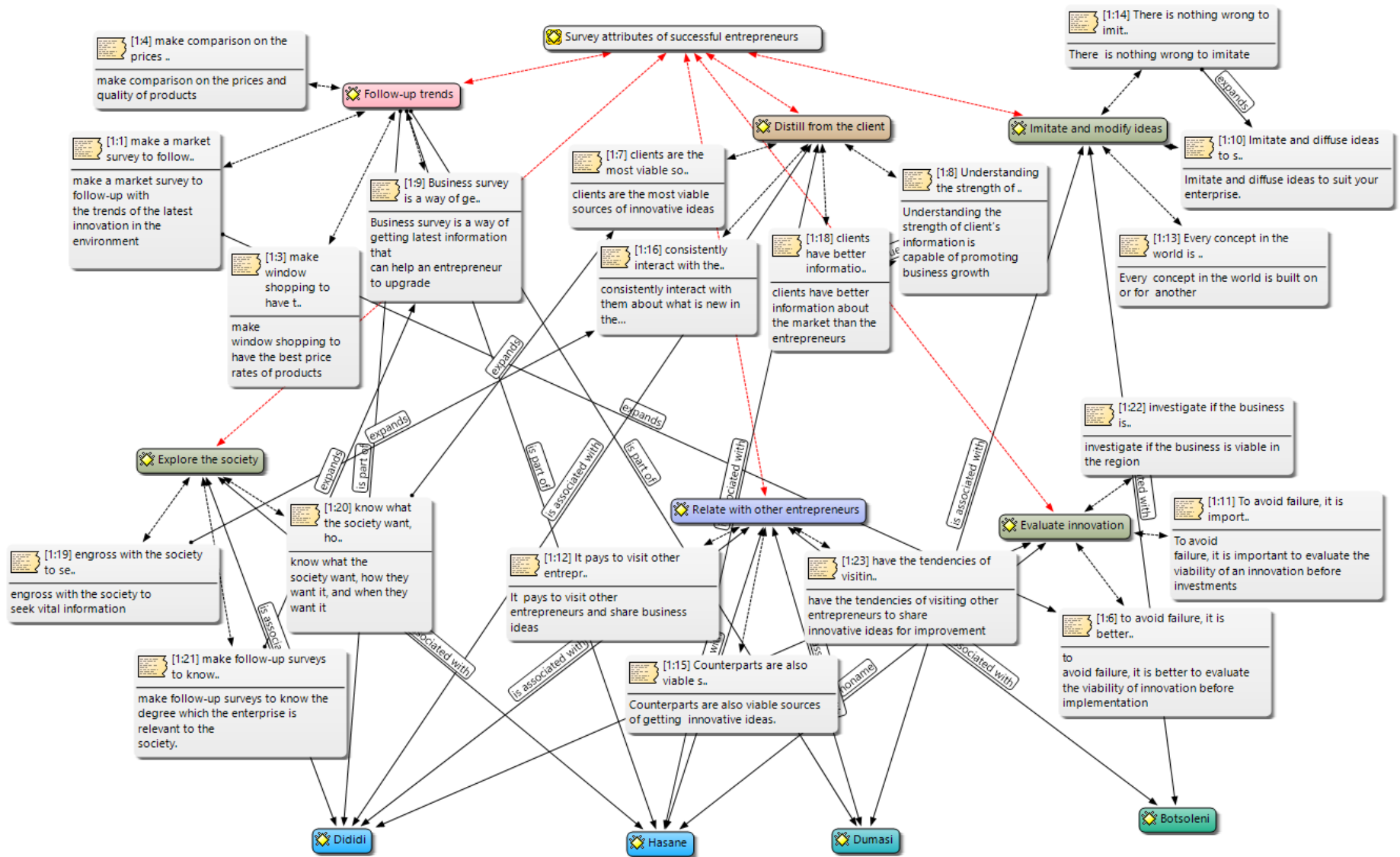


Figure 10: Survey attributes of successful entrepreneurs

Findings under survey attributes supported Burger (2016) who argued that a vast number of entrepreneurs want to start an enterprise to 'get rich quickly.' They are ignorant of the foundation which ensure long-term success and sustainability. Many have established an enterprise without any form of survey. The implication is, business will be established on the basics of popularity and not niche areas. This will result to too many entrepreneurs pursuing one business goals in a confined area leading high competition and failure in the case where too many goods pursue few people in the society. Several survey factors identified in this study such as evaluating the viability of innovation, imitation and modification of concepts, and following-up trends of innovation are compatible with Schumpeter's innovation theory of entrepreneurship and economic development which states that the digestion of basic innovation skills such invention, diffusion, imitation and innovation are conduits to entrepreneurs' success (Schumpeter, 1911; 1934).

The result is also supported by Sarkis *et al.* (2006), King and Newman (2009), and Ryan (2011) who have identified market survey and evaluation as an important entrepreneurship success tool in the USA. This also relates to Fitzsimons and Gorman (2008), and European Commission (2010) who revealed that freshly entrepreneurs in Europe enter the system through part-time approach. This is to ground themselves with the concept of the business, survey and evaluate the viability and sustainable strength of the business before investments are made. These practices are found common among the Igbo entrepreneurs in Nigeria Onwuka (2015) where a clear majority of successful entrepreneurs started their business journey with apprenticeship. Through this approach people are not only exposed to learning skills, but evaluate and study the business environment.

With regards to some entrepreneurs who alluded that "*it pays to maintain healthy relationships with other entrepreneurs,*" OECD (2008), Bullvåg (2009) and European Foundation (2011) have also added that entrepreneurs consistently relate with their counterparts to share innovative ideas which are pivotal towards enhancing growth in Europe. This is also the case in Japan and Kaizen concept where most success are noted for their ability to explore new innovative ideas. According to Oprean *et al.* (2008) and Titu *et al.* (2010), because it has become a culture to consistently work in paripassu with other entrepreneurs, they permanently believe the way in which they fulfil their individual daily tasks is not efficient and sufficient, they continuously survey and explore more innovative to achieve success. This argument also conforms to Hanus and Pyka (2007), Chetty (2010), Sledzik (2013) who revealed that success of an entrepreneur, largely depends on the capacity to identify and pursue new economic values.

6.3.2 Standards attributes of successful entrepreneurs

Entrepreneur's ability to balance career and other activities, develop and pursue set goals, keep stock of goods, make reinvestments, and diversify entrepreneurial activities were mentioned as attributes linked to entrepreneurs' standards. Majority which were interviewed stated that the ability to establish an innovative idea, develop the idea, set-up standards to achieve certain goals, and religiously pursue the goals are major vehicle that guides their success. An entrepreneur in Dumasi relates that *"the goals I envisaged and drafted helped me to remain focus, hard work and dedicated to my enterprise."* He further stressed that *"they serve as a vehicle that directs my business activities."* In other words, the set goals become a road map in which they operate, and compass that directs their speed towards achieving success.

It was also noted that they do not rely on one product or service, but rather diversify their innovation to ensure steady transaction especially when their business activities are seasonal. For instance, a female entrepreneur in Hasani who is involved in poultry farming business noted that *"suppliers of chicks for my farm are not consistent. This has rendered the enterprise handicapped, and make my business activity to be seasoned, and sometimes stuck for long period."* She further stressed that *"now, all my customers have gone because of insufficient stock of chickens to meet their demands."* Fortunately, the situation has motivated her to invest in other forms of entrepreneurial activities such as baby vegetables and fruit farm to cover for the losses from the poultry farm.

Some entrepreneurs in Hasane and Botsoleni stressed that because they have frequent clients, stock of goods are made in sufficient amount to satisfy service receivers. Adding that, clients might decline if services or goods are not sufficient to satisfy their demands. For this reason, many used even the profits they made from sales to buy more goods for the enterprise while others who require more capital resorted to loans. This dimension has been noted as a strong driver that enhance expansion of their business. Majority also stressed on the issues of balancing their entrepreneurship career and social life. One in Dididi notes that in order not to compromise their clients for pleasure or family issues, it is better to maintain a good relationship with the business. Give it time, attention and focus. The above concept position is depicted in Figure 11.

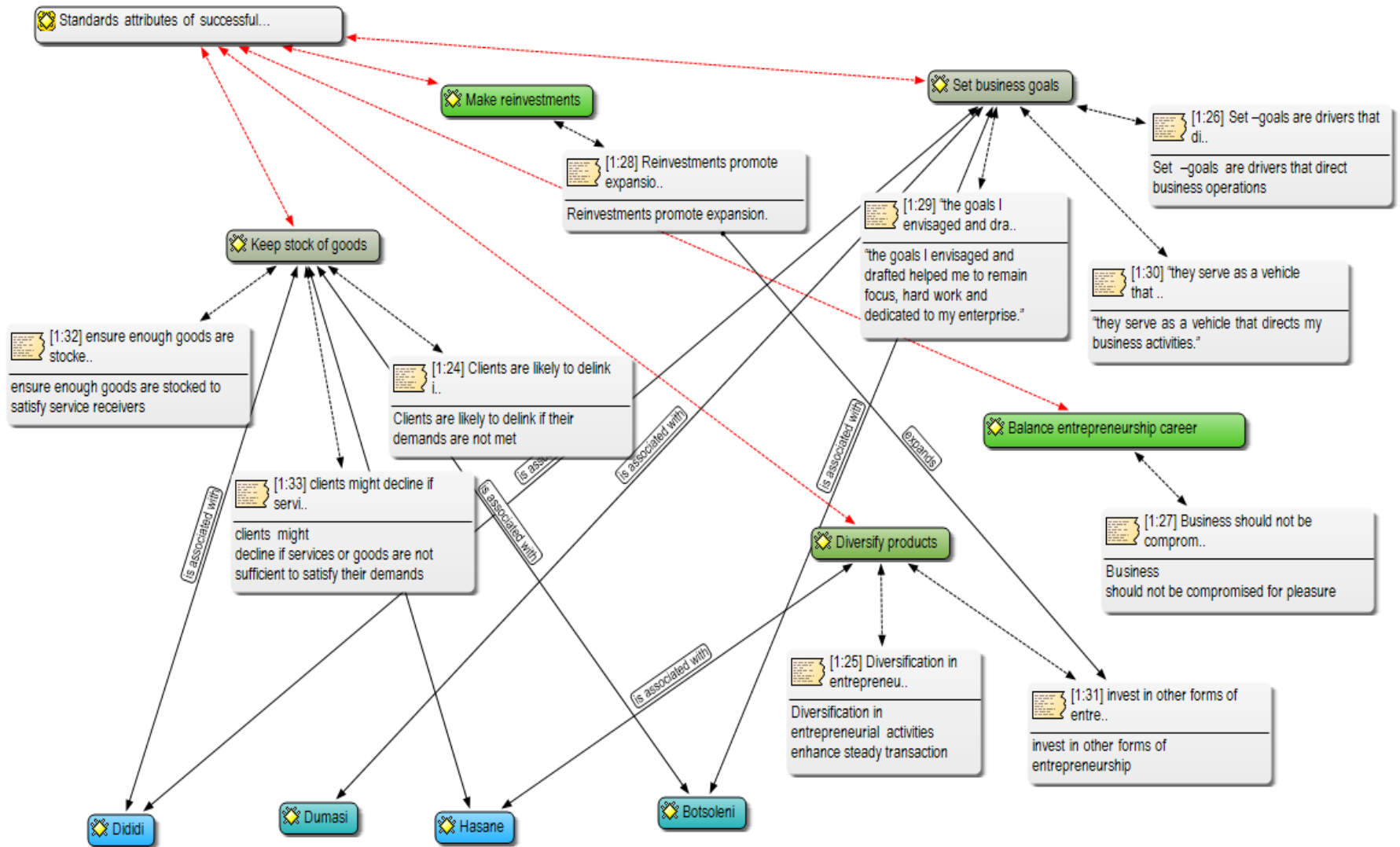


Figure 11: Standards attributes of successful entrepreneurs

Various attributes categorized under entrepreneurs' standards confirms Tagraf and Akin (2009) who stressed that entrepreneurs' relationship with their enterprises is also a factor that determine success. This implies that on serious minded and focused enterprise can achieve success as also noted by Stefanovic *et al.* (2010) who purported that being focus and keeping stock of goods shows high level of responsibility. This attributes supports quality service and competitive advantage in a free market. These are pivotal attributes that drives success of an enterprise. With regards to risk of reinvesting profits made from the enterprise, Chetty (2010) and Sledzik (2013) postulates the notion that high level of business innovation goes hand to hand with creative mind-set, risk taking, and perseverance. They further stressed that the attributes are rare success qualities found among very few entrepreneurs.

Unfortunately, Schumpeter's theory of innovation did not regard some of these findings as endogenous attributes of successful entrepreneurs. For example, Hanus and Pyka (2007) argued that the theory did not acknowledge risk-taking as an endogenous attribute despite its significance to growth and success of an enterprise. However, Harding (2012) has confirmed that ability to take and manage business risk effectively is entrepreneurs' success attributes. Mmengwe (2013) also supported the notion that innovation and risk taking is pivotal to entrepreneur's success. Given these arguments, it could be suggested that risk-taking should be recognized as an important endogenous attribute of an entrepreneur.

6.3.3 Advertisement attributes of successful entrepreneurs

Entrepreneurs' ability to engage with the community, use social media, follow-up and communicate with clients, partake in community projects, and maintain a healthy relationship with other entrepreneurs were profiled as core advertisements attributes of successful entrepreneurs. A clear majority of the participants across the villages promoted that they beckon on prominent level of advertisement to showcase their products. This is the major means of attracting customers. However, the approach at which they advertise differ. Some entrepreneurs used social media such as WhatsApp and Facebook, while others consistently communicate with clients either through text messages or phone calls.

One of the entrepreneurs in Dumasi revealed that, many clients resorted to his business because of his generosity to the society. He stressed that *"I give periodic assistance to people in the society and embark on community projects that promotes social welfare of the masses."* He further mentioned that *"currently, there is a primary school building project going on in the community, it*

is my support for the community. Most of the community members acknowledged my efforts and tends to patronize my products so that I will progress to build more for them.”

Few entrepreneurs in Botsoleni and Dididi stated that they tell people about their products, even in community events, while others visit their fellow entrepreneurs to advertise their unique products and service. Very few in Dumasi and Hasane noted that because they maintained a healthy relationship with other entrepreneurs, they often get clients from their counterparts. For example, one of the entrepreneurs in Botsoleni stressed that *“my counterparts refer their clients to me each time they are short of products to sufficiently satisfy their clients’ demands.”* These were unique attributes that makes this crop of entrepreneurs to make more sales and achieve more success than their counterparts in the region. The concept position of this argument is presented in Figure 12.

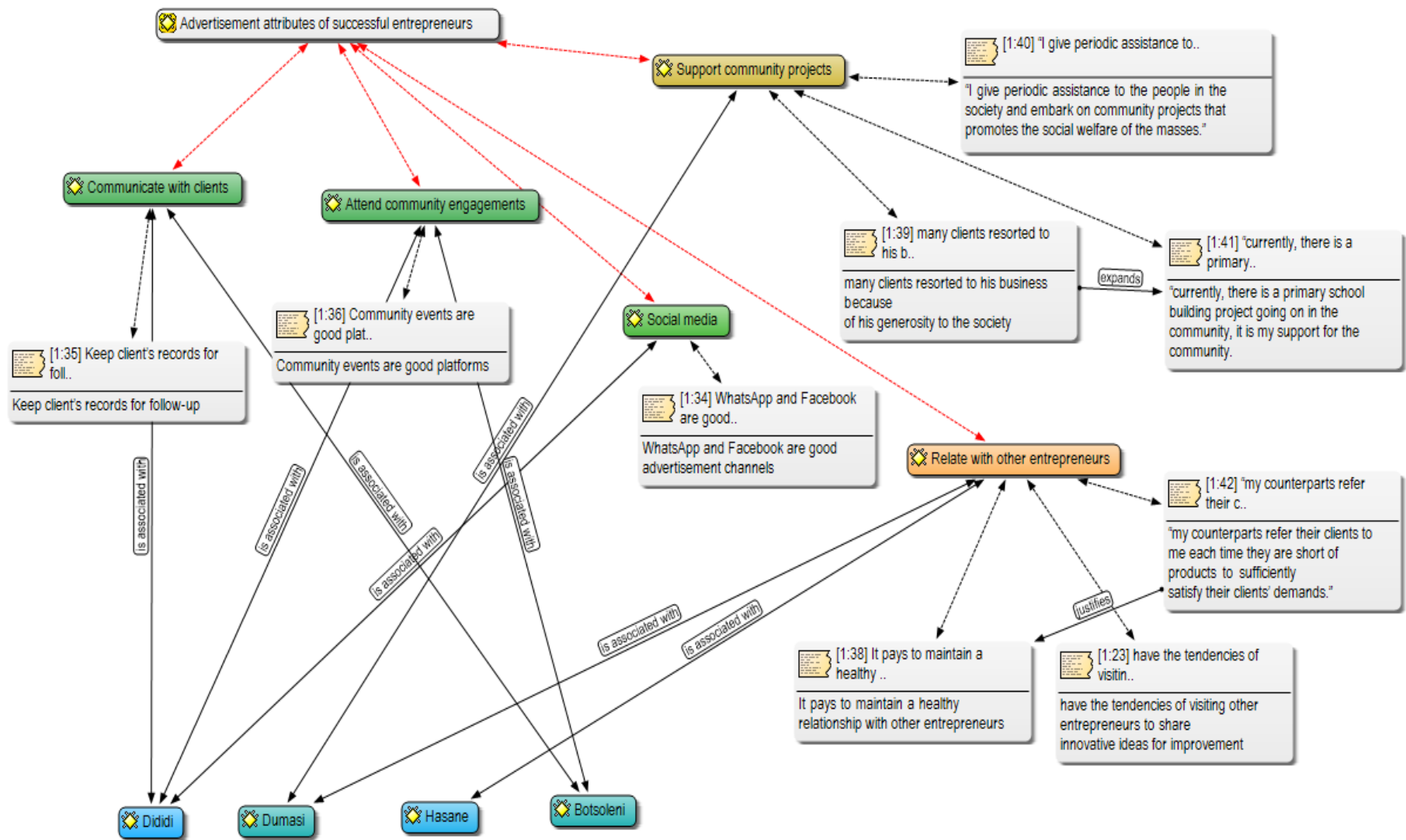


Figure 12: Advertisement attributes of successful entrepreneurs

The attributes associated with advertisements from the result confirms Bozas (2011) who made robust discussion on how enterprise performance largely depends on client and supplier relationships. Sugiati *et al.* (2013) further purport that communication enhance good relationship and keeps clients closer to the enterprise which supports the practices of some of the entrepreneurs who periodically follow up with their clients through phone calls and text messages. This implies that clients are liable to compromising service providers who consistently communicate with them.

In the same direction, Stefanovic *et al.* (2010) earlier emphasized on the ability of an entrepreneur to relate well with the local environment. This open window opportunity for the entrepreneurs to relate with the people in the society to understand what the people want and how they want it. These are significant measures that inform the kind of products required to be introduced and to what extent it should be produced. Communication, to a very large extend is a crucial factor that supports understanding of human growth. It boosts client's confidence towards a sustained and healthy relationship. In order words, continues communication with clients will have significant impact on the growth of and success of an entrepreneur. This was supported by Maina (2012) and Naqvi (2011) who notes that the ability to maintain proper customer relationship, customer service, skills to relate ideas, and manage an enterprise are personal vehicles that drives success of entrepreneurs.

6.3.4 Client attributes of successful entrepreneurs

The key findings that emerged from client attributes include: entrepreneurs' ability to keep a healthy relationship with clients, humility, entertainment, patience, good negotiation, quality products, competitive and affordable price, and product guarantee. Most of the entrepreneurs identified clients as the mainstay of their enterprises. This background motivated majority to strategies means of attracting clients to cling on their enterprises. Some entrepreneurs in Botsoleni and Dididi stated that they entertain their clients. For instance, one in Dididi stressed that *“because I introduced cheers and joker-cards in my garden, clients tend to spend much time than expected. They continue to patronize my products.”* In the same direction, another one reiterated that *“I always provide refreshments for my serious clients each time they visit for business negotiations. I also use this means to establish a strong relationship with first-time clients.* This means that impressions and treat an entrepreneur offer to clients also determine how welcomed they feel, and how much they value the entrepreneur.

It was further stressed that the provision of such treatments makes client to be more relaxed and down to earth during business negotiations. They felt committed in the transactions which makes it difficult to opt for another. One in Botsoleni support that *“clients frequently eat and drink in my parlour because I show free soccer every day.”* This implies most of the clients buy drinks because they could conveniently watch soccer without paying fee. Many, strongly support that quality of goods and services builds clients’ trust and confidence, especially when they are sold at competitive and affordable. Although advertisement can enhance robust sales, but it will last only in a brief time if clients discover elements of corruption such as inflated prices and substantial products. This implies, transactions with sincerity and integrity keeps clients.

An entrepreneur in Hasane related that clients have trust and confidence in his enterprise because of ‘product guarantee’. This entrepreneur also accept refunds of goods supplied within a stipulated time, in the case where customers show a change of position in the transaction. One in Dididi stressed that *“clients take their time to make a choice of what they want and the way they want it, they will be very much satisfied and confident to make future transaction or introduce another client if an entrepreneur is patient with them during the transaction.”* In other words, it is important to be very understanding, humble, and patient with clients. The above concept position is elaborated in Figure 13.

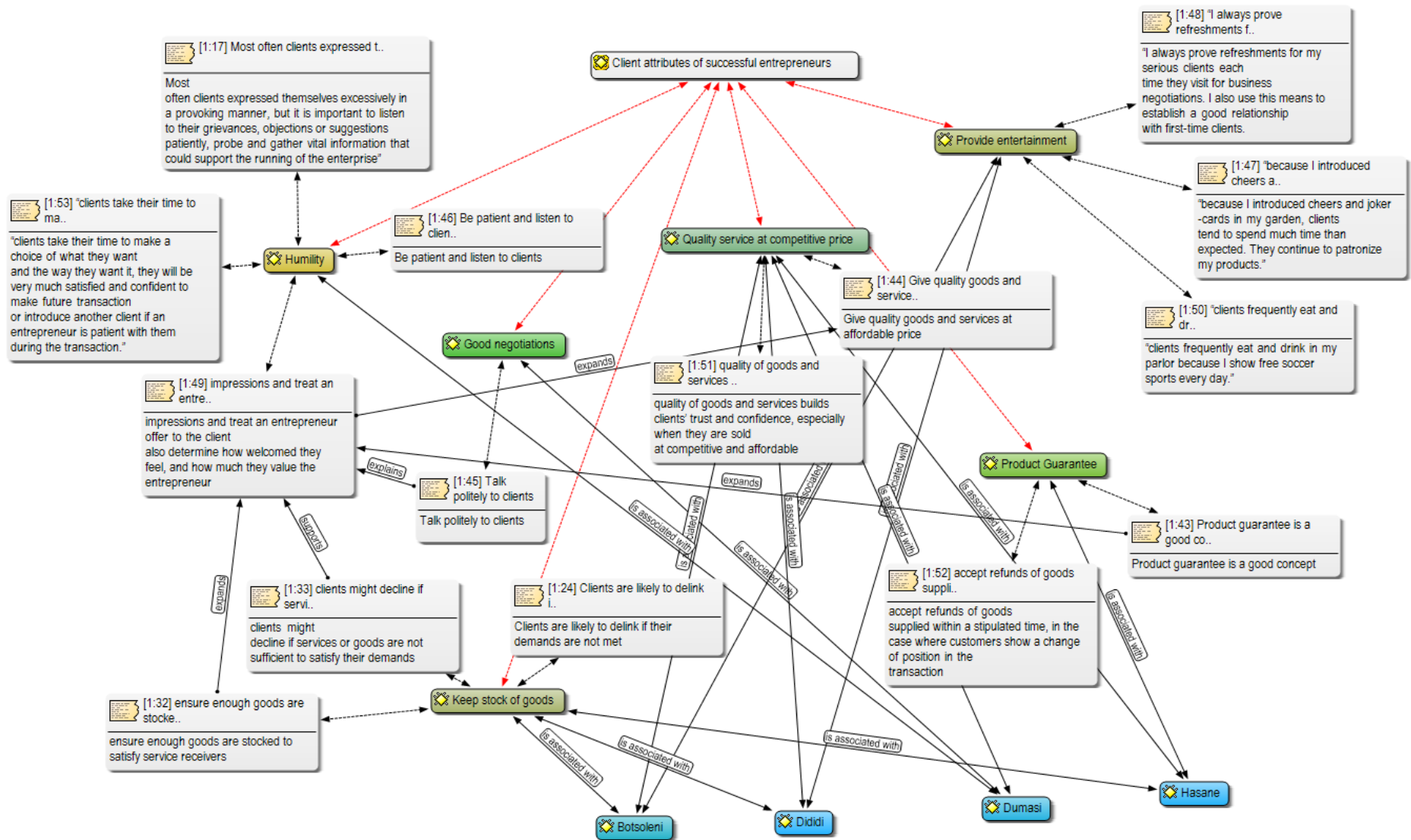


Figure 13: Client attributes of successful entrepreneurs

These attributes linked to clients are supported by Bozas (2011) who revealed how entrepreneurs with the potential to maintain a healthy client/supplier relationship succeed in uMhlathuze. In other words, it could be concluded that relationship holds a better part of success in entrepreneurship. Except for issues relating to entertainment, humility and patient of an entrepreneur which was not dealt with in a satisfactory amount. Schumpeter (1911; 1934) theoretical positions has supported and acknowledged quality product and competition as an endogenous innovative attribute of successful entrepreneurs.

This argument was also supported by Sledzik (2013) who fronted that entrepreneur's success is driven by basic innovation factors and relies more on the ability to combine new goods and services. The scholar further stressed that these goods and services should be liable of satisfying the clients, and new method of production, and source of supply. Sugiati *et al.* (2013) also notes that clients will make better beneficial things for an enterprise when they are satisfied with customer service, and product quality. Bitner *et al.* (1997) earlier addressed that clients are productive to service delivery and success of an enterprise. Their opinions enhance comes with innovative opportunities than can motivate entrepreneurs to improve quality of service, satisfaction and value of products. In other words, it brings the enterprise to the social plain of competition in the market. Therefore, it is important to take clients seriously, and treat them with sincerity, honesty, clarity and, integrity to keep the relationship open and seething.

6.3.5 Employee attributes of successful entrepreneurs

Based on the findings, the main attributes that emerged include: entrepreneur's ability to maintain healthy relationship with employees, make timely and healthy payment, define and delegate duties to employees, provide incentives such as lunch as well as making break time for employees. Many entrepreneurs revealed that their successes were influenced by employee's potentials to capacitate output. One of the entrepreneurs in Dididi stressed that *"sales of local bricks depends on the quality."* *"Although we are many in the business, but clients often compromise my products because my brick moulders are very competent, and we produce quality products."* This implies, aside the employee's ability to efficiently provide good and required out at certain points, they also play a significant role in building entrepreneur/client relationship that forms the basis for growth of the enterprise. In other words, employees are vital components liable for pushing enterprise growth. This will however be possible if employees are determined, industrious, and efficient. However, it was revealed that employees are motivated in so many ways to be productive to the enterprise.

Entrepreneurs across the region stressed that they make timely payment of wages to employees. One of them revealed that *“timely payment will assist them sort their personal issues on time and focus on their duties with a clear mind.”* Hence, it is possible that unpaid employees can be reluctant and less effective. The implication is that the outcome of the enterprise will reduce which might affect the annual turnover. Some entrepreneurs in Dumasi and Botsoleni noted that they do not only make timely payment, but pay fairly than their counterparts – adding that: *“if an employee is paid lesser than their skills inputs, they will look for better opportunities outside.”* Another entrepreneur revealed that she is not ignorant of the fact that *“there are many applicants willing to take the job, but sometimes it become difficult to see a zealous, skilful, sincere and competent employee to fit in the position.”* In other words, to ensure that productive employees remain in the enterprise, the majority makes healthy and timely payments.

Some entrepreneurs went as far as providing free lunch for their employees not only to keep them motivated but to avoid theft. An entrepreneur in the Dumasi states that *“many employees steal from the enterprise when they are hungry and do not have money to buy food.”* Another supported that *“some weekends, I give them incentives for their groceries especially when we experience huge turnover.”* It was generally commented that employees seem more active when the task is clearly defined and allocated to them in a satisfactory manner. It has occurred to them that in most cases employee fails to be productive not because of scepticism but lack of understanding on how a task should be handled. Some entrepreneurs in Dididi, and Dumasi provide break time to employees, stating that *“humans are not fixed factors of production, but variable factors that require periodic rest to restore losses of human resource such as strength to function actively in subsequent tasks.”* Across the villages, strong emphases were laid on the entrepreneur/employee relationship, stressing that the nature of the relationship an entrepreneur maintained with their employees determine how employee performs. The above concept position is depicted in Figure 14.

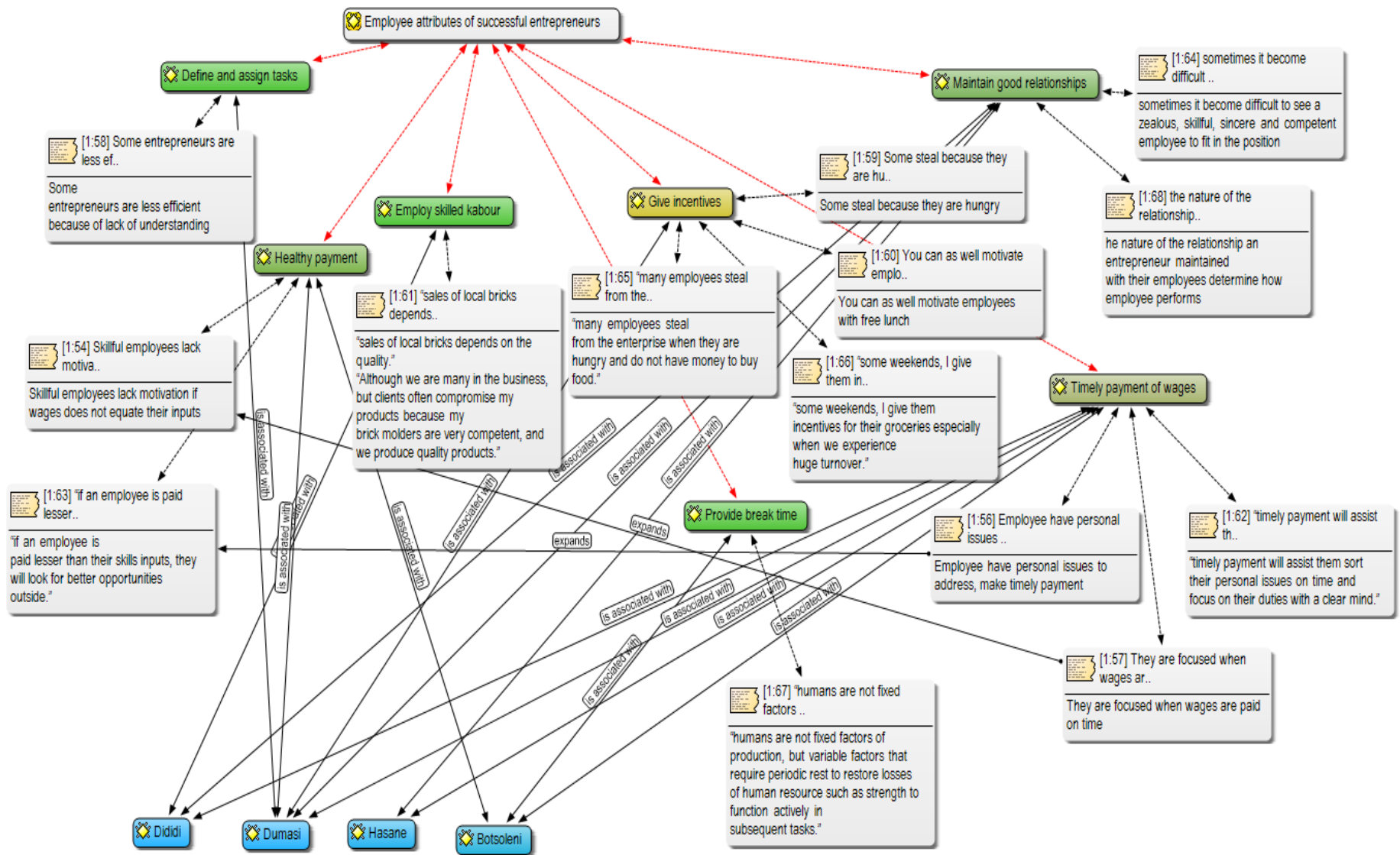


Figure 14: Employee attributes of successful entrepreneurs

The attributes which emerged from employee factors have a strong connection with Rose *et al* (2006) who supported that the ability to recruit, retain and maintain industrious employees is pivotal to enterprise success. Krejci *et al.* (2015) further supports that entrepreneur's potentials to sources a skilled employee is one vital trait, to maintain the skill worker is another success trait of an entrepreneur. Also Harding (2012) earlier added that entrepreneur's acumen to motivate employee, compare employee's performance, and managed risk effectively provoke success. Unfortunately, Schumpeter (1911; 1934) did not fully unravel how these factors which supports healthy entrepreneur/employee relationship will lead to success. This offer a window opportunity to develop a more holistic framework which can address issues relating to inherent attributes of successful entrepreneurs in a satisfactory amount.

6.4 Summary

This Chapter distilled inherent attributes of successful entrepreneurs in selected wards of the Thulamela local municipality. The results revealed factors linked to market survey, entrepreneur's standards, advertisement, entrepreneur/client relationship, and entrepreneur/employee relationship. From the survey point of view, it was found out that entrepreneur's ability to follow trends of innovation, distil market information from the public, imitate and modify business ideas, and the potentials to evaluate viability of innovations before investments were the core attributes that enhance success. In terms of entrepreneur's standards, attributes such as ability to diversify product, set career goals and targets, reinvest profit made from the enterprise, and the potentials to keep stock of goods were identified. With regards to advertisements, attributes such as follow-ups, potentials to use social media were noted. With regards to entrepreneur/client relationship, it was found out that product guarantee, entertainment, humility, quality services at affordable price were success attributes. Lastly, in terms of entrepreneur/employee relationship, ability to define and allocate tasks to employees, make timely and healthy payments, provide break time as well as incentives for employee immersed.

CHAPTER 7 MODELLING HOW THE INHERENT ATTRIBUTES INFLUENCE THE SUCCESS OF THE ENTREPRENEURS; AND THE MAIN CONCLUSIONS AND RECOMMENDATIONS

7 Introduction

This Chapter presents and discusses the suggested model, the conclusion and recommendation of the study. The model was informed by several inherent success attributes distilled from 45 entrepreneurs who met all the success criteria of the study in chapter 6 of this study. Some of the identified success attributes includes: entrepreneurs' ability to explore existing markets, follow-up trends of innovation, and evaluate innovations. There potentials to set goals and targets, as well as make savings for reinvestments. The zeal to introduce new businesses, follow up with clients, and give quality services at competitive price. Innovative skills to use social media, relate with other entrepreneurs, and willingness to make timely and healthy wages.

These attributes were categorized into 5 major factors namely: survey, entrepreneur's standards, client, employee and advertisement. To understand the strength of each factor to entrepreneur's success, ranking in order of priorities through a Likert-type scale was performed. This was also the method that was used to rank the success attributes that were profiled. The approach helps in confirming, and authenticating the viability of the responses from the participants, and supports the frame working of the model.

7.2 Ranking of entrepreneur's success factors

The Likert-type scale results reveals that employee factor accounted for 8.8%, standard factor- 26.6% survey factor - 31.1%, client -15.5%, while advertisement recorded 17.7%. Figure 15 presents bar chart ranking of the entrepreneurs' success factors.

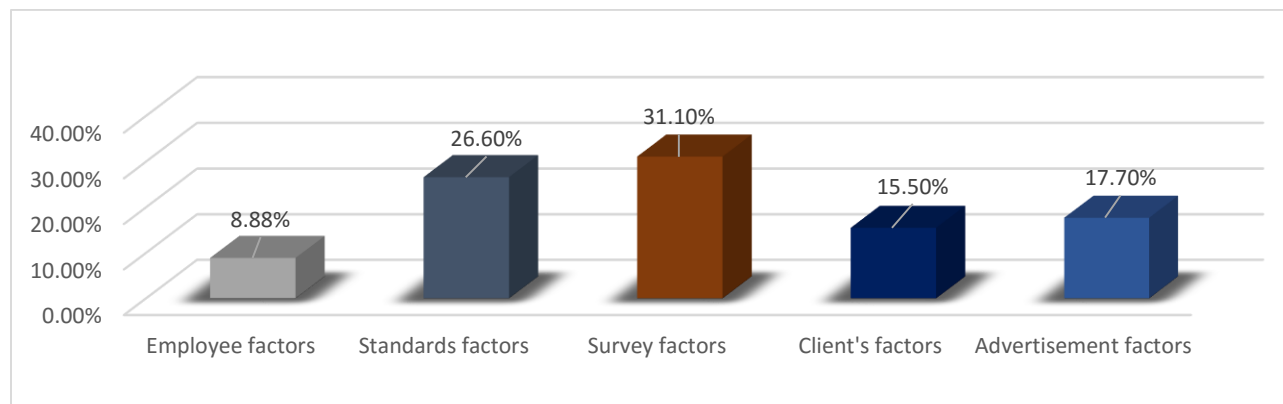


Figure 15: Ranking of entrepreneurs' success factors

Survey factor is more pivotal to the entrepreneurs, and there after standards factor. Accordingly, advertisement, clients, and employee factors followed. The analogy implies that, for success to be achieved, there are certain entrepreneurship steps that must be observed. This argument support Zetlin (2014) who stressed that an entrepreneur should do some searching first to proper innovation before another step. Although, it contradicts Newlands (2014) who relates that an entrepreneur should start by paying attention to the structure of the enterprise, and Berglas (2012) who also relates that an entrepreneurship “Marry a June Bride” and think small first, then proceed to other stages. Unfortunately, there is no one step among the myriads that is widely accepted across the world. This is due to differing economic, sociocultural and environmental background as also supported by OECD (2015). This implies that, there are certain success factors or attributes that are significant to some areas which may not work successfully in another area. Hence, the need for this study to distil what is unique in Thulamela Local Municipality.

7.2.1 Ranking of entrepreneur’s success attributes

Out of 5 attributes which were linked to the survey factor, 42.2% of the participants postulate the notion that evaluating viability of innovation before investments is most important. Secondly, 28.9% ranked ‘engaging with people in the society to know the type of products they want,’ while ‘making survey of existing market prices (6.9%) came last. Of the 10 attributes linked to standard factor, ‘setting career goals and targets’ which was ranked 24.4% is the highest, followed by ‘making accurate decisions regarding the set goals’ (15.5%), while ‘establishing new business’ was least at 2.2%. In advertisement factor, the use of ‘social media such as Facebook and WhatsApp to share business information’ contributed the largest share of 28.9%, followed by street advertisement to engage with people (22.2%), while ‘supporting community projects’ was ranked least at 4.4%. In terms of client factor, ‘making follow-ups with clients’ which was ranked 26.7% was the highest, client entertainment (20%) came second, while product guarantee falls below at 11.1%. In terms of employee factor, ‘making healthy payment to employees’ contributed the largest share of 22.2%, followed by ‘defining and assigning tasks’ (17.7%), while giving employees some take-home incentives fall below at 11.1%. Table 27 presents the ranking of attributes that enhance the success of entrepreneurs.

Table 27: Ranking of entrepreneur's success attributes

Survey factors	Frequency	Percent
Make survey of existing market prices	3	6.7
Engage with people in the society to know the type of products they want	13	28.9
Follow-up trends of innovation to upgrade business standards	6	13.3
Imitate industrious ideas from others, modify to suit a business	4	8.9
Evaluate the viability of an innovation before investments	19	42.2
Total	45	100.0
Standards factors		
There should be a diversity service you provide	6	13.3
Open bank account for the enterprise	4	8.6
Set career goals and targets	11	24.4
Allow you set goals direct your business operations	6	13.3
Make decisions, and prioritize goals	7	15.5
Keep accurate loan records	2	4.4
Reinvest profit made from sales over time	3	6.7
Keep stock of goods sufficient to satisfy clients	2	4.4
Establish new business and introduce new products	1	2.2
Make proper savings	3	6.7
Total	45	100.0
Advertisement factors		
Keep client's contact to call them periodically	6	13.3
Advertise products in community gathering	9	20.0
Relate well with other entrepreneurs to distil points	5	11.1
Use social media such as Facebook and WhatsApp to share business information	13	28.9
Do street advertisement and engage with people	10	22.2
Contribute to community projects	2	4.4
Total	45	100.0
Client's factors		
Give guarantee to products	5	11.1
Provide sorts of entertainment for clients	9	20.0
Always appear humble to clients	7	15.6
Be patient with clients each time they come for enquiry of transactions	6	13.3
Make follow-ups with clients through phone calls and messages	12	26.7
Render standard services at affordable price	6	13.3
Total	45	100.0
Employee factors		
Define tasks and allocate duties to employee	8	17.7
Make timely payment to employee to keep them focused and productive	4	8.8
Buy lunch for employees sometime to avoid theft	6	13.3
Have employee	5	11.1
Make healthy payment to employee to keep them motivated	10	22.2
Set aside break time for employees to relief and resume efficiently everyday	7	15.5
Give employee some take-home incentives when huge turnovers are made	5	11.1
Total	45	100.0

The ranking of these attributes supports several studies. For example, scholars following Berglas (2012), Newlands (2014), Zetlin (2014), Chetty (2016) and OECD (2017) have given a clarity on the need to structure factors, as well as stages of entrepreneurial activities. This offers opportunity to prioritize, carefully select, and concentrate more on the pertinent factors that support the growth and development of an enterprise. The implication is that; entrepreneurs will be guided to consider a step most appropriate at a point in time as also noted by Burger (2016) who related that it is important for start-ups to understand the core and basic foundations of entrepreneurship. An understanding of what market survey entails will support an entrepreneur to prioritize evaluation of the viability of an innovation before investments.’ It will also open a window for them to that it is important to set career goals and targets after the evaluation even before advertisement through social media and the rest. They will have on the need to prioritize ‘follow-ups with clients’ and ‘healthy payment to employees’ than other factors in the scale.

It is assumed that the frequency of each factor and attribute determines its level of importance to the entrepreneurs. Therefore, the model was developed with priorities to the highest ranked factors/attributes down to the least. Figure 16 presents a detailed model developed based on the findings that emerged from the study. The model was designed based on the findings that emerged from the study. Given equal exogenous factors, an entrepreneur requires certain inherent traits to succeed more than others as shown in stage 1 to 5 of the model. These stages include surveys of innovation, self-standards, advertisement, entrepreneur/client relationship, and entrepreneur/employee relationship. Each stage is assigned 20% of success level which makes a total of 100% from the 5 success factors. This implies that if an entrepreneur considers some aspects, others will be compromised thereby, leading to poor growth.

With regards to endogenous attributes, the model depicts that, it is of essence for an entrepreneur to consider attributes linked to survey first before setting standards of operation relating to the choice of enterprise. Advertisement will follow thereafter to attract clients. In other words, the clients’ attributes will come to play. And lastly, the employee factor as depicted in the model. The application of the Schumpeter’s innovation theory of entrepreneurship and economic development, which has successfully led to the isolation of the crucial aspects of rural entrepreneurship, especially in developing and undeveloped nations, has also added to the theoretical ways of analysing endogenous success attributes inherent in entrepreneurs who make remarkable success. This forms the ontology for this model.

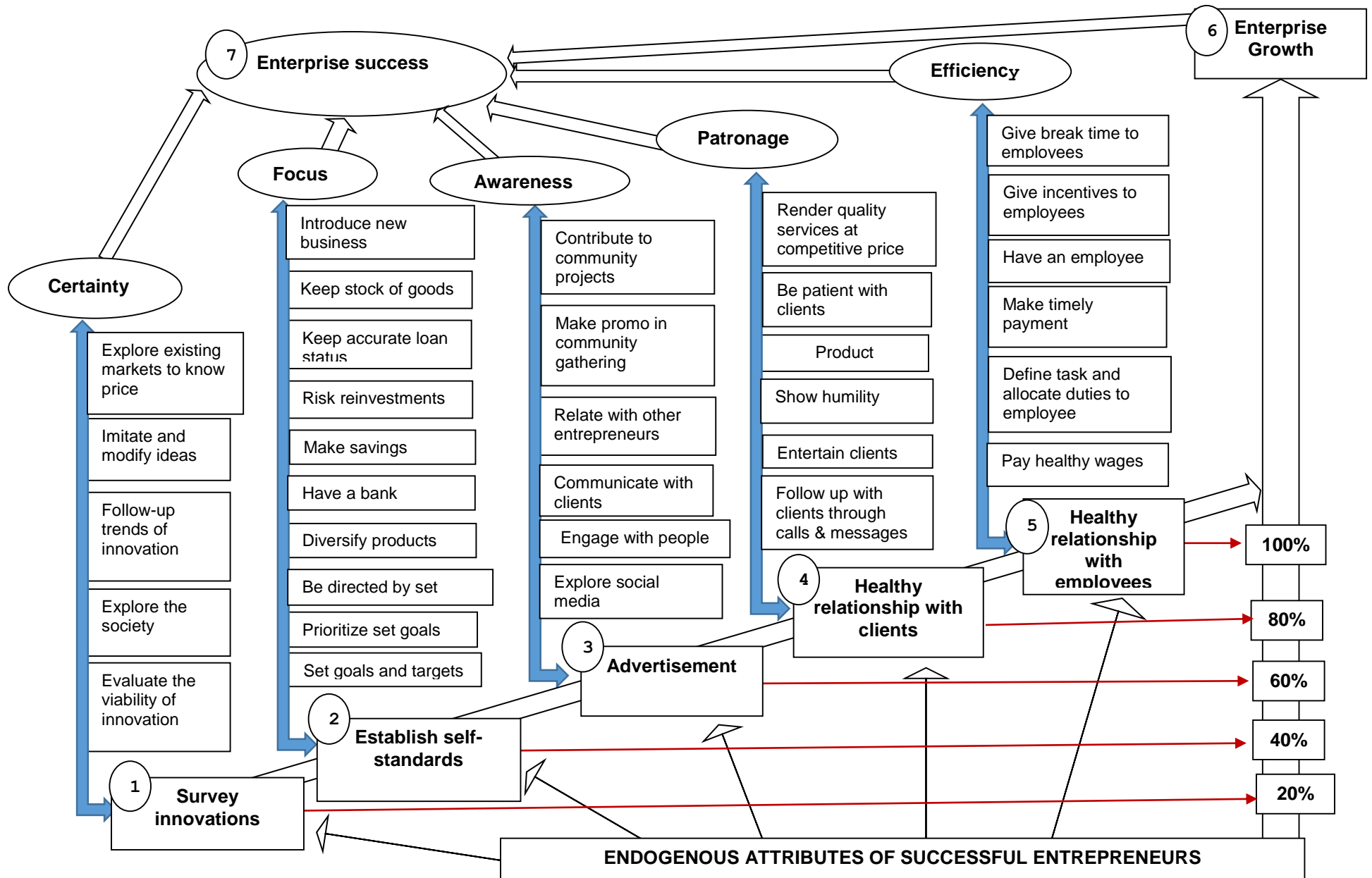


Figure 16: Model for the enhancement of endogenous success attributes of entrepreneurship

7.3 Conclusion and policy recommendation of the study

7.3.1 Conclusions and recommendations based on chapter 4 (objective 1)

Several conclusions have been drawn from the findings that emerged on the typology of youth-run enterprise in line with objective 1 of the study. Only micro scale and macro scale enterprises are practiced by the youth. A clear majority (82.1%) resorted to micro scale enterprises with the female taken the lead. This implies that men are less focused and determined, and majority of the youth lack the potentials to transition from one stage of entrepreneurship activities to a higher level. There are also two forms of enterprise ownerships which includes: personal-owned (76.4%) and others that were owned by youths from the same family. This implies lack of unity and support from family in terms of entrepreneurship. It is not clear what made the female to be dominant in service, farming, and trading, while the males were only noted for manufacturing activities. Another conclusion was drawn from the fact that government support (17.1%), and NGOs (8.6%) to the entrepreneurs in terms of start-up capital is low. This is among the reasons why medium scale and large scale entrepreneurship were not found practiced among the youth. Based on this conclusion, the study recommends the following:

Policy - it is important to come up with improved capacity building initiatives in form of training and funding that can support vast graduation from micro scale enterprises to small scale enterprises. This approach should be designed in such a way that the establishment of medium scale and large scale enterprises are propelled.

A framework on family enterprise operation (as in the case of Kaizen in Japan) should be adopted and introduced to the youths.

Further study – it is important to know the reasons why youths are not involved in medium scale and large scale enterprises, and also why group enterprise ownership is lacking in the area.

It will go a long way to evaluate and measure the nature and level of government support to youth entrepreneurship in the rural areas.

Practices – young entrepreneurs should start practicing family-owned enterprises and diversify their entrepreneurial activities.

7.3.2 Conclusions and recommendations based on chapter 5 (objective 2)

In terms of the performance and success which is in line with objective 2 of the study, only 32.1% entrepreneurs who participated in the study met the success criteria in line with the SA national thresholds for evaluating enterprises. The attrition rate is higher which revealed that a lot is going on with youth entrepreneurship. This was primarily because of the homogenous nature of entrepreneurial activities in the region. Majority of the youth lack the potentials and requisite skills to explore new economic opportunities. Female contributed more to success because of their high level of determination, ability to diversify, and focus. This was also due to the fact that they have more support from the government, NGOs, and the family regarding funding for start-up capital. Conclusion was also drawn from the fact that education is a key driver for entrepreneurship success. This is because performance was proportionate to qualification in the study. This is synonymous to age as youths between 30-34 years recorded more success because of their level of maturity, life experiences and ability to save for start-up capital and reinvestments. However, it is important to clear such notions that success is determined by age from the minds of the youth. Small scale, and family-owned enterprises contributed more to success despite the fact that these activities are very minimal in the area. Of the types of entrepreneurial activities, manufacturing was leading. In all, these successes were more in Botsoleni than other villages. Based on this conclusion, the study recommends the following:

Policy- entrepreneurship skill training through formal and informal education should be availed and facilitated especially in rural villages so that prospective entrepreneurs, irrespective of age, qualification and gender could benefit and improve their experiences.

Further study- there is a need to know if the planning process for the SA national thresholds for evaluating entrepreneurship incorporates the rural entrepreneurs. This is because rural entrepreneurial practices, to a very large extent does not conform to the national standards in terms of employee, annual turnover, and loan capacity. More so, the rural perceptions of what success entails differ from the policy stipulates.

Entrepreneurship training (theory and practical) should be incorporated in the study curriculum at the primary, secondary, and tertiary education levels.

Practices – there is a need to re-examine the SA national thresholds for evaluating entrepreneurship such that the rural standards for measuring success of entrepreneurship are also incorporated in the policy.

Families should portray a strong culture of supporting their youth in terms of start-up capital and career guidance especially in their early youthful age.

Part-time approach of entrepreneurship entry as in the case of Europe, and the concepts of apprenticeship dominantly practiced by the West Africans should be adopted by young entrepreneurs.

It is important for entrepreneurs at the rural regions to start with a small unit of business and transition to a larger enterprise, having understood the system.

7.3.3 Conclusions and recommendations based on chapter 6 (objective 3)

In terms of chapter 6 which distilled inherent attributes of successful entrepreneurs in line with objective 3, very few have the potentials to explore, survey and evaluate innovations, establish self-standards such as targets and mode of operation, make proper advertisements, maintain a healthy relationships with clients and employees, follow up with clients, give quality service at competitive price, and make healthy and timely payments to employees. This are the attributes that are lacking in other entrepreneurs who lag or even fail given. Based on this conclusion, the study recommends the following:

Further study - a cross study on the endogenous attributes of successful entrepreneurs should be conducted to understanding the dynamics of the attributes that emerged in this study.

A study should be conducted to expose how successful entrepreneurs in the area contend with exogenous factors that deter progress of entrepreneurs.

Practices – youth entrepreneurs should not only rely on capacity building from the government and NGOs. Attributes are moral and mental qualities distinctive to a person (Turnbull, 2010). They can be developed independently.

7.3.4 Conclusions and recommendations based on chapter 7 (objective 4)

The conclusion of this chapter which dealt with the modelling procedure for the enhancement of endogenous success attributes of entrepreneurship, in line with objective 4 will follow the analogy in which the factors were ranked and consolidated in the model. Survey of innovation is paramount to enterprise. It brings about high level of certainty which assures its survival, growth and success. Entrepreneur's standards such as set goals brings about direction and focus for achieving targets. These are the drivers that guide every activity of an entrepreneur. Advertisements is a way of expanding awareness about the enterprise which attracts clients. Ability to maintain clients increases patronages, while healthy employee relationship motivates them to be more efficient. The implication of all these factors is that, they will lead to expansion and growth of the enterprise which leads to success. Based on this conclusion, the study recommends the following:

Policy – the infusing and implementation of the model for capacity building training through formal and informal education.

Practices- the use of the model as career guide framework by the rural entrepreneurs

Further study- more investigations to infuse exogenous attributes that enhance success of entrepreneurship.

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APPENDIX 1
CONSENT LETTER

My name is Ishmael Obaeko Iwara. I am a student at the University of Venda registered for the Masters in Rural Development (MRDV) degree. My research focuses on “Endogenous Attributes of Successful Youth Entrepreneurs in Selected Wards of Thulamela Local Municipality. This communication serves to kindly request for your participation in the study. I also take this time to inform you that any information you will provide will be treated as confidential and therefore will not be disclosed to anyone without your consent. However, although I would like you to be part of it to the end, your participation remains voluntary, meaning that you are free to pull out at any time should you feel uncomfortable during the course of the study.

Signature of investigator _____ Date _____

Respondent

I _____ have read and understood the contents and terms of this invitation to participate in this study. I hereby declare that I am voluntarily participating in this research.

Respondent's signature _____ Date _____

APPENDIX 2

DATA COLLECTION TOOL

PART 1

The following questions will be used to collect qualitative data from respondents in _____ village. All your responses will be treated with utmost confidentiality. May you please mark the applicable block with a cross [X]. Complete the applicable information.

Section A. Personal Information

1. Sex: Female Male
2. Age group: 14 – 19 ; 20- 24 ; 25 -29; 30 – 34 ;
3. Highest level of educational attained: none Primary School: Secondary school but not matric: Matric: Tertiary:
4. Village where your business is located: _____
5. Name of your enterprise/business: _____

Section B. To take stock of the typology and nature of youth entrepreneurship

6. What type of business are you running? Service manufacturing farming trading others ; specify _____
7. What form of enterprise are you running? Personal enterprise Family enterprise Group enterprise ; others , specify: _____
8. What is the category of your enterprise/business? Small scale ; Medium Scale ; Micro Scale
9. How was your enterprise start-up financed? _____

10. How much capital did you spend for your enterprise start-up? _____

11. Out of the start-up capital spend, how much was your contribution? _____

12. Have you had access to credit? Yes []; No []

a) If yes, what was the source: _____

b) How much was the credit? _____

c) Have you manage to pay the credit? Yes []; No []

d) If yes, did you manage to pay on record time? Yes []; No []

13. Is your business registered? _____

PART 2

Section A. To examine performance of youth entrepreneurship

14 The table below aims to provide the performance trends of your enterprise. May you honestly indicate how your enterprise has performed in the areas and the period highlighted on the table below:

Activities	Trend Analysis				
	2017	2016	2015	2014	2013
a) Annual working capital					
b) Annual turnover of the enterprise					
c) Profit per annum					
d) Expansion of business (new branches)					
e) New products introduced					
f) Number of employees					
g) Approximate number of frequent customers					

15 Do you have a bank account for the business? _____

16 What record do you keep for your business? _____

17. When did you start operating? _____

PART 3

Section A. To distil the inherent attributes of the successful youth entrepreneurs

18. What do you do to keep your employee motivated and productive?

- a.....
- b.....
- c.....

19. What do you do to keep your costumers/client?

- a.....
- b.....
- c.....

20. What motivated you to start your business?

- a.....
- b.....
- c.....

22. What did you do to achieve the objective of your business?

- a.....
- b.....
- c.....

23. What led to your business expansion/diversification?

- a.....
- b.....
- c.....

24. What did you do to make profit?

- a.....
- b.....
- c.....

25. What are the reason for your enterprise success?

- a.....
- b.....
- c.....

26. What strategies do you apply to ensure that your enterprise continue to survive?

- a.....
- b.....
- c.....

PART 4

Section A. To model how the inherent attributes influence the success of the entrepreneurs

1. Data collection tool for ranking of clusters

Kindly rank from 1-5 which cluster is the reason for your success? Please note that 5 is the highest, while 1 is the least significance		1	2	3	4	5
1	Employee factors					
2	Client's factors					
3	Advertisement factors					
4	Standards factors					
5	Survey factors					

2. Data collection tool for ranking of factors

Kindly rank from 1-5 which factor under each cluster is the reason for your success? Please note that 5 is the highest, while 1 is the least significance		1	2	3	4	5
*	Cluster 1: Survey factors					
1	Do window shopping to know existing market prices					
2	Engage with people in the society to know the type of products they want					
3	Follow-up trends of innovation to upgrade business standards					
4	Imitate industrious ideas from others, modify to suit a business					
5	Evaluate the viability of an innovation before investments					
*	Cluster 2: Standards factors					
6	There should be a diversity in the nature of service you provide					
7	Compromise every other activities outside your business for your business					
8	Set career goals and targets					
9	Allow you set goals direct your business operations					
10	Make decisions, and be certain of the career you are considering					

11	Evaluate the enterprise periodically to know its performances						
12	Reinvest profit made from sales rather than saving						
13	Keep stock of goods sufficient to satisfy clients						
* Cluster 3: Advertisement factors							
14	Keep client's contact to call them periodically						
15	Advertise products in community gathering						
16	Relate well with other entrepreneurs to distil points						
17	Use social media such as Facebook and WhatsApp to share business information						
18	Do street advertisement						
* Cluster 4: Client's factors							
19	Give guarantee to products						
20	Provide sorts of entertainment for clients						
21	Always appear humble to clients						
22	Be patient with clients each time they come for enquiry of transactions						
23	Give key clients refreshments each time they visit						
24	Give standard services at affordable price						
* Cluster 5: Employee factors							
25	Allocate duties to each and every employee at a particular point in time						
26	Make timely payment to employee to keep them focused and productive						
27	Buy lunch for employees sometime to avoid theft						
28	Make healthy payment to employee to keep them motivated						
29	Define task for every employee						
30	Set aside break time for employees to relief and resume efficiently everyday						
31	Give employee some take-home incentives when huge turnovers are made						

APPENDIX 4
RESEARCH ETHICS CERTIFICATE

**RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR**

NAME OF RESEARCHER/INVESTIGATOR:

Mr IO Iwara

Student No:

16023142

PROJECT TITLE:

**Endogenous attributes of successful youth
entrepreneurs in selected wards of
Thulamela local municipality.**

PROJECT NO: SHSS/17/AS/22/2211

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Dr BM Kilonzo	University of Venda	Supervisor
Dr J Zuwarimwe	University of Venda	Co- Supervisor
Mr IO Iwara	University of Venda	Investigator – Student

ISSUED BY:

UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE

Date Considered: November 2017

Decision by Ethical Clearance Committee Granted

Signature of Chairperson of the Committee:

Name of the Chairperson of the Committee: Senior Prof. G.E. Ekosse



UNIVERSITY OF VENDA DIRECTOR RESEARCH AND INNOVATION 2018 -01- 24 Private Bag X5050 Thohoyandou 0950
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University of Venda

PRIVATE BAG X5050, THOHOYANDOU, 0950. LIMPOPO PROVINCE, SOUTH AFRICA
TELEPHONE (015) 962 8504/8313 FAX (015) 962 9080

"A quality driven financially sustainable, rural-based Comprehensive University"

APPENDIX 4

LETTER OF APPROVAL FROM THE MUNICIPALITY



Private Bag X5066
Thohoyandou
0950
Limpopo Province
Tel: 015 962 7500
Fax: 015 962 4020

Ref : 4/3/4/1
Enquiries : Matloga S.T
Tel : 015 962 7514
Fax : 015 962 4020
Email : matlogast@thulamela.gov.za

To : Mr I O IWARA

From : THULAMELA MUNICIPALITY

Date : 07 FEBRUARY 2018

Subject : REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN
THULAMELA MUNICIPALITY.

1. The above matter refers.
2. Kindly note that your permission to conduct research has been granted.
3. Contact Human Resource Section for more information.
4. Hoping that this will reach your favorable consideration


MUNICIPAL MANAGER: MALULEKE H.E



THULAMELA
MUNICIPALITY