



**MODELLING VALUES, ENTREPRENEURIAL COMPETENCIES AND
SUSTAINABLE DEVELOPMENT:
A CASE OF SMALL, MEDIUM AND MICRO ENTERPRISES IN
ETHEKWINI MUNICIPAL AREA**

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Approved for Final Submission

Nobubele Potwana: PhD in Management
Name of Supervisor

12th April 2023
Date

DECLARATION

I hereby certify that this thesis titled “Modelling Values, Entrepreneurial Competencies and Sustainable Development: A case of Small, Medium and Micro Enterprises in eThekweni Municipal Area”, is my original work. All sources cited herein are indicated and acknowledged using a comprehensive list of references.

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

Signed:

S. A. OGUNSOLA

I certify that the above statement is correct.

Signed: N POTWANA

DR. N. POTWANA - SUPERVISOR

Faculty of Management Sciences

Durban University of Technology

Durban

ABSTRACT

There is a universal call to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. This must be done in such a way that the needs of the present must be met without compromising the ability of future generations to meet their own needs. This is what sustainable development is all about. Broadly stated, it refers to programmes, initiatives and actions aimed at the preservation of distinct areas such as human, social, economic and environmental. Governments at all levels are expected to be in the forefront of such initiatives. At the heart of economic development is the business world, in particular, Small, Medium and Micro Enterprises. There is overwhelming evidence that these categories of business are very responsive to societal needs and are thus able to mitigate the effects of afflictions such as poverty and unemployment. As such, the South African Government has some initiatives in place to assist them to grow. The kind of assistance that is mainly focussed on is financial and skills training. However, even with all that assistance, the two main ills of poverty and unemployment have not been dented. This observation gave rise to this study, to examine the behavioural competencies of entrepreneurs to see how values impact competence so that sustainable development is achieved. The research area was eThekweni Municipality, which is a Metropolitan City in KwaZulu-Natal, South Africa. Its size and economic activity make it attractive to job seekers even from rural areas.

The main aim of this research has thus been to determine the extent to which values and entrepreneurial competencies can impact sustainable economic development in the eThekweni Municipal Area of South Africa. To establish the set objectives, a descriptive research design was employed, using a quantitative research strategy. Data was collected using a structured questionnaire which was administered to the entrepreneurs through convenience sampling, yielding a sample of 400. The data was captured and analysed on SPSS (version 26) and SEM was used to test the structural relationships of the variables, these being Honesty; Integrity; and Transparency as these emerged as the key values that entrepreneurs should have while Accountability; Social Interaction and Personal Identity were conceptualised as key competencies. The main measures of sustainable development were Poverty Alleviation and creation of employment opportunities.

Pertinent observations came out of the structural model which showed that honesty and transparency do not have an effect on accountability. Similarly, personal identity does not have an impact on integrity whereas integrity has a significant effect on social interaction. Furthermore, accountability does not have a significant impact on neither poverty alleviation nor creation of employment opportunities.

The finding that integrity weighs more to society than anything else is to be taken seriously.

DEDICATION

To my parents, Prince Joseph Okunlola Ogunsola and Olori Sarah Abiola Ogunsola, for continually helping me in all that I do. You were my pillars of strength all the time, my biggest hero and inspiration. I am who I am today because of you. I love you and may you live long to reap the fruits of your labour.

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GOD BLESS SOUTH AFRICA.

GOD BLESS NIGERIA.

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LIST OF ACRONYMS

ABSA	Amalgamated Banks of SA Ltd
AIDS	Acquired Immunodeficiency Syndrome
AVE	Average variance extracted
BBBEE	Broad-Based Black Economic Empowerment
CBD	Central Business District
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
COVID-19	Corona Virus
CR	Composite Reliability
DFO	Durban Film Office
DUT	Durban University of Technology
EDU	Economic Development Unit
EO	Energy Office
ETA	eThekweni Transport Authority
FNB	First National Bank
FREC	Faculty Research Ethics Committee
GDP	Gross Domestic Product
GFI	Goodness-of-Fit Index
GT	Grounded theory
HIV	Human Immunodeficiency Virus
IDP	Integrated Development Plan
KSIA	King Shaka International Airport
MUT	Mangosuthu University of Technology
NEPA	Nstika Enterprise Promotion Agency
NSB	National Small Business Act
SECI	Socialization, Externalization, Combination, Internalization
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Financial Agency
SEM	Structural Equation Modelling

SDGs	Sustainable Development Goals
SMME	Small, Medium, and Micro Enterprise
SA	South Africa
SPSS	Statistical Package for Social Sciences
TB	Tuberculosis
TLI	Tucker-Lewis index
UKZN	University of KwaZulu-Natal
UNISA	University of South Africa

CHAPTER ONE

ORIENTATION AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Sustaining the economy and ensuring its growth are the key focus of developing nations globally, with virtually one in every ten persons across the globe experiencing untold hardship. Amongst the common challenges to sustainable development are poverty and social exclusion, joblessness, hunger and food insecurity, as well as diseases, climate change, political uproar and conflict, in addition to aggression and self-centredness, building serene and inclusive societies, improving strong organizations of governance, and strengthening the rule of law. Thus, responsibility on the part of people for sustainable development is a reason for their survival (Urban & Naidoo 2012: 146).

The goal of sustainable development, according to Liučvaitienė and Peleckis (2012: 504), is to oversee the environment, ensuring among other things, people's residences are fit for living. Despite this aim, the global angst that threatens the world and man's natural, social, economic, and political, as well as cultural, and technological environment presently, is how to ensure sustainable development, since it is a state that saturates each part of the social effort. Furthermore, the persistent, daily increase in the global population contributes to the inadequacy of natural resources, as available resources no longer meet people's needs. This situation has negatively affected economic development, where citizens experience joblessness, poverty, food insecurity and malnutrition.

The dynamic changes, in the view of Khoase and Govender (2013: 596), brought about by localisation, privatisation, globalisation, and multi-national competition in the commercial world, have created a need for moral values in today's environment. Since sustainable development is catching everyone's attention, the relentless heights of paucity in many zones, regions, and territories are of primary importance to both the people and governments that seek to improve their living and economic conditions.

Along with other countries across the globe, South Africa envisions promoting sustainable development (Ogunsola 2017: 4). The South African government, as with other world governments, has comparable schemes to stimulate improvement in the country. Amongst the planned schemes employed by the country's government is the empowerment of Small, Medium, and Micro Enterprise (SMME), with these small enterprises known as a means to discern economic prospects. Some structures established by the government to strengthen SMME capacity in terms of finance, guidance and advice to promote entrepreneurship, are the Small Enterprise Development Agency (SEDA); Small Enterprise Financial Agency (SEFA); and Nstika Enterprise Promotion Agency (NEPA).

According to Soko and Qobo (2017: 138), as key curators of growth, SMMEs are recognised as one of the drivers of sustainable development because these small enterprises help in creating new business drives, shape innovation and contribute to productivity. SMMEs are responsible for managing the shift to a global economic business model and ending the loop on deteriorating resources, therefore, they are often confronted with the duty of fulfilling communal prospects and moral obligations at various levels of society. In creating an atmosphere conducive to sustainable development SMMEs take risks through production factors such as land, labour, capital, and natural resources, as well as technology, in a manner that benefits society. Nonetheless, the potential of entrepreneurs as agents of economic growth depends on their ability to institute change in their respective business environments with their intellectual sources, which are explicit and tacit knowledge.

Suriyankietkaew and Kantamara (2019: 264) have observed that environmental change has been receiving attention, making the challenges facing municipalities in SA more pressing. This situation compels local authorities to tackle environmental issues, by being responsible to ensure all citizens have access to basic services. This effect has shown the relevance of environmental adaptation in SA and that the country's municipalities need to become an integral part of policy development.

Atiku and Abatan (2021: 18) note that similar to all other municipalities, the eThekweni Municipality is facing rapid urbanisation, with a resulting increase in the demand for basic

services. Hence there is a need to urgently take action to proffer solutions that meet the demands of public and societal crises. According to Atiku and Abatan (2021:18), ethical behaviour underlies any action of good conduct, which involves weighing values against each other and deciding which values to select.

Considering the above, to curb or eliminate the challenges faced by people in eThekwini, concerted entrepreneurial efforts are required to find solutions to the environmental crises and improve people's lives. Embracing moral values will enable SMMEs to manage their duties at a level of competency and in a way that establishes a good relationship, and confidence that is required. The main idea is to fashion standards of improving efficiency on older forms of task delivery and work by levelling gaps in existing needs to produce a new service or product, using the power of knowledge, at the heart of which are value judgements.

1.2 OVERVIEW OF VALUES, COMPETENCIES, AND SUSTAINABLE DEVELOPMENT

Values in the corporate world are regarded as the principles of behaviour organizations want from each of their operatives (Dowd & Burke 2013: 137). Burcea and Croitoru (2014: 139) explain this further by stating that values are the instigators of feelings that challenge people to participate in something special and mobilise them to act toward a desired future. To the employees, values provide control and a sense of security and direction to their functional roles. Examples of these values are honesty, integrity, experience, and attitude, along with creativity. With values, operatives are more inclined to make good decisions that assist in achieving business goals and objectives. Hence, when entrepreneurs possess a strong set of values, the public will better understand what the organization and its employees stand for (Huyghe & Knockaert 2015: 138).

Running an enterprise requires more than values to conduct a successful business, according to Arafeh (2016: 4). Competencies of an entrepreneur are needed in administering the affairs of their enterprise. Irene (2016: 24) describes competencies as “integral potentials an individual possesses to execute work duties”. Examples of these are knowledge, skills, experience, and abilities. Competencies can increase better service conditions, according to Irene (2016: 32), as well as lower general business risks, boost decision-making skills, while allowing for less complicated

staffing, and retention of talent in the workplace. In other words, the competencies of entrepreneurs are a set of capabilities that distinguish their enterprise from that of their rivals.

Cruz-Ros, Garzon, and Mas-Tur (2017: 1031) share a similar opinion, stating that competencies consistently function as a basis for the expert processes that determine the level of knowledge, skills, and abilities necessary for success at work, and as a potential measurement standard for evaluating competency success. Competencies are the approach to test whether an individual has indeed realised what was intended in the learning objectives. An enterprise will benefit from the competencies of workers or teams when competencies are fittingly implemented. Where competencies are adopted into the work system, it improves employee well-being and optimism. In an attempt to “move beyond the sustainability expression and engage in a more important plan for sustainable development, clear descriptions of this concept and clarification of its most principal elements are needed” (Tomislav 2018: 67). Sustainable development, according to Mensha (2019: 2), is the process of acceding to numerous human desires, using the earth’s natural resources from the natural, social, and economic environment to enhance living, without depriving future generations of meeting their own needs in terms of time, space and way of life. For SMMEs to perform efficiently, grow, spot opportunities, and run successful business operations, while also controlling their area of business operations, they must have a thorough understanding of the environments under which they operate.

Sustainable development, in the view of Heggen, Sandset, and Engebretsen (2020: 646), is an organized approach that comprises maximising wealth economically, through the use of environmental resources to provide for the immediate needs of people and future generations. Nevertheless, encountering environmental adversity is not limited to man alone, with other living creatures such as animals and plants in the environment experiencing adversities from, for example, the discharge of chemical content disposed into the biosphere. The authors suggest sustainability in chemicals management as a way to address the toxic discharge from industrial sewage, automobile, and other polluting contents that cause environmental pestilence to the people.

Ruggerio (2021: 3) states sustainable development can be addressed under three major pillars, namely environmental, social, and economic development. In following the description of sustainable development, these pillars can equally be imbibed into business policy. The social pillar of a business's sustainable development is about “sustaining values that encourage honesty, equity, and regard for people’s rights”, whereas the economic development pillar relies on the capability of a business to expand an accountable economic structure. This means the business must foster and support the preservation of the environment by restricting threats caused by manufacturing. The environmental pillar hinges on the responsibility to “preserve the environment by decreasing the hazards and evaluating the environmental influences of businesses' activities”. According to Ruggerio (2021: 6), business owners can help to “alleviate barriers that hamper economic, social, and environmental development through innovation, knowledge, and diversity. These components can help to establish a dialogue that encourages peacebuilding and development”.

The quest to accomplish considerable changes in a contemporary environment, however, takes more than simply aiming to alter ingrained values. Achieving sustainable development goals (SDGs) also requires the competencies of entrepreneurs and the effort of wider communities to impact a meaningful transformation (Irene 2016: 24; Tomislav 2018: 67; Mensha 2019: 2). Bringing transformation to the environment demands acknowledging and confronting structural imbalances to secure viable change, making the social attitude of individuals and organizations crucial to accomplishing development. Hence, to achieve sustainable transformation on a larger scale, the environment needs strong and inventive support, where novel ideas of experts such as entrepreneurs come into play.

1.3 THE KNOWLEDGE GAP

The need for universal support has been developed from the realisation that most issues confronting modern societies are becoming more complex and difficult, vivid and dividing, thus, no extent of analytical work in any specific country, discipline, or hypothetical viewpoint is sufficient to generate agreeable solutions (Chimucheka 2013: 784). The cohesion between knowledge and other resources has changed what organization, environment, and people’s behaviour seem to be, before and at present. The values and competencies of experts have thus

become part of the crucial factors that contribute to leading and determining people's standard of living (Cant, Erdis & Niekerk 2015: 3).

Consequently, this study examines the performance of entrepreneurs as a mechanism to build sustainable economic development in the eThekweni Municipal area. This is because no study has ever been done to explore the leakages undermining SMME performance, from the perspective of ethical values and the natural, social, economic, and government environments, as well as the cultural, internal, and legal environments in the eThekweni Municipal area.

1.4 FOCUS OF THE STUDY

Jung, Namkung, and Yoon (2010: 538) state that contemporary organizations ascribe greater importance to issues of ethical conduct, especially for all societal matters. This effect has propounded the need for ethical norms to form regulations with which to engage in social responsibilities within and outside business establishments. Ethical norms provide guidance to people along their journey, to cope competently with ethical impasses and bottlenecks, by removing those matters that do not agree with their perception of wrong and right. In the view of Jung *et al.* (2010), an establishment recognised by workers to behave morally can achieve constructive gains and enhanced business results. The understanding of ethical behaviour can boost worker competence, career gratification, underlying commitment, and confidence, as well as managerial social conscience conduct.

Dowd and Burke (2013: 138) posit that unethical behaviour, on the part of entrepreneurs and their employees, is one of the major reasons of the SMME failure rate, globally, especially in the competitive market. Consequently, as a manager, the entrepreneur has to institute measures to promote and exhibit ethical culture. This could involve encouraging employees to behave ethically by using knowledge, facts, experience, and abilities, in addition to thoughts, beliefs, and skills, not only to heighten the business image but to create values on which action is triggered. The notion is to use competencies to act on performance against threats among external constituents (Dowd & Burke 2013: 140).

Mohammed (2015: 727) adds to the view of Dowd and Burke (2013: 140) that such a herculean task requires entrepreneurs to have vast knowledge, the embodiment of which can be categorized into explicit and tacit knowledge. Therefore, entrepreneurs are challenged to understand their environment to discover environmental threats and turn them into opportunities, whilst using ethical values to frame policies and procedures that can help in making decisions that are fair enough to promote business practices. This will form a climate that can stimulate commitment levels and loyalty amongst entrepreneurs, their employees, and customers to build a long-lasting relationship.

It is on this premise, this study examines the impact of ethical values as a mediating variable that explains the relationship between moral values, entrepreneurial competencies, and sustainable economic development in the eThekweni Municipal area of KwaZulu-Natal, SA.

1.4.1 Why the eThekweni Municipality?

The eThekweni Municipality is one of the biggest conurbations in SA (Gumbo 2014: 47). The region is in the province of KZN, covering a 2 292km² area and consists of some sub-towns and neighbourhoods, with more than 3.1 million inhabitants. Pinetown, The Bluff, Umhlanga, and Westville are all main suburbs that form part of the region (Musvoto, Lincoln & Hansmann 2016: 189). Due to eThekweni being fast-growing, it is seen as SA's second-largest industrial region and a centre of business and social events. Amongst the contributing influences that develop economic growth and population of the area are the tourist centres, transport, and retail service, along with the King Shaka International Airport (KSIA), and the Port of Durban, one of the busiest ports in the country (eThekweni Municipality 2017: 47). This region's tertiary sector (finance, business, government, and so on) is establishing the growth pace of the country, together with other metros, and is growing faster than other sectors, while it also embodies a big part of the economy.

The region's incredibly good climate offers itself to all kinds of outdoor activity and its amazing beaches are always popular (Okem & Bracking 2019: 305). Huge sports events such as Comrades Marathon are commonly held in the eThekweni region, which has developed into a "home of mass participation. The region also has excellent game and nature reserves. The availability of basic

amenities, amongst which are good road networks, business services, tourist centres and the warm welcome of the inhabitants, attract people from various parts of the globe, with wishes to subsequently, reside in the region (Global Africa Network Media 2020: 2). The increased number of consumer goods and services to meet future needs presents a greater challenge. Likewise, the continuous rise in the resident population has necessitated building a better environment as environmental resources. The current level of production, as well as consumption, are no longer sustainable (eThekweni Municipality 2021: 351). There are, however, key challenges, in particular the need to create a sizable number of jobs for the growing population and develop home-grown business leaders who can gain access to both local and global markets and drive growth sustainably.

SMMEs, according to Atiku and Abatan (2021: 18), are the key curators of growth and because of their importance, acknowledged as one of the drivers of sustainable development and economic growth, as they help to create new businesses drive, shape innovation and contribute to productivity. Moreover, SMMEs are responsible for managing the shift to a global economy business model and ending the loop on deteriorating resources.

To curb or eliminate many challenges faced by people in today's world, the concerted efforts of entrepreneurs are required to find solutions to their problems and improve their living (Jouzdani & Govindan 2021: 2). This study investigates the behaviour of entrepreneurs, particularly how they exhibit their values and competencies, because the environment needs the invested effort of experts to develop innovative ideas to resolve problems in the economy.

1.4.2 Relevance of the study to South Africa

The dynamic changes brought about by localisation, privatisation, globalisation, and multi-national competition in the commercial world have created a need for ethical values in the business environment. Consequently, entrepreneurs are expected to embrace ethical values to produce an atmosphere conducive to sustained development. This will enable people to manage their duties at the level of required competency, in an approach that establishes a good relationship and the necessary confidence (Dowd & Burke 2013: 138).

Sanchez, Marin and Morales (2015: 139) state entrepreneurs are, furthermore, confronted with the concept of fulfilling communal prospects and moral obligations at various society levels. According to the authors, local economic growth and improved municipal service provision are essential should SA be eager to amplify economic engagement and flatten its unemployment curve. To realise these goals, it is pertinent to sustain municipal finances and investment, making resolute municipal governance a necessity. In addition, to take precise actions with good conduct and be able to proffer solutions that meet the demands of public and societal crises, there is a need for competence in entrepreneurs. Underlying any action of good conduct is ethical behaviour, which involves weighing values against each other and choosing the values to elevate, as these are beliefs that motivate people to act.

This study aimed to ascertain the extent to which values are pivotal to entrepreneurial competency which, in turn, affects the sustainable development of the eThekweni Municipal area.

1.5 PRELIMINARY LITERATURE REVIEW

This study reviews the literature on three constructs, namely values, entrepreneurial competencies, and sustainable development, to establish and unpack the components that make up the said constructs. A brief review of these constructs follows.

1.5.1 Values

Kirkley (2016: 292) defines values as “the unique beliefs of honesty, integrity, fairness, and transparency that instigate and guide people to behave or act in a specific manner”. Usually, individuals are susceptible to implementing values with which they are raised, considering these values as right, because they are the morals of their own culture. Moral decision-making often entails assessing values toward each other and deciding on which values to promote, where promoting good values enables people to define what is important and not.

Grill and Dawson (2017: 291) add that disagreements can ensue when people implement different values. The effect of implementation can result in a conflict of predilections and precedence.

Examples of these are honesty, autonomy, duty, and courage, along with motivation. Even so, some values are regarded as revered and are moral priorities for people who have faith in them. Moreover, people will infrequently concede revered values, recognised as duties, as opposed to considerations to be assessed in decision-making. For instance, while some people might regard a country's flag as a revered value, other people may believe it is merely a piece of cloth. Therefore, whether values are revered or have inherent worth, values differ among personalities and in different traditions and times. Predominantly, values are accepted as the momentum in moral decision-making.

McClintock and Simpson (2018: 20) posit “values in business as the principles and attitudes that direct a business”. These principles influence the corporate character and control of business schemes, assist in building a commitment, enhance team solidity, and foster a sense of engagement in the workplace. Having business values as a manager or entrepreneur furthermore does not guarantee a smooth transmission scheme of good values and principles. Leaders or work executives must “fairly respect their business values” in everything they do and set a proper example for their workers; in doing so, they will be able to build trust in the workplace.

From the above, values mirror individuals’ ideas of what is right or wrong and what should exist or not exist. Values represent the premeditated actions that affect the ethical behaviour of a person or organization, and the things people believe are important to how they exist and operate. To gain people’s attention, their trust and foster a good relationship that regulates daily living, entrepreneurs and work managers must lead others with a clear illustration of behaviours such as honesty, integrity, fairness, and transparency, as well as reliability. This is not only to create a purposeful life in business, but to contribute to the growth of others.

1.5.2 Entrepreneurial Competencies

Entrepreneurial competencies, according to Wronka-Pośpiech (2016: 40), are accountability that entails fulfilling the functional role of management through knowledge, skills, experiences, and abilities, together with attitudes, and personal characteristics individuals display to form, clarify, and socially interact with the strategic visions of the business. As competencies can boost corporate identity, it can do the same for the one holding these. Competencies can boost operational

performance by professionally handling tasks or duties, while taking risks to assume responsibilities in order to realise organizational goals and objectives. In the workplace, competencies can be instilled into employees by work superiors and aided through instruction, teaching, observation, as well as recurrent reminders, and direct communication.

A further view of entrepreneurial competencies is that of Rodriguez and Walters (2017: 2), who posit that entrepreneurial competencies are the traits that confirm the self-worth and ability of an entrepreneur to exhibit a sense of decency on task performance, and to attain meaningful results by using qualities such as skills, motive, nature, and personal identity, as well as the social role and knowledge. The authors add it is mission-driven activities that create values through creativity and innovation to discover relevant market failures, while putting factors of production (land, labour, and capital) at financial risk towards environmental development, through the set of services or products offered to users. Rodriguez and Walters (2017) emphasised the dimension of competencies needed for entrepreneurial success to include the need for achievement, autonomy, and power, along with social orientation, self-efficacy, endurance, and risk-taking propensity, in addition to market awareness, creativity, and flexibility.

Menke (2018: 663) views entrepreneurial competencies as “the fundamental potentials of accountability, personal identity, social roles, and abilities that translate into the birth of an enterprise, its continued existence, and development”. These potentials can provide entrepreneurs with the understanding of how they should manage their business, as well as the motivation to be mindful of prospective constructive or adverse effects. Being fair and reliable is a leadership competency that enhances operatives’ opinions of their leaders. When workers have a clear awareness of their leadership team, they are more inclined to be emotionally, socially, and vividly connected to their job. To strengthen accountability, entrepreneurs must interact clearly with employees to enable them to understand what they must do to thrive.

Developing competencies as a trait of decent behaviour can be tasking people to emulate, as individual levels of understanding differ. To provide employees with opportunities to grow, entrepreneurs must agree to open accessibility of honesty, integrity, fairness, and transparent behaviour to exemplify a high degree of accountability others can incorporate. In addition,

interacting socially with workers and putting them at ease in order that they share their thinking; learning and gaining from the entrepreneur's competencies can add much to their development. In addition, to maintain an identity others can imbibe, entrepreneurs must always display an attitude of truth that people can replicate.

1.5.3 Sustainable Development

The Brundtland Commission Report (1987: 43), describes sustainable development as the “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. This development is a standard for caring about the future, where the natural, social, economic, and cultural, as well as political, and technological environment considerations are all considered in the search for a good life quality. For instance, affluent society depends on robust environments to provide food as well as resources, including clean water for drinking, and fresh air for the people. The quest for sustainable development hence calls for improving consistency and balancing the nature of strategies to meet complex development challenges for the future.

The United Nations Educational, Scientific and Cultural Organization (UNESCO 2014: 38) explains sustainable development as an organizing principle for fulfilling social growth targets, while supporting the capacity of natural systems to offer environmental resources and services on which people and the economy depend. Maintaining peace-loving societies needs the effort of all individuals to build a more equitable world. To utilise resources cogently, people and organizations must be equipped with and empowered by knowledge, skills, and values, and be encouraged with an increased consciousness to drive change to the natural, social and economic environments, as well as environmental politics.

Barbier and Burgess (2017: 2) add to the view of UNESCO (2014: 38) that sustainable development involves fulfilling the fundamental needs of all and extending all prospects to meet public wishes for better lives. Acceding to people's demands entails reallocating resources and is thus a moral problem. Sustainable development seeks to reduce the dire poverty of the impoverished by offering long-lasting and secure sustenance that lessens resource depletion, environmental degradation, cultural interference, and social volatility. Sustainable development,

in this regard, is a change that fulfils the essential needs of people, specifically the disadvantaged masses, for jobs, nutrition, energy, and water, along with shelter, and guarantees the growth of farming, production, power, and services to satisfy these needs. SMMEs are among the main drivers of sustainable development (Abisuga-Oyekunle & Sirayi 2018: 225).

Through their support for economic growth, these small enterprises alleviate poverty, generate employment, reduce crime, and develop community. Creating wealth is one of the SMMEs' underlying capabilities, making it pertinent to improve their performance and business sustainability, as they play a leading role in assisting to achieve sustainable growth.

1.6 OPERATIONAL VARIABLES

Johnson and Jiang (2018: 528) describe operational variables as what the investigator wishes to observe and assess. The following are the variables observed in this study.

Table 1.1: Observed variables

	Variables	Source/s
1	Accountability is a responsibility that makes a person to be held liable for the consequences of an action.	Silvestri <i>et al.</i> (2017: 678); McGrath and Whitty (2018: 688)
2	Values are the personal qualities that people choose to express and control their actions.	Mayanja and Perks (2017: 49)
3	Knowledge is rational confidence that strengthens a skill, experience, and value in a person.	Stromquist and Monkman (2014: 1)
4	Honesty is a quality of moral character that reveals clear and virtuous behaviours in an individual.	Grimmelikhuijsen (2012: 52)
5	Integrity is a quality that shows a distinctive image as to whether a person can be related to or rejected. A person with integrity acts with fairness, respect, and honesty by	Baxter (2012: 15)

	regularly expressing good behaviour free of corruption and deceit.	
6	Transparency is the state of being see-through.	Kundelienea and Leitonieneb (2015: 341)
7	Fairness can be regarded as the embodiment of actions, processes, and consequences of what is morally straight and unbiased.	Collins and Mossholder (2017: 293)
8	Reliability can be defined as the quality of consistency or repeatability of the measurement of phenomena.	Zwane and Nyide (2017: 347)
9	Clarity is a quality of value that is genuine and intelligible.	Mayfield and Mayfield (2018: 49)
10	Skills are the ability to do something well with proficiency.	Salleh and Sulaiman (2015: 74)
11	Experience is the demonstration of knowledge and skills gained over a job, events, occurrences, or activities done over time that leaves a person with it, an impression that makes up his feelings or character.	Forster (2015: 63)
12	An attitude is a mental and emotional construct, which characterises a person.	Serwaa (2018: 37)
13	Emotion is a self-regulating state of mind that directs attitude against the event or circumstance.	Zaki and Williams (2013: 803)
14	Creativity is the act of converting new and inventive thoughts into practicality.	Dentchev <i>et al.</i> (2016: 1)
15	Innovation is a systemic approach of using inventive ideas to make better solutions.	Anderson, Potočnik and Zhou (2014: 1297)
16	Communication is the process by which ideas, opinions, plans, orders, or explanations are transmitted from the sender to the receiver.	Ha and Boynton (2014: 29)

17	Social interaction is the action of shared influence exerted by individuals over one another during social meetings.	(Mondada 2016: 337)
18	Personal identity is the thought a person builds about himself that develops him across his way of life.	Strawson (2014: 77)

1.7 PROBLEM STATEMENT

The influence of global competition, workforce diversity, and technological advancement, amongst others, has led to changes in the business environment (Chong 2013: 345). This situation demands strong competencies of entrepreneurs to survive in the business world, where competition is harsh. The literature presents evidence that SMMEs contribute to economic development and growth in terms of job creation, poverty alleviation, social stability and the reduction of inequalities (Ramukumba 2014: 40). Conversely, environmental influences characterised by internal and external factors have stunted SMME development, creating difficulties in attaining business success and prospering (Odeku & Odeku 2014: 653).

The internal factors impeding SMME business growth, according to Oduntan (2014: 77), include a lack of management competency and skills; a lack of business management training; poor access to finance; and bad financial management; as well as poor inventory control; weak technology capabilities; and poor credit records, amongst others. Similarly, barriers associated with external factors include examples such as bureaucracy, government policies, and labour regulations.

However, Özbağ (2016: 236) notes entrepreneurs are “poor in terms of their behaviour in making ethical decisions on favourable and unfavourable matters for improvement purposes”. Özbağ (2016: 236) advises more attention should be dedicated to the use of ethical values by entrepreneurs as an ideal standard of building competence in people within the communities of practice. This is to allow the spirit of professionalism to be displayed for specialisation and market capturing at all levels of services, where entrepreneurs can contribute significantly to sustainable development. SMMEs in SA and various parts of the world are exposed to risks of business management, owing to operational ambiguities such as the problem of finance, shortage of skills,

lack of knowledge and lack of experience, and so on. This effect can be aligned to ethical incoherence in the management structure.

Consequently, governments of developing countries, including SA, are making efforts to support SMMEs in terms of finance, advice and the orientation needed to excel, as a means to address economic issues in such countries. Nonetheless, there seems to be little or no progress, as many entrepreneurs lack the values and competencies required to cope with the environmental challenges affecting economic growth and development (Mutoko & Kapunda 2016: 2).

SMME finance is, nonetheless, not the only driver of success and does not translate into sustainable economic development. In addition, none of the educational interventions on computer literacy and bookkeeping have resulted in visible and commendable improvements in the environmental challenges the citizenry is experiencing. In particular, poverty is not being reduced at all (Obi & Sanelise 2016: 516). There is therefore a need to examine the tacit dimension of SMME competencies of experience, thinking or cognitive ability, competence, and deed, as well as commitment. This is to infer control, from the business point of view, on competency, value, epistemology, and goal orientation, where entrepreneurs can serve with a selfless spirit of honesty, integrity, transparency, and fairness, along with passion, as a good model of spreading the social role of sustainable development.

Municipal relapse, according to Reddy and Govender (2020: 2), is a concern faced in many African countries, including SA. One of the key issues suffered by different municipalities in the country is poor governance. The vast clusters of people in municipal areas tend to be chaotic, resulting in a paucity of resources, health-related problems, and infrastructure issues, in addition to poorly maintained and archaic facilities. Due to the persistent rise in population, municipalities are experiencing challenges with regard to unsustainable resources, the high rate of poverty, corruption, as well as failure, and discomfort resulting from available resources no longer serving the populace. This has gravely hampered municipal ability and capacity to deliver efficient services that can meet resident needs; as a big Metropolitan Municipality, the impact on eThekweni is even greater. To reach greater heights of achievement and ensure environmental reformation, the municipality must launch a development and structural revolution.

Embracing the use of SMMEs as part of reform implementation can be a way out of persistent crises because they have more labour-absorptive ability than other forms of business. Furthermore, the average investment cost of work produced in the small business sector is lower than that of the large business sector. SMMEs offer employment opportunities to ambitious people, particularly those who are unwaged, under-employed or laid off, enabling more viable markets and can also adjust to changes and trends speedily (Stefan Schirmer and Visser 2021: 2)

1.8 AIM OF THE STUDY

This study aimed to ascertain the extent to which values are pivotal to entrepreneurial competency which, in turn, affects the sustainable development of the eThekweni Municipal area. This against the backdrop that SMMEs are at the forefront of job creation and poverty alleviation; a global phenomenon wherein SA is no different. As one of the key industrial areas in SA, the eThekweni Municipality is particularly challenged as it attracts job seekers from all over the country, including rural areas. Although the government is committed to establishing an enabling environment for SMME growth, affording them access to financial assistance and skills training, these entrepreneurs are seemingly not impacting the expected key sustainable development indicators, namely employment creation and poverty alleviation. While it may appear SMMEs have it all, they are unable to reach these expectations, meaning something else is lacking. This gave rise to the research question stated hereunder.

1.9 OVERARCHING RESEARCH QUESTION

The overarching research question that guided this study was: To what extent do values impact the competence of SMMEs so that they can achieve sustainable development in the eThekweni Municipal Area?

1.9.1 Research questions

To answer this main research question and supported by literature, the following secondary research questions were formulated:

- i** Is there any relationship between honesty and accountability?
- ii** Does personal identity influence integrity?

- iii Does accountability impact poverty alleviation?
- iv Can integrity be built through social interaction?
- v Does transparency have an impact on accountability?
- vi Does accountability have a bearing on employment opportunities?

1.9.2 Hypotheses

The above secondary research questions gave rise to developing the hypotheses for this study, depicting them in a hypothesised model, tested using Structural Equation Model (SEM), as explained in the ensuing chapters. In examining scholarly conceptions of values and how they impact entrepreneurial competencies, those most frequently encountered are Honesty; Integrity; Transparency and Fairness. Predominant competencies that can impact sustainable development have been identified as Accountability; Social Interaction and Personal identity. The key indicators of sustainable development in societies emerged as Poverty alleviation and Creation of Employment Opportunities.

Following the advice of Jackson (2014: 269), hypotheses in research can be formed from the objectives or research questions designed for the study and are divided into the categories of null and alternative hypotheses. The null hypothesis typifies the converse of reality and is often the kind of hypothesis put to the test. In this research, all hypotheses were formulated from the secondary research questions of the study as follows:

Hypothesis 1

Null hypothesis

There is no relationship between honesty and accountability

Alternative hypothesis

Honesty is positively related to accountability

Hypothesis 2

Null hypothesis

There is no relationship between personal identity and integrity

Alternative hypothesis

Personal identity is positively related to integrity.

Hypothesis 3

Null hypothesis

There is no significant relationship between accountability and poverty alleviation.

Alternative hypothesis

There is a positive relationship between accountability and poverty alleviation.

Hypothesis 4

Null hypothesis

There is no significant relationship between social interaction and integrity

Alternative hypothesis

Social interaction is positively related to integrity.

Hypothesis 5

Null hypothesis

Transparency does not influence accountability positively.

Alternative hypothesis

There is a positive relationship between transparency and accountability.

Hypothesis 6

Null hypothesis

There is no significant influence between accountability and employment opportunities.

Alternative hypothesis

Accountability is positively related to employment opportunities.

1.10 THEORETICAL FRAMEWORK

This study is guided by several theories, as well as the means of knowledge creation and the acquisition of different knowledge types, with the Equity theory proposed by Adams (1965) among these. This theory is established on the notion that workers come to be discouraged by their duties and managers when they perceive their efforts in accomplishing work are more than the

acknowledgement or treatment received. Workers can react to this in different ways; they may be dispirited, decrease their energy, become easily irritated, or in severe situations, resign. Consequently, this theory deals with a reasonable balance between an operative's contributions (labour, competence level, belief, attitude, passion) and their productions (wages, allowances, appreciation, respect, and more). This theory acknowledges maintaining a fair balance can contribute to achieving a strong relationship with the employee, where the total result is fulfilled, and employee becoming motivation. This means there should be an alignment between ability and values in a business setting.

Polanyi (1966:2) introduced the tacit dimension of knowledge with the assertion that all knowledge is entrenched in tacit knowledge and people can know more than they can communicate. They can do things, with no idea of how to express what they have done. Tacit knowledge is key to competition, as it is difficult for rivals to duplicate. Gaining ideas and experience can be achieved by establishing a culture of knowledge sharing. Additionally, the organization can ensure the retention of tacit knowledge by offering monetary reward and personal recognition to individuals who participate in the sharing of knowledge. Leaders and organizations can do more to promote the retention of tacit knowledge by providing people with the chance to share what they know from their experiences. Values form a major part of this dimension as they inform what to do and how.

Jago (1982: 315) formulated the Trait theory positing that great leaders are produced and not born; they are “developed by a perpetual process of autodidactic, learning, exercise, and knowledge”. In the view of Jago (1982), proficient leaders differ in more than a few important ways: They keep to a strong set of values and assume accountability for their actions such as honesty, transparency and integrity. They are fair in their decisions and stir hope in people. They stand by their promises and are always reliable, loyal, and not misleading. According to Jago, to motivate employees to greater levels of teamwork, a person has to become a competent leader with the qualities of knowledge, skills, resilience, and emotion, as well as commitment. These attributes are not often effortlessly attained, with experience gained by way of constant work and learning.

Nonaka and Takeuchi (1995: 95) proposed the Socialization, Externalization, Combination, Internalization (SECI) model of knowledge creation to express the transformation approaches launched in converting knowledge from one type to another. Knowledge, as opined by Nonaka and Takeuchi (1995), can be formed via an epistemic method of converting tacit and explicit knowledge by enhancing interaction from individuals to parties and the entire organization. Tacit knowledge is exchanged between people through the sharing of their skills, events, and practices in their daily social interactions. Since tacit knowledge can be complicated to capture, it usually takes time to acquire requisite ideas. Explicit knowledge is attached to subjective experiences to be communicated and applied in practical conditions at a future date, which later turn out to be the base for rejuvenated worker habits.

The theory of Moral Perfectionism by Yang, Stober, and Wang (2015: 229), entails that perfectionism is a personal identity typified by precision and adjusting to high levels of competence, complemented by logical concerns with regard to conduct. Yang *et al.* (2015) note, in assessing concerns regarding perfectionism, these are found to be linked to unpleasant attributes, procedures, and results such as terror, unpredictability, survival, and bad influence. Moral values in perfectionism are associated with constructive qualities, procedures, and effects. Examples of these are reliability, adaptability, and productivity. Furthermore, Yang *et al.* (2015: 231) suggest “moral perfectionism is a personal identity that may assist to substantiate personal distinctions in moral values, rectitude, and beliefs”.

The above theories indicate a need to embrace good behaviour and sustainable practices to reverse environmental damage caused by people. This can be achieved by paying equal attention to balancing the natural, social, economic, and cultural, as well as political, and technological environments to support sustainable development.

1.11 RESEARCH OBJECTIVES

To achieve the main aim of the study, the following secondary objectives were established:

- i** To examine to what extent honesty has influence on accountability.
- ii** To establish how much personal identity exerts influence on integrity.
- iii** To ascertain the extent to which accountability is essential in poverty alleviation.

- iv To assess how social interaction affects integrity.
- v To critically analyse the extent to which transparency impacts accountability.
- vi To examine how accountability has a bearing on employment opportunities.

1.12 RESEARCH METHODOLOGY

Taking guidance from Privitera (2018: 212), this study employed descriptive research, because it seeks to define the component of a phenomenon being evaluated, specifically to find solutions to the questions concerning the significant aspects that describe the research subject. This study sought to determine the extent to which values impact the competence of SMMEs to achieve sustainable development in the eThekweni Municipal area. Descriptive research offers a broader and more in-depth examination of the research topic and associated facts that can be extremely helpful.

Regarding the research philosophy, this research was a positivist survey from an epistemological perspective and an objectivist stance for social events, since the variables of the study, namely values, entrepreneurial competencies and sustainable development, can be identified. Highly significant theories were selected to establish the objectives, refined into hypotheses. The theories were applied to assist in drawing research questions for this study and to direct the choice of valuable information, clarify the facts, and suggest justifications for the inherent reasons or effects of the examined phenomena. Data were presented without interference of the researcher with the subject theme, research environment or study background. Furthermore, the study strategy is quantitative, as it contains the use of statistical measurement and arithmetical analyses of assessment to review the social phenomena under study. A structured questionnaire was utilised to extract the required information for this study. The motive for choosing and the use of this process is that it offers excellent quality on fairness, reliability of outcomes and supports replication. The sampling technique for this research was non-probability, because the target entrepreneurs are scattered all over the eThekweni Municipal area. The investigator had to choose when to visit and call for completion of the questionnaire, based on accessibility of the entrepreneurs. Convenience sampling thus allowed the researcher to select accessible respondents freely and independently. Furthermore, this approach is economical when equated to other sampling techniques.

The assemblage of individuals that comprised the target population for this study is SMMEs in the Municipal area of eThekweni, where these SMMEs comprised, in particular, those registered businesses with less than 250 workers.

1.13 KEY FINDINGS AND CONTRIBUTION TO KNOWLEDGE

The examination of values, entrepreneurial competencies, and review of sustainable development in the eThekweni Municipality in the province of KZN is the first study to examine the behavioural side of entrepreneurs in their quest to attain sustainable development. In doing so, the study makes a key contribution that values not only underpin behaviour but also mediate between competencies and sustainable development in a country. This means the economic success of a nation is fortified by businesspeople who have sound value judgements.

1.13.1 Contribution to Theory

This research makes a viable theoretical contribution to SMME literature in the eThekweni Municipality of KZN and SA. Accordingly, prior investigations have focused less on the applicability of equity theory, trait theory, tacit knowledge, knowledge creation, and theory of moral perfectionism in SMMEs to establish a knowledge gap. To fill this gap, these concepts are explored in this study from the perspective of SMMEs. In the researcher's view, this study is the first to justify the suitability of the stated theories to SMMEs, in the eThekweni Municipality of KZN and SA perspective.

Expounding the pertinence of such vital theories to the SMME sector will present helpful comprehension of clearer values, entrepreneurial competencies, and sustainable development research. Likewise, most studies on equity theory, trait theory, tacit knowledge, and knowledge creation, as well as the theory of moral perfectionism, emphasise enterprises from advanced countries such as the United Kingdom, Italy, Germany, and Japan, along with France, and Canada. Therefore, knowledge available on those theories is built on outcomes from developed countries. A key investigation that remained unanswered by these theories, is whether the findings can be extrapolated to businesses from growing markets such as the eThekweni Municipality in KZN. These developing markets may operate in a structure that varies completely from that of advanced

countries. Hence, this research examines the premise made in advanced country situations in a developing country perspective, in the eThekweni Municipality of KZN, SA.

1.13.2 Contribution to Methodology

This research makes an important contribution to the research methodology, in as much as it applied Structural Equation Modelling (SEM) to explore issues in relation to the impact of values and entrepreneurial competencies that result in sustainable development in the eThekweni Municipal area. This method is pertinent to the academic contribution and to existing values, entrepreneurial competencies, and sustainable development literature, led by the analysis of this area from the perspective of SMMEs, using a quantitative technique. It offers a detailed, logical, and unified picture of entrepreneurial competencies and sustainable development issues faced by SMMEs. Thus, the overall outcome of this study incorporates a description of threats encountered by entrepreneurs in the eThekweni Municipality of KZN.

1.14 DELIMITATIONS

Delimitations, according to Theofanidis and Fountouki (2018: 157), are the choices made by the researcher that could influence the study outcome, which must be declared in the study. They demonstrate the restrictions set for the study within the control of the researcher, setting boundaries such that the study objectives do not turn out to be unachievable. Therefore, delimitations seek to limit the range of a study. Examples include the variables of the study, the sample size, geographical location or setting where the present study takes place, and respondent demographic.

The following delimitations apply to this research:

- i** This study reviews the literature on the three constructs under study, namely values, entrepreneurial competencies, and sustainable development.
- ii** A sample size of 400 was employed to enable a fair assessment of the constructs under study.
- iii** This study is conducted in the eThekweni Municipality of the KZN province in SA.
- iv** All genders from races, including Black, Coloured, Indian, and White participants, expressly registered business owners with an educational level from Matriculation to post-graduate

Degree, were selected for this study, as they are believed by the researcher to have profound knowledge.

- v The economic sectors considered for this study were industrial development and manufacturing, finance, real estate, and business services, as well as infrastructure development and construction, transport storage and communications, along with tourism, and retail trade.

1.15 LIMITATIONS

Alexander (2020: 20) posits limitations “as those influences that the investigator is unable to control”. They represent shortfalls, circumstances or effects the investigator cannot manipulate and set boundaries on the methodology and assumptions. Limitations of this research are:

- i Some respondents believed their information was confidential, therefore, they were not willing to participate.
- ii The effect of the Coronavirus disease (COVID-19) in the eThekweni municipal region made it difficult to meet some contributors to the study, as they feared infection, despite all safety measures put in place.

1.16 STRUCTURE OF THESIS

Chapter one

This chapter provided an orientation and overview of the study through a description of its background, particularly how SMMEs can be an instrument of change to sustainable development and the need for the values and competencies of entrepreneurs in bringing positive change to people’s way of life. The chapter further stated the research problem, the overarching research questions that flow from the aim, theoretical framework, and the research objectives, as well as an overview of the methodology.

Chapter two

Chapter two provides the economic architecture of the eThekweni Municipality, as well as an understanding of the background and legislative framework of SA Municipalities. In addition, the structure of the eThekweni Municipality as well as the support units that contribute to the development of the region are described.

Chapter three

This chapter reviews scholarly work on entrepreneurial competencies, offering a comprehensive analysis of entrepreneurial behaviour and the requirement for specialised competencies, mainly acquired through explicit and tacit knowledge. Furthermore, sustainable development is critically assessed in this chapter, as to why, how and for what reason we need sustainable economic development. The pillars of development are also unpacked and the contribution of entrepreneurs to these pillars examined through the work of previous scholars.

Chapter four

Chapter four presents the detailed methodology followed in undertaking this study, as well as the data collection. It details the sampling method, questionnaire and techniques used to analyse the study results, along with the assessment of the research instrument validity and reliability.

Chapter five

The practical findings of this study will be presented and discussed in this chapter. In addition, there is a detailed explanation of the sample with a descriptive and inferential arithmetical evaluation of research records and data. The research hypotheses are, likewise, analysed and stated in this chapter.

Chapter six

This chapter concludes the study by addressing all the research questions. It also specifies the recommendations evolving from the study discoveries, with suggestions for future research offered.

1.17 CONCLUDING SUMMARY

This chapter has provided an overview of the study by revealing the objectives, problem statement, as well as the research questions, which serve as a guiding path on which the focus and plan of the study are maintained. Furthermore, the study background, which aids the comprehension of the basis on which this research study is conducted in the eThekweni Municipal Area, has been highlighted.

The following chapter will provide an expansion of the concepts of values, entrepreneurial competence, and the impact of SMMEs in its contribution to sustainable economic development in the eThekweni Municipal Area of SA, through an overview of the architecture of the eThekweni Municipality.

CHAPTER TWO

ECONOMIC ARCHITECTURE OF ETHEKWINI MUNICIPALITY

2.1 INTRODUCTION

The Municipality of eThekweni is one of the biggest conurbations or metropolitan areas in South Africa. The region is located in the province of KwaZulu-Natal (KZN), covering a 2 292km² area and consists of sub-towns and neighbourhoods, with more than 3.1 million inhabitants (Gumbo 2014: 47). These sub-towns, according to Musvoto *et al.* (2016: 189), range from Adams Mission, Amanzimtoti, Assegay, and the Bluff, to Bothas Hill, Cato Ridge, Chatsworth, and Clermont. Others are Drummond, Durban, Folweni, and Hillcrest, as well as Ilanga, Inanda, Inchanga, and Kingsburgh. Also included in the list of sub-towns in the eThekweni Municipality are Kwa-Mashu, Lamontville, Pinetown, and New Germany, along with Umlazi, Umgababa, Umkomaas, and Queensburgh, in addition to Tongaat, Umhlanga, Verulam, and Westville. The map representing the KZN Province in SA, where the eThekweni Municipality is located is shown in this chapter.

To the North of the eThekweni City Centre are the affluent areas with the biggest shopping malls, while to the south of the CBD, one finds the biggest harbour in SA (Global Africa Network Media 2020: 20), with the Port of Durban known as the largest and busiest shipping terminal in SSA. The majority of industries in the region are located across a vast area throughout the metropolitan, with the formation of these areas expanding into the eThekweni Municipal Area. EThekweni is not only fast-growing but is also SA's second-largest industrial region and a centre of business and social events.

SMMEs, as observed by Rambaruth, Adam and Krishna (2021: 2) in eThekweni municipality, have become an important tool of development to the region's economy. This is because SMMEs absorb a sizeable proportion of educated labour to the region, especially from the tertiary sector. As SMMEs are productive drivers of economic growth, they provide an array of commercial services such as communal transport, medical attention, electricity, and education, along with financial, real estate and food service activities, as well as information communication, and banking, amongst others. These central roles allow SMMEs to undertake social work that creates job

openings for the illiterate, as well as unskilled employees, where they can be liberated from poverty, hunger and social disparities in society.

In Isipingo, for example, many businesses are in support of the Toyota Company, which is one of the largest automobile manufacturers in the world. The presence of this automotive manufacturer has given birth to both big and small businesses, where some businesses assist with Toyota spare supplies (Fab Motor Spares, TNN Motor Spares, and JEENAS Motor Spares), such as plate and torque converters, flywheels, clutch, and brakes, in addition to door mechanisms, tyres, auto glass, and vehicle interiors, along with electrical parts and components. Other businesses comprise those that deal with or solve locksmith problems of Toyota automobiles (Fast Lane Motor and Locksmith) as well as those that deal with headlights, tail-lights, bumpers and power-assisted steering (Jakes Auto Parts and Friendly Motor Spares). Cleaning services such as Pro Cleaning Mobile, P and MG Services, Dreamers Cleaning Services, Thanlente Cleaning and Business Solutions offer industrial and domestic cleaning, with their services spread out to the hospitals, warehouses, shopping malls and industrial areas in rural and urban locations.

According to Ngwenya and Zondi (2021: 195), SMMEs can establish social stability through their activities and incite less destruction to their physical environment, because they provide services to the market that bigger enterprises are unable to find attractive. They also assist individuals to raise personal savings and boost prosperity in regions where they serve while, in addition inspiring the overall level of people's participation in economic activity. Furthermore, SMMEs are a breeding ground for entrepreneurial talent and an open testing ground for new industries; always accountable and dedicated to their duties, with innovation and creativity common qualities.

The following diagram (Fig. 3.1) is a map of the KZN Province in SA, where the eThekweni Municipality is located, herein depicted in green.

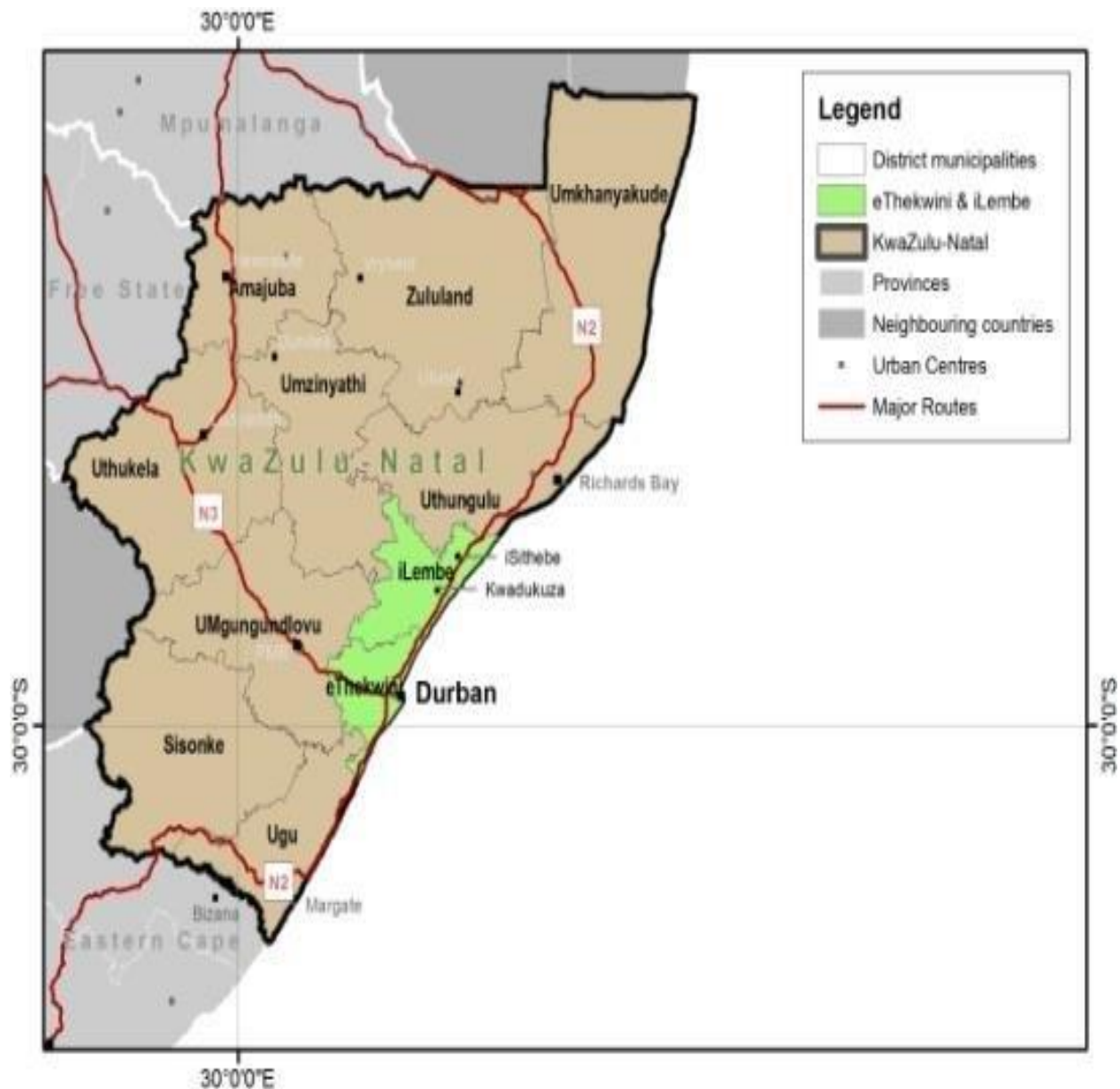


Figure 2.1: Map of KwaZulu-Natal depicting the eThekweni Metropolitan municipality.

Source: Beires and Lincoln (2017: 1664)

2.2 BACKGROUND AND LEGISLATIVE FRAMEWORK OF SOUTH AFRICAN MUNICIPALITIES

The RSA is a legal democratic state with three different tiers of government that make up the entire structure of how the country is governed (Akinboade, Kinfack & Mokwena 2012: 185). This consists of government at national, provincial, and local levels, all of which have statutory and

administrative power in their respective spheres and are expressed in the statute as separate, self-governing, and sovereign. The entire country is divided into local municipalities, with each having a council where rulings are made, and municipal personnel and workforce carry out the work of the Municipality (Nene 2016: 19). Lemanski (2017: 5) identifies municipalities as important parts of government that deliver essential services to the public. Part of the key roles of the Municipality is to ensure communities are environmentally and economically sustainable. Furthermore, to ensure public services are rendered in a way satisfactory to the cautious, cost-efficient, competent, and valuable usage of accessible resources.

As established by the constitution of the RSA and the Local Government: Municipal Structure Act 1998, this legislative Act provides three forms of Municipality; category A (metropolitan municipalities); category B (local municipalities); and category C (district municipalities). Each municipality consists of voting members who authorise the plans, strategies, procedures, and by-laws for their areas.

The Local Government Municipal Structures Act of 1998 further provides ward directives and responsibilities to observe and evaluate municipal practices, formulate budgets, partake in rulings regarding supply of public services, as well as interact and circulate publicity on law matters (Pretorius 2017: 38). In SA, the number of municipalities totals 278. This encompasses eight metropolitans, 44 district and 226 local municipalities. The integral function of these municipalities is vested solely in developing the local authority, improving local economies, and offering infrastructure and services.

According to Jeeva (2019: 5), SA can be categorised into eight metropolitan municipalities, with Metropolitan councils delegating authority and tasks, while the initial municipal, legislative and executive control and authority are conferred in the metropolitan council. The metropolitan municipalities are:

- Buffalo City (East London);
- City of Cape Town;
- Ekurhuleni Metropolitan Municipality (East Rand);
- City of eThekweni (Durban);

- City of Johannesburg;
- Mangaung Municipality (Bloemfontein);
- Nelson Mandela Metropolitan Municipality (Port Elizabeth) and
- City of Tshwane in Pretoria.

In metropolitan districts, a collection of assemblies forms the executive system (Louw 2020: 7). The mayoral executive structure policymaking mandate is conferred on the mayor or the collective administrative committee system, where authorities belong to the executive committee. The municipality must design and control their management, plan activities, and give importance to the fundamental desires of the public while, across the country, endeavour to invigorate the social and economic growth of the community. The municipality thus plays a vital role in the economic development of the region.

2.3 STRUCTURE OF ETHEKWINI MUNICIPALITY

According to Nxumalo (2012: 1), the Municipality of eThekweni provides elevated levels of good governance to residents through a compassionate attitude and by rooting out unethical activities in all their mandated areas of performance. The objective of this governance is to promote the success of eThekweni as a leading city that improves the value of the life of individuals residing in eThekweni. With the vision of the Municipality, more prominence is given to women, youth, the disabled and the vulnerable groups who reside in different communities such as rural areas, townships, and others. Moreover, the eThekweni Municipality strives to pursue strong stances, formed in the earlier years of the democratic dispensation, amongst which are Youth Development and Economic Policy Advisory Services.

The Mayor's Office offers and leads key governmental interaction of transversal developers, such as Human Immunodeficiency Virus (HIV) or Acquired Immunodeficiency Syndrome (AIDS) and Tuberculosis (TB) awareness campaigns. The structural change agenda of the city has been led by an evaluation of what can realistically be offered and to determine areas of concern to be focused on. The structure of eThekweni is such that the city manager heads the City Management Structure (clusters), assisted by seven Deputy City Managers, a Chief Strategy Officer, Chief Operations Officer, and a Chief Audit Executive. These clusters are:

- The Community and Emergency Services.
- Corporate and Human Resources.
- Finance.
- Governance and International Relations.
- Economic Development and Planning.
- Human Settlements, Engineering and Transportation.
- Strategic Management.
- Trading Services (Electricity/Water & Sanitation/Cleansing & Solid Waste).
- Chief Operations
- Chief Audit.

2.3.1 eThekwini Municipality Departments

The vision of the eThekwini Municipality, according to Mbandlwa and Mishi (2020: 2), is to provide residents a good quality of life. Through some established units or departments, the municipality can offer safe, reliable, effective, and efficient, as well as coordinated, and integrated services that support people having a comfortable life. Each of these units has their respective roles to perform as a functional organ in the municipality. Their practical roles include:

a. Agro-Ecology Unit

The City's Agro-Ecology Unit helps in providing sustainable approaches regarding the way agriculture in eThekwini is premeditated and executed (Gopi 2021: 35). The responsibility of this unit is to ensure food sovereignty for residents and growth of a blooming municipal Agro-Ecology division. In addition to these responsibilities, this unit ensures the health of city dwellers is protected, with regard to the food they consume. The Agro-Ecology Unit also encourages small agronomist or crop science farming, the development of skills in farmers, rural transformation, and sustainable application of natural resources, as well as environmental sustainability.

b. Business Support Unit

The practical role of the Business Support Unit, according to eThekwini Municipality Integrated Development Plan (IDP 2021b), is to offer support assistance to businesses and protect the

environment for trade by amplifying the number of shoppers and sellers through the provision of equitable access to participation in the market. This unit further ensures the implementation of Broad-Based Black Economic Empowerment (BBBEE) and breeds the competitiveness of SMMEs via business development.

c. Community Participation and Action Support Unit

This unit, as stated by Ngcamu (2014: 147), contributes to the welfare of people by supporting urban activities and enterprises through finance and guidance that can make individuals and organizations a useful conduit. The department supports community efforts in formulating plans, making decisions, budgeting, and managing performance. It also mobilises communities by affiliating with other departments in the municipality, as well as at Provincial and National levels. The c. Community Participation and Action Support Unit promotes agendas that can eradicate poverty while sympathetic to the previously underprivileged and defenceless groups such as women, the marginalised, disabled, and aged people. Above all, it inspires the public with input that can refine residents' quality of life.

d. Development Planning, Environment and Management

According to Nyawo and Mubangizi (2021: 500), this unit participates in economic development projects that can assist the eThekweni municipality to focus on resolving issues in a controllable way to elevate and sustain development in the city. The Development Planning, Environment and Management unit takes responsibility and measures that can safeguard and promote public health. Examples of this include ensuring individuals and corporate organizations understand activities, behaviours and services that can improve their standard of living. This unit also permits residents to participate in socio-economic and political events of the region. Thus, enabling citizens to be active contributors and legatees of communal choices taken and implemented.

e. Durban Metro Police

The Durban Metro Police, as opined by Khuzwayo (2016: 2), is a unit devoted to crime eradication in the eThekweni Municipality. This unit integrates an active, progressive, street-set method to

protect people and property in the heart of the city, as well as the outlying areas of eThekweni. The mission of the Durban Metro Police Service is “to offer a well-organized passage for transport and protection to the residents and visitors in a way that their safety and well-being is ensured”, as well as ensuring the Council's assets and personnel are protected daily.

f. Economic Development Unit (EDU)

This department is assigned to promote economic development and revolution in the eThekweni Municipality area (Mkhize 2018: 25). The EDU contributes to poverty alleviation by enlightening people with ideas on how to best develop a trade that creates jobs and makes them independent. It also responds to minor matters in areas bordering the eThekweni region, through creativities such as the Millennium Development Goals.

g. Energy Office (EO)

Numbi and Malinga (2017: 29) describe the eThekweni EO as a division accountable for hypothesising development and origination of schemes such as; Renewable Energy (RE), Energy Efficiency (EE), and Climate Change Mitigation (reducing our greenhouse gas (GHG) emissions). The duty of this division is to change Durban's social, development and economic organizations to excellently moderate issues relating to climate change. The planning approach of the EO is to recognise the prospective market for Green Power presently and in the future, with the dynamism to support the concept to the residential sector. This office, therefore, encourages Green Power as a sustainable energy source in the central and high-income residential sector. Furthermore, the unit creates green prices in such a manner that the opportunity to buy green energy is provided to eThekweni Municipality residents.

h. eThekweni Transport Authority (ETA)

According to Pillay (2018: 785), the ETA was launched in the year 2004 to control the range of municipal transport services. The Transport Authority is equipped with the function of controlling the market entry, and the contraction of supported services. This has created a stand for commuters, with a single access point to all areas. The ETA is responsible “for overseeing the improvement of

unified effective transport arrangements by designing a basis of sustainable policies and guidelines to strengthen government plans for economic, social, and intercontinental growth”.

i. Health unit

The Health Unit delivers wide-ranging care services to people (Maharaj 2018: 34). The health unit allows individuals residing in the eThekweni Municipality to exercise a healthful existence for improved quality of life, through the provision of operative care in the delivery of high-quality personal health services. Healthcare services are offered in public and private health centres, while hospitals, clinics, and other health centres offer well-systematised healthcare services such as diagnostic, curative, or precautionary outpatient services. Other basic services provided by hospitals and clinics comprise temporary hospitalisation, emergency room services, as well as general and speciality surgical services.

j. International and Governance Relations Unit

This organ of the municipality is liable for evolving, encouraging, and instigating all the global, state, district and local proactive dealings with corporations (Jiyane 2019: 10). The International and Governance Relations Unit also guarantees extreme value for the inhabitants of the eThekweni Municipality, with an optimistic international image of the municipality, in a sustainable and harmonised manner.

k. Protocol, international and national events, and Intergovernmental Reception Support Services

As reported by the eThekweni Municipality IDP (2021c), this sector directs all council programmes and related services. The unit is responsible for managing all programmes planned by the municipal units. Examples of the programmes include the International Convention Centre (ICC), the Durban Tourism, and Durban Film Office (DFO). This management responsibility contains programmes arranged in conjunction with the national and provincial government departments and ministries.

l. Water and Sanitation unit

The water and sanitation unit is accountable for providing water and sanitation facilities to the residents of eThekweni (Msebenzi, 2019: 53). The unit is responsible for water decontamination, distillation, water-leakage supervision and wastewater treatment. The water and sanitation department also assists residents of the eThekweni Municipality with water management and water efficiency.

m. Cleansing and Solid Waste Unit

In the Municipality of eThekweni, the Cleansing and Solid Waste Unit is the foremost provider of solid waste management services (Reddy & Govender 2020: 2). This sector ensures the eThekweni environment is clean and healthy via assemblage and conveyance of local, marketable, and business waste. The unit manages landfill places through waste management measures, while perceiving solid waste as a valuable resource anywhere possible. The Cleansing and Solid Waste Unit division is also responsible for cleaning streets and for litter obliteration facilities.

n. Durban Film Office (DFO)

The DFO is an outlet of the Department of Economic Development at the eThekweni Municipality, accountable for improving and evolving the Film Association in the municipality (Govender 2018: 34). As a unit, the DFO has an array of investors, such as the national, provincial and local government, whilst soliciting contributors in the diverse business representations of the film division, including local journalists, the media and a technical team.

o. Durban Pension Fund Unit

This sector, according to Nevondwe and Odeku (2013: 817), provides pensioners or retirees of the municipality with the benefit of enjoying financial safety after their retirement. This sector has the responsibility of ensuring the monies in their care are conscientiously spent and reported, and to certify the retirement package of the retirees is disbursed efficiently, correctly, and promptly.

p. Engineering Unit

The Engineering Unit's responsibilities are the provision and maintenance of infrastructure to city inhabitants and corporations. It also offers construction services that facilitate economic and social activities of individuals and businesses in the eThekweni municipal area, through the provision of physical infrastructure and the support thereof (Mkhabela 2014: 3).

q. Fire and Emergency Services

Ncube and Ndovela (2021: 543) revealed that Fire and Emergency Services is liable for protecting people residing in the eThekweni Municipality from fires and disasters that can impact lives, property, the environment and their means of livelihood. In addition, this municipal unit cares for people when an accident occurs and rescues them in the happening of other emergencies.

r. Human Settlements

The aim of the Human Settlements Unit in eThekweni is to expedite the growth of sustainable and united human settlements and to provide housing prospects to eligible legatees (Mvuyana 2019: 8).

s. Sizakala Customer Service

Vilane (2017: 3) notes the eThekweni Metropolitan Municipality has founded a customer care service named Sizakala centres, interpreted as a public advocate employed as a bridging mechanism between residents and the municipality. The inhabitants of eThekweni go to this customer care service centre for help on council related issues they wish to solve. The Sizakala customer care centre is charged with the accountability of ensuring eThekweni residents have a frank and even opportunity to receive the most excellent possible service from the municipality. The unit provides municipal service in the opening of new accounts and reporting responsibilities to improve the needs of the people.

2.3.2 Sustainable Development Support

The Brundtland report (1987:23) portrays sustainable development as a transformation that "meets the needs of the present without compromising the ability of future generations to meet their own needs." Based on the report, sustainable development ensures effort or sustainable work will support economic development, environmental defence, and societal fairness at present and in the future. Sustainable development, as observed by Holden, Linnerud and Banister (2014: 131), has seen its importance rise to a state where the identifiable efforts of businesses, government and citizens come together to deal with community issues such as inequality, hunger, and poverty.

The municipality of eThekweni, according to Mustvoto *et al.* (2016: 187), is committed to working with the inhabitants and the businesses situated in the region to support the achievement of its Sustainable Development Goals (SDGs) and to particularly promote environmental sustainability. When it comes to promoting the health of the region the eThekweni Municipality provides some Enabling areas, including learnerships, Corporate Social Responsibility (CSR), and service delivery (Chazireni 2017: 54).

i. Learnerships

Naidu (2019: 36) describes learnerships as work-related or occupational teaching systems offered to enhance skills acquisition by unwaged youth, in providing them with competence, talents and understanding. Learnerships offer a prospect for corporations to participate in job procurement, and present knowledge where ideologies acquired in the classroom or workplace are amplified by the practice of skills in the workplace. In Naidu's observation, one of the main difficulties organisations deal with today is maintaining a skilled workforce. What makes this undertaking even more difficult in SA, is that the country has a sizeable pool of competent citizens looking for a job. With the government aim of expanding public work programmes, Naidu finds it has elevated learnership importance to a direct job design interference and the process of developing skills.

This proposed idea of the government can, according to Naidu (2019), be achieved by supporting sustainable projects or offering an apprenticeship to talented and dedicated youth seeking employment opportunities, as well as to those who have given up the search. Among the strategies

used by the government to refine today's environment and better tomorrow for the generations to come, is that of investing in education. Government creates opportunities through education and learnerships, to equip and enable young people in various communities to become self-motivated, economic contributors to society. This is achieved through, for example, SMME development and support, as the government can develop and upskill community people aspiring to set up their own business, in an attempt to reduce the unemployment rate in the country.

Along with the government, SMMEs provide both their employees and societal youth with development opportunities by initiating public programmes, conferences, seminars, and courses, which could enable current and future leaders to acquire knowledge and skills necessary for career development. SMMEs inspire their workers to be the motivating force behind their development and enthuse them to be proactive in identifying and addressing development needs. In this regard, the youth and aspirant entrepreneurs in the community can maximise learning chances most relevant to their unique needs.

ii. Corporate Social Responsibility (CSR)

CSR, according to Chazireni and Kader (2019: 222), signifies those businesses responsibly engaged in community development. CSR is linked with corporate governance, serving as a basis for considerable corporate strategies and processes, working out connections with investors, exemplifying good moral conduct, and humanitarian donations, as well as support of community programmes and poverty suppression. Comprised of volunteers CSR focuses on societal issues, while organizations or individuals that carry out such responsibility must conform with lawful obligations.

It must be noted that CSR recognises a series of problems can emerge that trouble people who may have little or no means out of challenging circumstances (Chazireni & Kader, 2019: 223). Examples of this include problems of sustainable jobs, incessant increase in the poverty rate, lack of education, and discrimination, or racism, as well as change in climatic condition, and diseases, among which Corona Virus (COVID-19) and HIV/AIDS. These increasing pressures faced by people demand business be part of the solution to these problems. Since sustainability exposure is now broadly accepted globally, the effect has presented a spark of hope for businesses to be more

committed by participating in their community. This appears to provide a common resolution to both businesses and the people.

Corporate entities can offer some public services and well-being programmes, in addition to their regular economic endeavour. It is possible to devote their interest to community development programmes by supporting the community or society with a range of activities, such as working with the Municipality, social investments, facilitating a solid bond with workers and their relatives, and providing people with education and scholarships, along with road construction, as well as participating in activities of environmental conservation and sustainability.

c. Service delivery

Generally, across the world, the public sector provides those essential services communities rely on every day to sustain a living, such as health care, access to good drinkable water, a decent roads network and the education of children (Asomani-Boateng, Fricano & Adarkwa 2015: 355). Other than providing for the necessary needs of people, public-sector services, according to Van Eijk and Steen (2016: 28), support the productive competence of the people who obtain these services by improving their services and their wellbeing, while also associating them with responsibilities. Mkhize (2018: 88) notes sustaining the valuable and fair delivery of services has been one of the best practices to stimulate economic development and diminish poverty. As part of the SA Government's schema focus is on developing communities, the eThekweni Municipality has come to a consensus that governments have the responsibility to provide for a range of basic services that facilitate human well-being and economic progress. The government in SA may be spending billions on community development every year, however, less consideration has been given to the efficacy and fairness with which public sector resources and development support are converted into service delivery outcomes.

Despite the growing rate in development, people have poor access to good drinkable water and health care services, while school-aged children face poor access to a valuable basic education. According to Mkhize (2018), providing good service delivery is not a matter of better resources; it concerns how the public sector and development partners apply and distribute public facilities or resources where they are most needed and ensure financial resources reach frontline service

delivery amenities. This is to ensure frontline service providers are sympathetic and accountable to the communities they serve. It is pertinent that government keep track of public workers, while also motivating them to accomplish results and form coalitions between the public and private sectors. In addition, it has been recommended the government include providers beyond the public sector, to facilitate the inventiveness and viable benefit of the private sector and local community (Mkhize 2018: 124).

2.4 ECONOMIC ARCHITECTURE OF ETHEKWINI MUNICIPALITY

The eThekweni Municipality, also recognised and known as Durban, is situated in the KZN province of SA (Musvoto *et al.* 2016: 189). The city of Durban is one of the most inhabited metropolitan areas in the country and because eThekweni is fast-growing, it is seen as SA's second-largest industrial region and the centre of business and social events. Amongst the contributing influences that develop the economic growth and population of the area are the manufacturing sectors, construction companies, commerce, and transport, as well as communication industries, education, and the retail service, in addition to the Port of Durban, which is one of the busiest ports in SA (Ahmed 2016: 27). These sectors in Durban are combined in the economic environment and their contribution towards poverty reduction, job provisioning and SA Gross Domestic Product (GDP) has increased in the past several years. To understand the economic architecture of the eThekweni Municipality more fully, some major sectors that contribute to the development of the region, are detailed in the sub-sections that follow.

2.4.1 Manufacturing Sector

According to eThekweni Municipality IDP (2021c: 1), the manufacturing sector provides an 18,8 percent growth rate to the economy of the Municipality, while innovation created in the manufacturing business has helped boost economic output. Since the industrial revolution, particularly on the pandemic issue of COVID-19, the manufacturer's style of production and how people consume goods have changed. Innovation has, furthermore, permitted the Municipality to become progressively more productive in the services offered.

In eThekweni, the manufacturing sector at this time recruits over 1,6 million people and is amongst the leading three multiplier sectors, with regards to value addition, employment creation, export earnings and income generation for each rand capitalised (eThekweni Municipality IDP 2021c: 2). The major manufacturing activities are the automobile and component sector, pulp and paper products, chemicals and petrochemicals, and food and beverages. A booming manufacturing sector is vital in supporting sustainable development and expansion of employment opportunities in eThekweni. In this regard, examples of prominent industries in the region include Unilever, which manufactures food, beverages, cleaning agents and personal care products. Another notable employer is Illovo Sugar, which produces crude and processed sugar for world markets from sugar cane supplied through its farming operations. In addition, the BMW Group makes vehicles and motorbikes, and Siemens manages projects in energy, telecommunications, computer development and heavy construction management.

2.4.2 Construction Sector

Nxumalo (2021: 1) emphasises that the construction sector produces a fundamental influence on the effectiveness and affluence of SA and the Durban economy. The construction sector is seen to perform a strong role in economic development, in addition to creating systems that can add to output and people's quality of life. Since construction is labour-intensive, when the sector is working at complete capacity, huge sections of the country's labour force are operative. Construction establishments manage the entire building scheme; from employing people, alleviating poverty and managing subcontractors, to organising appraisals and inspections, procuring building licenses, and working with engineers and architects. Among the construction companies that contribute to the economy of Durban are KAR construction, MJB Property Maintenance Service, Stanford Projects, JRC Projects & Developments, Custom Décor, Coastal Architecture & Construction, Fairys Construction, Stoneworks Projects, and Dria Home Builders, amongst others.

2.4.3 Commerce

The eThekweni municipal area is viewed as attractive by multiple industrial establishments due to this region promoting expansion in sector cooperation, improvements, productivity and progresses

public services (Ariatti & Chasomeris 2015: 433). The city of Durban, as one of the significant contributors to the country's GDP, lends itself to credible investments in many areas, part of which are the Durban Harbour; Dube TradePort and hydroponics project in the AgriZone (Mpungose 2017: 47). These industries offer jobs in their respective sectors and offer people the opportunity to exercise their skills, earn a living, and express their creative spirit.

According to the eThekweni Municipality (2019: 1), it is a viable area for external investment, in particular job possibilities via the Port of Durban. The region has recognised major commercial areas of opportunity for great investment, such as drapery, synthetics, manufactured-metal goods, and self-propelled elements, as well as timber manufactured goods, footgear, technology devices, and industrial process outsourcing. The simplicity under which basic and refined aluminium can be acquired from local traders at reasonable cost, offers a real prospect for stakeholders in these sectors. The Port of Durban is positioned on the east coast of SA, some 680 seafaring miles northwest of Cape Agulhas, and 625 sailing miles south-south-west of the harbour of Maputo. The Port was named Terra do Natal by a Portuguese explorer, Vasco da Gama, during his visit to Natal in 1497. However, in 1824, the current Port of Durban was founded when a party of British men from the Cape Colony arrived at the shorelines of the haven of Natal to negotiate a business deal (eThekweni Municipality 2019).

Since these humble beginnings, the Port of Durban has developed into one of the dynamic leading and engaged shipping terminals in sub-Saharan Africa (Global Africa Network Media 2020: 20), which controls up to 31.4 million tons of freight annually. The port was ranked the ninth largest harbour in the world and the fourth major container depot in the Southern Hemisphere, regulating almost 4.5 million tons of shipment every year. The ingress access is secured by two causeways: the northern is 335 metres and the southern is 700 metres long. The port of Durban runs on a joint operator foundation and contains the units of business governed by Transnet Port Terminals - Durban Container Terminal (Africa's busiest), Pier 1 Container Terminal, Multi-Purpose Terminal (also known as the City Terminal), Durban Car Terminal (three berths), and Maydon Wharf Terminal.

Naturally the Port of Durban still resembles the initial Bay layout, as it is a natural harbour, and now tourists to Durban Harbour can expect thrilling viewing as colossal container ships are led

into it by powerful tugboats. The bay is bounded by a beautiful, protected area of mangrove marshes and not only does this increase the attraction and fame of eThekweni Municipality, but the natural environment gives support to the idyllic habitation for a variety of animal and bird-life (eThekweni Municipality 2019).

The Dube Trade Port, as opined by Luthuli and Houghton (2019: 199), plays a significant role in the economic growth plans of the eThekweni Municipal Area. The duty of Dube Trade Port presents a unified industrial base for attractive investment opportunities. The Trade Port has been the creation of improved facilities for the edibles sector and promoting development of a world-class local cloud processing firm, in adjunct to performing the duty of drawing innovative international quality services to Durban. The fact that Dube Trade Port consists of a business development area with essential mechanisms, such as a cargo terminal, the customs Tradezone, support zones, and AgriZone, will offer a new generation a wide-ranging economic centre for eThekweni and the whole of SA.

The AgriZone, as Hansmann (2019: 42) observed, is one of the main commercial hubs in the eThekweni Municipality of KZN in SA. The Dube AgriZone is located at La Mercy, adjacent to the KSIA. Hydroponics in the AgriZone is SA's foremost organized perishable goods supply chain and the leading, weather-controlled, glass-bounded farming area in Africa. Hydroponics is a propagation method where plants are cultivated in a polymer other than organic topsoil and under this procedure, all minerals are added into the irrigation water. In other words, hydroponics is the farming of shrubs in a nutrient-rich mixture, instead of being in the soil.

Considered an institution with the best progressive agribusiness platform in the continent of Africa, the AgriZone was formally established in March 2012 by the then President, Mr Jacob Zuma. AgriZone is an innovative agrarian division proficient in the planting and germinating of high-value products. Hansmann (2019: 42) adds that the AgriZone fulfils the weighty responsibility of pioneering the growth of eThekweni's consumable goods division, by concentrating facilities and services in a restricted area that can generate all-year circular produce for national and international markets. In the region of eThekweni, the AgriZone is instrumental in catalysing economic growth, the evolution of trade and providing jobs to the needy.

2.4.4 Transport

Transport systems are the backbone of SA's socio-economic system as they support the social mobility of residents and goods (Thomas 2016: 353). It has significant effects on sustainable development, particularly as transport relates to social settlements involving municipal growth. The hub of the transport sector in Durban City is the international airport, whilst Durban station is the main hub for buses and taxis feeding mainline routes.

According to Economic Development and Growth in eThekweni (2017: 47), the KSIA is located in La Mercy, KZN, about 35km North of Durban. The airport area is enclosed by the M43 to the North, the Mdloti River to the South, the R102 to the West and the N2 freeway to the East. It unlocked its doors to passengers on 1 May 2010, just more than a month before the start of the 2010 FIFA World Cup. Although the airport was constructed to grow the area's international services, it is also a key airport for domestic services throughout SA. The passenger terminal is located at the southern end of the airport and is split into two levels: arrivals are dealt with on the lower floor, departures on the upper floor. With a total floor area of 102,000m², the terminal is capable of handling 7.5 million passengers per year. The availability of the KSIA has not only improved the growth of the eThekweni Municipality in the global market, but it also provides residents with the chance of new trade opportunities.

The Durban Bus Station is situated in the middle of Umgeni Highway and Masabalala Yengwa Road, close to the north of the city's central business district (CBD) (Preuss 2019: 1). This Park terminal is one of the most excellent and modern terminals in SA. This bus station is a stop for all long-distance buses that arrive in Durban city and leave from the station. Bus-operator companies such as Eagle-Liner, Intercape, Eldo-Coaches, Greyhound and APM serve the Durban station. The vision of Park Station is to ensure all commuters arrive at their respective destinations efficiently and without harm.

In a report presented by the eThekweni Municipality IDP (2021a: 199), the contribution of the taxi industry is acknowledged as vital and dynamic to the nation's economic development as the sector contributes substantially to GDP at both national and provincial levels. Furthermore, the taxi business in the eThekweni Municipality has the potential to offer respectable earnings and good

working conditions for workers in that sector. Besides, the taxi rank and environs serve as profitable sites for street hawkers and other casual retail businesses who rely on taxis for their sustenance. The affordability and availability of public transport services is a vital prerequisite for the socio-economic development of eThekweni and the entire populace of SA.

From the above views, transportation infrastructure can be seen as a development system that links cities and improves community activities by connecting social, economic, and environmental practices with development and population growth. The transportation system promotes socio-economic progress and enhances peoples' quality of life by producing inter- or intra-city ties during urbanisation.

2.4.5 Storage

Warehouses, according to Trishna (2021: 13), are sizable yet simple buildings used to store merchandise, form a key part of the supply chain and are a vital component of economic development. They provide enterprises with storage capacity, delivery, packaging, and handling of goods that support business development at national level, as well as international trade. As these businesses mature, they generate economic prospects through job creation, boosting revenue for merchants and sales managers, and reaching new shoppers.

In most instances, warehouses are widely used by manufacturers, distributors, exporters, and wholesalers, as well as transport businesses and buyers, amongst others. Warehoused commodities can incorporate raw materials, packing materials, spare components, or finished products. Examples of warehouses that play significantly to the economic development of the eThekweni Municipality are Shipping Consolidated Holdings in Umbilo, DHL Contract Logistics in Congella, Cheran in Umbilo, Marsai Warehouse Services (PTY) Ltd in Rossburgh, D & H Warehousing Cc in Maydon Wharf, and Summit Warehousing (PTY) Ltd in Rossburgh.

2.4.6 Communication

Communication is a critical piece of every organization, and its accessibility helps a firm to function successfully (Mitra & Saha 2016: 95). In the past, according to Blaschke and Schoeneborn

(2017: 58), businesses expended a huge sum of money and time in enlightening, travelling around, and connecting with shoppers but now, through telecommunication methods such as teleconferencing, costs and restrictions are considerably reduced.

Russell (2018: 486) describes telecommunication as a valuable method that enables businesses to get their marketing message out to a larger number of potential customers with a relatively smaller number of resources and personnel. This technology involves telephone services and video conferencing, aired and shared television, direct messaging, as well as an e-mail message, earmarked automated cooperation, an array of web-and Internet-based networks, and information presentations. Telecommunication is the interchange of ideas and knowledge across distances using electronic tools; teleconferencing calls for an Internet link and a telephone line to speak with users in other places. Businesses that provide this service include AVT Solutions in Morningside, FBI Communication in Overport, Econotel in Morningside, and Leaf Technology in Stamford Hill, with Viva Telecoms in Umgeni Park, Smart Office Communication in the Riverhorse Valley in Newlands East, Ecom Wireless in Stamford Hill, and Regus in Umhlanga, in addition to Easy Tracking in Amanzimtoti, and Miro Distribution in Briardene - all influence the development of Durban City. These telecommunication investments assist in minimising production costs and through their technological services, improve efficiency for all businesses. To the community, these enterprises enable the exchange of interaction and knowledge remotely between people, satellites, and computers. Communication in business is advantageous for business existence as it facilitates prompt decision-making, which implies a business can promote and carry out its processes on time. Telecommunication systems of marketing and selling consist of telephone promotional calls, social network advertising and electronic publicity. These kinds of promotions market a firm's products and services efficiently, assisting a company to make more sales and increasing its customer base.

2.4.7 Real Estate

One of the essential social, and basic needs observed by Young (2020: 11) in SA currently, is the supply of ample and reasonably priced housing. As the cities in SA expand and change, the assistance of housing institutions in the country is needed to deal with the problem of homelessness, specifically to enable citizens to have a place of dwelling. Likewise, the provision

of decent housing for people in eThekweni is a priority in the Municipality. The housing institution contributes significantly to improving Durban's economy by providing the people of the region with better housing services.

Agencies such as RE/MAX Address in Berea, Tyson Properties in Morningside, Wakefields Estate Agents located on the beachfront, and Anvil Property Smith in Illovo Point, as well as Pam Golding Properties in Morningside, Prime Property in Musgrave, and Rawson Properties in Berea, amongst other housing institutions, assist the inhabitants in the purchase, sale, lease, rent or appraisal of real estate. Beyond that, they help in reducing the level of unemployment and poverty in the region by recruiting people into their business to decrease the high rate of poverty in the region.

2.4.8 Finance

According to the eThekweni Municipality IDP (2021a), financial services in eThekweni are indispensable because of their active supervisory and official support. They deliver different types of services including monetary, mercantile banking, homeowner loans, insurance, and investment. Banking is deeply connected with money and the wider economy. Banks such as First National Bank (FNB), Amalgamated Banks of SA Limited (ABSA), Standard Bank and Capitec Bank, amongst others, make it much simpler for the developing economy to perform an incredible variety of operations that arise in commodities, businesses, and financial capital markets. Banks provide people and businesses with the opportunity to save their cash to withdraw when needed via instant withdrawal, writing a cheque, or the use of a debit card, and so on.

2.4.9 Education

Reddy and Govender (2020: 2) found acquiring education and developing competence are broadly understood as an essential component of sustainable economic growth and social progress. Having a good quality education is significant in enhancing and servicing a globalised economy that has education bearing the crucial responsibility in the advancement of the skills-intensive labour force and in driving a country's technological development. eThekweni is the centre of higher learning in KZN, with two major public institutions that offer higher education in the city.

The newly unified University of KwaZulu-Natal (UKZN), which has four distinct sites in the city and a campus in Pietermaritzburg, and the Durban University of Technology (DUT), previously known as the Durban Institute of Technology, are the two foremost education institutions in the Metro. Education, particularly at the elementary and lower-secondary stage, is vital for economic development and the contraction of poverty, specifically when technological variation, economic development, labour trade, and industry systems are changing dynamically.

The eThekweni Municipality, with the rest of the SA municipalities, are faced with the massive challenge of dealing with archaic disparities in admittance to education. The Municipality of eThekweni has made substantial progress to ensure there is an increase in primary and secondary education enrolment. In addition, eThekweni is focussed on educating young people in fields that will enhance the economic performance of not only eThekweni, but also in meeting the broader requirements of the country. Other institutions of higher learning in the region include the Mangosuthu University of Technology (MUT) and the University of South Africa (UNISA). The stated objectives of institutions of learning in the eThekweni Municipal Area are to provide innovative and forward-looking education that can respond to the transformation pressures in dynamic economies.

2.5 CONCLUDING SUMMARY

The eThekweni Municipality boasts an economy that inspires a great deal of confidence, despite the challenges it faces, and with the benefits of a sub-tropical climate, effective local government, and strong infrastructure investment, the municipality looks set to continue on a stable, upward growth trajectory. Health, infrastructure, crime, and education, as well as poverty, are amongst the key challenges for the Municipality outlined in this chapter, while the continued strength of the KSIA, the Port of Durban or Durban Harbour, transport, and commerce, along with real estate, warehouses and emerging business opportunities, show prospects are promising on many fronts. The next chapter will take an extensive, in-depth look at how integrating values of SMMEs boosts the competencies of entrepreneurs in a manner that results in the sustainable development of the region, through a review of scholarly work on values, entrepreneurial competencies, and sustainable development.

CHAPTER THREE

INTEGRATING VALUES WITH ENTREPRENEURIAL COMPETENCIES AND SUSTAINABLE DEVELOPMENT

3.1 INTRODUCTION

This chapter reviews scholarly work to identify entrepreneurial competencies and establish what scholarly discourse has identified as values that ensure entrepreneurial competence and sustainable development. The approach to this review thus leans heavily on the behavioural perspective of competence to ascertain what underpins behaviour entrepreneurs need to ensure they contribute to sustainable development.

Sustainable development is described by Choi and Ahn (2013: 52) as the change that meets current conditions without disallowing potential generations to satisfy their needs. The environmental adversities that affect the planet, according to Choi and Ahn (2013: 52), are not limited to man alone; the impact also affects business organisations, as they contend with the complexities that affect the environment, some of which are ozone depletion, greenhouse effect, global warming, and loss of biodiversity, along with desertification, deforestation, urban sprawl and pollution, among others. The real challenge many organisations and business enterprises now face is how to create and sustain an adaptive environment capable of continuous change, in response to the ever-changing environment, in pursuing sustainable competitive advantage (Holden *et al.* 2014; Hilman & Kaliappen 2015). Since adapting to change in present society requires the joint effort of all, the involvement of experts such as entrepreneurs is needed to ensure positive transformation, where they can apply their competencies for positive transformation (Pattberg & Widerberg 2016: 43).

To function in their area of specialisation, entrepreneurs, with their competencies and behavioural values, can address many issues that persist in the natural, social, economic, cultural, and political or government environments, and technological factors, as well as matters that affect long-term survival, with a view of the expected future and what it holds for society (Szczepańska-Woszczyna & Kurowska-Pysz 2016). To provide answers to what the future may hold, SMMEs have to focus

more attention on detailed strategic questions, such as: What is the company's present situation? How good are the entrepreneurs' competitive positions? Which competencies and capabilities underpin entrepreneurial success? What do entrepreneurs and their enterprises need to do to improve society? How should entrepreneurs align their values and competencies to ensure sustainable competitive advantage?

Entrepreneurial competencies, as identified by Mitchelmore and Rowley (2010: 93), are the basic qualities that lead to the enterprise's founding, existence, and/or development. Competencies are a result of knowledge (Healey 2013; Dinh *et al.* 2014), skills (Bedwell, Fiore & Salas 2014; Asah, Fatoki & Rungani 2015), experience (Mazibuko 2015; Antinori, Carter & Smillie 2017), and attitude (Fayolle, Verzat & Wapshott 2016; Kerr, Kerr & Xu 2018), as well as values (Kaya, Işık, Şenyuva and Kaya 2017; Pantaléon, Chataigné, Bonardi, and Long 2019), and social interaction (Vošner *et al.* 2016; Bhardwaj 2017).

The above components of competence are based on many theories that portray the behavioural aspect of competencies necessary for entrepreneurs, as they lead the way towards sustainable development in their cities and ultimately, their country. For instance, the attitude of a person underpins his behaviour while values express the competencies of the expected behaviour. Therefore, speaking about the competence of a person is not only about possessing knowledge, skill, experience, and abilities, but also a demonstration of how well such behavioural characteristics can turn into attitudes and values that shape behaviour.

The most fundamental competency an entrepreneur should have is knowledge, referred to as explicit knowledge. This type of knowledge can be freely expressed, codified into manuals, documents, procedures, as well as video documentaries (Patalas-Maliszewska 2015: 26). It can be put in storage for safekeeping and easily recovered and can be transferred from one person to another. Explicit knowledge is also known as 'know why' because it gives the holder a deep understanding of the causal relationship, interactive effects, and reason behind the emergence of the incident (Waldrop 2015: 272).

Skills have been referred to by Van Laar, Van Deursen, Van Dijk and De Haan (2017: 578) as tacit knowledge or know-how, which helps to decide the correct solution to implement on an issue that

needs attention. In organizations, know-how is the proficiency and competence needed to direct work activities. It usually contains approaches that facilitate attaining success in business and furnishes the firm with the knowledge base and skills necessary in a competitive business world. Experience plays a significant role in assisting an individual turn vision into reality. Even though the duties of entrepreneurs can be expansive, possessing business experience can help in building a passionate team strong enough to develop cooperation with target investors and identify the right type of capital to expand a business (Meuser *et al.* 2016: 1374).

Mehera (2017: 98) recounts values as a ‘value judgment’ in which a decision about what is right or wrong is made. Possessing a constructive assemblage of values thus enables people to fathom what an establishment represents. In an organisation, values provide people (employees and clients) the support and feeling of safety, as well as the ability to make the right decisions. These decisions assist the people to accomplish the organisation's envisioned goals and objectives. The key to establishing values, therefore, lies in how knowledge can be shared and transferred among individuals, as the sharing of values tends to improve proficiency in people; it facilitates the formulation of ideas and action plans to distinguish the directional components of the activities.

Sihombing (2018: 3) also provides insight on attitude, deeming it the capacity to recurrently demonstrate a behavioural pattern to achieve a definite aim. The kind of attitude presented by entrepreneurs can define the extent to which customers will engage in a contractual relationship with their business. As each organization has a distinctive reason for its existence and intentions, with respect to the future of the enterprise, their distinctiveness should be shown in their obligation to be accountable. The competency of accountability, in relation to a company’s rivals that do not possess them, are important sources of sustainable competitive advantage. This applies where good moral values and qualities such as knowledge, skills, experience, and attitude, as well as loyalty, and commitment are fittingly employed far better than what competitors can offer. When entrepreneurs are accountable, they can gain competitive strength and boost their personal identity. Enterprises that do not subscribe to their accountability are bound to lose their credibility in the eyes of customers and other stakeholders (Dyduch & Krasodomska 2017; Aguilera-Caracuel & Guerrero-Villegas 2018).

According to Abd Aziz, Ab Rahman, Alam, and Said (2015: 164), the term ‘accountability’ can be described as the relationship built on commitments of individuals to establish, assess, and accept liability for behaviour, both the outcomes accomplished considering decided values and the method used. Accountability is not a mere strict other, but consists of values, rights, and commitment to duties. It can further connote that people are answerable for their style of living, the attitude they exemplify, the knowledge they possess (explicit and tacit type) and how it is employed, as well as the skills they adapt for task execution, and every decision they make. Accountability can also be described as an act of responsibility that boosts morale in people (leaders, employees, and customers), which makes them loyal and supportive to the relevant organization. In the authors’ opinion, when an organization and its leaders, teams or employees have no scheme of accountability in place, their organizational objectives can rapidly fall apart.

Bhardwaj (2017: 298) observes entrepreneurs in the current business environment have started to engage the client in better communication through social-media interaction. Interacting with clients socially enables entrepreneurs to understand customer demands, while also serving as an avenue to promote advertisement and increase sales volume and, it follows, profitability. The use of social networks enables the entrepreneur to reduce reliance or dispense with expensive, conventional, 20th century modes of advertisement, whilst increasing their personal or brand exposure and identity to a more targeted audience. For social-media interaction to be effective, it must possess the value of transparency, with elements of integrity and fairness, enabling parties to the communication to speak honestly and enhance the sharing of ideas. The clarity of expressing in interaction can thus prevent misrepresentation of an idea that can make people draw a perplexing conclusion. The parties to the interaction must feel a sense of safety, belongingness, and the confidence to speak openly (Ogunsola 2018; Rivas, Hale & Burke 2019).

Personal identity is an exceptional character of an individual over time, which in general seeks to define the needed and satisfactory terms under which an individual, at a particular moment, and a person, at a different time, can be the same person, and continuing over time (Wry & York 2019: 215). The competence of personal identity reveals a strong feeling of who an individual is and facilitates a relationship with other people. Individuals with intense personal identity are habitually more prominent and more notable because their identity strengthens their character. Once they

understand who they are, they have confidence in themselves, can recognise their strengths and come out as stronger people. Their beliefs, abilities, honesty, and enthusiasm, along with emotion, integrity, aspirations, and perseverance, as well as intuition, and risk-taking makes them distinctive and differentiates them from all others. It enables them to make decisions on the best way to behave.

The conception that this enquiry is based on, is that for an entrepreneur to be successful, the required competencies must be morally value-based.

3.2 CONCEPTUALISING COMPETENCIES

The above discussion has shown entrepreneurial competencies can be grouped into three main competencies, namely accountability, social interaction, and personal identity. This section expands on these competencies and the values that support them.

3.2.1 Accountability

Sihombing (2018: 3) asserts that accountability is the most basic element for coordinating an organization. Managers' or operatives' actions could involve competence practices or effects. What is significant about accountability is the idea that people will recognise the way one behaves when evaluating performance, because they are controlled by the expectations for inspection and valuation. Operational systems, such as proper reporting relationships, performance appraisals, employee instruction manuals, and work guidelines are utilised for instances of accountability sources.

Accountability has significant managerial outcomes, examples of which are efficiency, diligence and focus. Consequently, gaining a good insight into accountability is essential for entrepreneurs to fulfil practical responsibilities, because amid their crucial role is the management function of coordination, the impact of which is to ensure people comply with the ethical code that regulates their conduct, for which they can be held liable. According to Sihombing (2018: 5), when people are made accountable for their conduct, they are expected to be knowledgeable, high performers,

foster greater precision, and be more receptive to meet the needs of other people, as opposed to persons who are not held responsible.

On the one hand, the term ‘accountability’ is described by Abd Aziz *et al.* (2015: 164), as the relationship built on commitments of individuals to establish, assess, and accept liability for behaviour, where both the outcomes are accomplished considering decided values and the method used. Silvestri, Veltri, Venturelli and Petruzzelli (2017: 678), on the other hand, note that accountability in establishments revolves around preserving the shared objective. It involves exerting care, loyalty, and total adherence to the procedure required for completing obligations or exercising effort towards realising the social objectives. Where a lack of common values or standards for performance measurement exists, ensuring accountability for the collective quest may be difficult to achieve. Issues such as the constant flow of governance failures, dishonesty, incompetence, and corruption, as well as weak internal control, misappropriation, and diversification of funds, emerge from people’s behaviour in attempting to fill their gain. This necessitates that people are accountable for their actions, explicitly to maintain orderliness in civic organizations or enterprises.

The effect of the unprincipled act on individuals, especially when managing the entrusted resource in their custody, has strained many organizations as to how public resources are used to increase service performance and job delivery. Due to people misappropriating actions and values in an organization, it is considered a civic right to observe the correctness and competence of both the individuals and legal entities entrusted with resources (time, money, materials, and so on.). Silvestri *et al.* (2017) suggest that to ensure control and understand how to improve accountability in an enterprise or the public sector, it is essential for work management to exhibit a value-loaded system of good governance, where people wholly follow the rule of law. This is to ensure resources allotted to people for realising goals or administering civic matters, are transparently conducted in a way profoundly free from abuse and corruption.

The view of Silvestri *et al.* (2017: 678) was shared by McGrath and Whitty (2018: 688), who also interpreted accountability as the obligation for which a person may be held liable or the consequences of his or her actions, the outcome of attitude or a reaction to a definite directive. For

instance, in an institution, many circumstances may trigger people to be accountable. A manager may imagine he or she extends clear instructions or expectations, and a team member may be unsure of the expectations or what is to be done and fail to follow up to clarify the discourse. The reason for the team member not performing to expectation can be that he or she may be ashamed, humiliated, unconcerned, or has many conflicting requests, with no time to clarify information. When good social interaction exists in the work system, a leader can improve accountability in people by defining or describing the work roles to the employees. Doing this will ensure employees or people know the nature of their responsibility.

Furthermore, McGrath and Whitty (2018) aver leaders must endeavour to elucidate the reporting structure, by ensuring people know who they are reporting to and ask a question to certify people understand what they are assigned to do. A leader can also improve accountability in their employees by setting out deadlines as to when activities, responsibilities or deliverables are expected and notify them in advance. Furthermore, a leader can ask a question and provide people the opportunity to respond whether it is reasonable that the task can be completed within the stipulated timeframe. Moreover, proper documentation must be produced as proof of interaction to assist people to understand what they are liable for or what to do.

McGrath and Whitty (2018: 688), supported by Clune and O'Dwyer (2020: 2), describe accountability as answerability, blameworthiness, liability, and the expectation of account-giving. Accountability is the necessity to validate or defend one's actions to an assessor who can recompense or sanction power. Accountability can further be denoted as the expectation of interaction between an agent with an obligation for some actions and decisions, equipping the person delegated with power the ability to correct or punish whoever is responsible for an action. Furthermore, accountability in an organization involves defining the company's mission, values and goals, as well as everyone's role in working toward them. It eliminates the time wastage and effort people spend on distracting activities and other unproductive behaviour. According to the authors, when people know they will be accountable for their actions, they tend to perform exceptionally to avoid shame, discredit, and mistakes. When accountability is done right, it can increase team members' skills and confidence.

Accountability, as described by the authors above, thus represents the strategy under which the strategic function of competence and coordination of components that embody it leads to higher effectiveness in the organization (Solomon 2020: 41). These elements include values, knowledge, skills, and experience, as well as attitude (McGrath & Whitty 2018), loyalty and commitment (Abd Aziz *et al.* 2015; Silvestri *et al.* 2017). The impact of these elements will be analytically explained in the section below, to evaluate how they assist the performance of entrepreneurs.

i. Values

As indicated above, this framework delves into the behavioural aspect of competence. The discussion traces the theoretical development of each of the competencies named above, by following what the scholarly discourse has been and how moral values shape a particular competency.

Moral values, according to Mayanja and Perks (2017: 49), are collections of standards for rationalising the conduct of what is morally right or wrong while taking action. Values are the personal qualities people choose to express and control their actions, while values also reveal who people want to be; how they want to treat others or the way they desire to be treated, as well as their means of passing communication with the world around them.

Values have been a subject of wide scholarly discourse where examples thereof were identified. Mohd, Kamaruddin, Yahyac and Sanidasd (2015) and (Ganiyu 2017) identified loyalty and others honesty and integrity (Mohd *et al.* 2015; Chung & Hsu 2017), transparency (Akhigbe, McNutlty & Stevenson 2017; Matemilola & Elegbede 2017), and fairness (Crow, Snyder, Crichlow, and Smykla 2017; Kennedy, Elgesem & Miguel 2017).

Thompson (2017: 67) agrees with Mayanja and Perks (2017) and proposes that a planned strategy for realising ethical goals must be communicated across the organization. This can be ethically achievable by enforcing the guiding principles of honesty (Atan, Alam & Said 2017; Kurland 2017), integrity (Anthony 2017; Jeffrey & Soleman 2017), transparency (Jiang & Men 2017; Sanzo-Pérez, Rey-Garcia & Álvarez-González 2017) and fairness (Kennedy *et al.* 2017; Kim & Park 2017), where people are responsible for their deeds.

Siemieniak and Rembiasz (2019: 2) note the ability of an entrepreneur to understand customer needs, together with a practical understanding by workers on how to realise the targeted objective, can be described as a knowledge base. The proper use of this knowledge can assist entrepreneurs to manage their enterprise more competently, minimise the probability of complexities, and take advantage of opportunities in their environment to the fullest.

As knowledge is a value driver and an influential factor of decision-making, it is always the first competency to deal with because it enables the right opinion to be translated into the best behaviour. A comprehensive discussion as to how knowledge is influenced by values follows.

ii. Knowledge

Presently people value knowledge differently, due to knowledge being undeniably logical as one of the key valuable assets in life (Kothari *et al.* 2012: 3). Even though knowledge is a theoretical idea, with no reference to the tangible world, yet people posit it differently. Staines (2013: 605) views knowledge as a skill or an understanding of something or an individual's abilities, competencies, information, or the facts achieved rationally by experience, training, thought, innovation, or instruction. In the opinion of Stromquist and Monkman (2014: 1), knowledge is rational confidence that strengthens a skill, experience, and value in a person. It is a set of ideas, skills, values, attitudes, or feelings about a person or an event, accumulated by experience and discovery. Examples include facts, information, and descriptions.

Loo, Gurunathan and Somasundaram (2014: 98) further describe knowledge as the skills and abilities that permit an individual to creatively execute work responsibilities. Knowledge, according to the authors, can be structured into two main categories; the explicit and the tacit. Explicit knowledge consists of collated facts or information that can be transferred to others by using a printed document or stored as a medium. It is reproducible, can easily be shared, improved, and conveyed systematically. In most cases, explicit knowledge requires effort and support at a certain level of education, to assist in making information more instantly recognisable by its intended audience.

Similarly, García-Álvarez (2015: 995) points to explicit knowledge as a prepared set of information that allows individuals to recognise and fathom ideas, facts and thoughts assimilated from experience, to aid performance or decision-making. The arrangement of this knowledge is commonly written or recorded. Learning from explicit knowledge can be made easy by collating thoughts or understanding of individuals into books, archives, files, and reports, along with manuals, and regulations for others to benefit. This type of knowledge conserves time, reduces error and stress, while also expediting the competence of an individual to enable progress to be determined (García-Álvarez 2015: 996).

Śliwa and Patalas-Maliszewska (2015: 25) add to the opinion of García-Álvarez (2015) by stating that at present, organizations are predominantly aimed at improving their value through knowledge for their continual existence. Due to knowledge laying a foundation that produces accomplishment on the invested effort made, numerous organizations perceive it as an instrument of survival. It is this premise that prompts organizations to array explicit knowledge into media such as web, book, databases, and hard-drive, as well as disc, USB, memory card, or card reader, in addition to visual and audio means to eliminate the fear of knowledge-loss upon the unreachability of experts, owing to a situational event such as death, illness or retirement. Through this means of preservation, the information store can easily be retrieved and transmitted to others for reprocessing. In this way, organizations can stay ahead of the event and plan for unforeseen circumstances before occurrence (Śliwa & Patalas-Maliszewska 2015: 27).

From the understanding of the above-cited authors, it can be established explicit knowledge provides a benefit of understanding to the users through the shared information as it saves time and lessens inaccuracies and pressure on decision-making. The obtained information from explicit knowledge can be used to add values in individuals and organizations where its applicability can be used to solve problems and make an improvement to activities and work-related activities. These values will be analytically described to assess how they aid the performance of entrepreneurs or organizations in the section below.

3.2.1.1 Explicit Knowledge

Adams (1965: 267) proposed the equity theory with the assumption that in a relationship people desire to be treated with fairness. Inequity occurs when an individual observes their inputs or outputs are substandard to the labour or efforts of other people. On the one hand, inputs, according to the author, are what a person feels are contributions towards developing an organization. Examples include knowledge, skills, experience, and training, as well as intelligence. Output, on the other hand, embodies the rewards obtained from investing effort into an organization, such as a housing allowance, driver's allowance, financial incentive, and status recognition, amongst others. The more pressure people feel because of perceived or real injustice, the harder they will act to reduce their friction and improve the observed levels of equity. Adam's philosophy to the contribution of knowledge showed it is peoples' actions and quests to fulfil their needs and self-interests that result in success.

Jago (1982: 316) formulates a trait theory to express clarity on what a leader is like, rather than what the leader does. Jago identifies three categories of traits expected of entrepreneurs as noteworthy leaders: personality, social, and physical traits. Examples of personality traits are initiative, creativity, knowledge, and perseverance, as well as originality, amongst others. Examples of social traits are sympathy, patience, and tact. The physical traits expected of a leader comprise a good-looking height and a normal weight. Briefly, he or she must be attractive and neat. Jago (1982: 330) concludes that good traits such as loyalty, courage, desire, and emotion, in addition to empathy, accountability, and decisiveness impact a good leader towards achieving excellence. In contributing to values, the authors add that leadership can be learned. Therefore, the typical qualities of a leader influence his attitude and make him distinctive.

Knowledge, according to Kothari *et al.* (2012: 2), represents an understanding of something or an individual's abilities, competencies, information, or the facts achieved rationally by experience, training, thought, and innovation, as well as instruction, or discovery. Since knowledge is abstract, it is often supported by abstract values such as skills, experience, attitudes, or feelings. Therefore, for businesses to succeed, these abstract issues need to be made visible. One of the better means of increasing operational efficiency in a working system is explicit knowledge. Explicit knowledge is a form of knowledge that can be freely communicated, arranged, kept, and retrieved. Due to the

nature of this knowledge, it can be easily transmitted to others to use and imbibe. As a result of the free accessibility, it provides users with the opportunity of resolving problems and deal with the event of occurrence with ease. Thus, it saves time and shows how jobs and decisions can be performed more expertly and quickly. With explicit knowledge, management can boost operational efficiency in their employees by investing in skills development that gives focus to their competencies. The authors that suggest to earn people's commitment, confidence and successfully build up integrity for their brand, entrepreneurs must always provide candid information people can rely on if they are to thrive in a venture.

Knowledge is further described by Loo, Gurunathan and Somasundaram (2014: 98) as an individual's skills and abilities that permit creatively executing work responsibilities. The dimension of knowledge according to the authors can be structured into the categories of explicit and tacit types. The explicit type of knowledge is a prepared set of information that allows individuals to recognize and fathom ideas, and thoughts assimilated from experience to aid performance or decision making. Because explicit knowledge is reproducible, knowledge and ideas are collated into books, archives, files, reports, manuals, and regulations for others to benefit from and use. Moreover, learning from it often requires effort and support at a certain level of education to assist in making information more instantly recognizable by the users. This form of knowledge reduces error and stress, while also expediting the competence of a person to ensure that progress is determined.

Omotayo (2015: 4) infers knowledge as the context or the state of capturing honesty or fact through logic. It can otherwise be seen as an approach by which ideas, facts, opinions, and analysis, as well as processes are possessed to accumulate information that aids decision-making. Due to its significance, it provides a person with an understanding of what should be applied to improve competence and function rationally. In businesses and organizations, knowledge is observed as the good capacity to plan, arrange, and express the procedural design with regard to what is found and learned, the practice of which assists people to form economic and social values. The authors suggest to ensure knowledge maintains its value, durability or retention, entrepreneurs as leaders must ensure perfect communication free of ambiguity with their subordinates, so as to boost their thinking level and assist in making informed decisions.

Alosaimi (2016: 68) concludes for knowledge to go through the structure of re-use where it can benefit users, it must possess supporting values for it to be competently established. These supporting values include honesty, integrity, transparency, and fairness. Schnackenberg and Tomlinson (2016) add to these values by including the principles of reliability and clarity.

- **Honesty**

Honesty, according to Grimmelikhuijsen (2012: 52), is a component of ethical behaviour that involves moral values such as integrity, transparency, as well as the legitimacy of conduct, without deceit, fraud or misappropriation. Honesty also involves being loyal, fair, and sincere. As people attach great importance to honesty, no one wants to socialise with an individual or an organisation with a contemptible character, since the basis of every moral behaviour is founded on honesty. Contemptible offers nothing to the table where skills and values are concerned because a person with such a trait affects others in the wrong way when engaging in the act. Mitigating incidents of deception makes both the individuals and organizations take issues about honesty seriously because, in the broader sense, honesty represents the extent to which reliance can be placed on character or behaviour. On this premise, it will be practically challenging for a business to determine whether honesty is not a regulatory value of how the enterprise directs every single phase of its work process. In the author's view, honesty goes beyond undertaking things in the right manner; it is about expressing the values on which a business is founded. Therefore, when organizational culture is built on honesty, people lean towards behaving with a steady moral code, heedless of any condition.

Roggensack and Sillars (2014: 179) posit honesty as a trait a person exemplifies to reveal the level of fairness in action; it is a quality of openness free of deceit. Even though honesty is a highly valued concept in any typical relationship, situational rules sometimes expose people to the risk of different understandings. This happens when deception emerges in a matter involving trust or curiosity. to certify choices made on honesty are completely balanced. In the authors' view, the idea that guides an employee's intellectual direction must be devoid of misconception.

Sujarwo (2016: 79) elucidates honesty as a factual statement that provides a resounding element of truth about a subject matter. The symbolic figure of how an individual entrepreneur wishes to

be reckoned with, in any valued organization, depends on his or her honesty level. What people believe in forms the basis of their belief system. Entrepreneurs are no exception, as they can impart knowledge of what they believe as a guiding principle of what they stand for in their respective operative areas. Examples of these are notifying the customers about the working hours or creating operational working policy awareness. Entrepreneurs can better use honesty to improve their operational efficiency, based on their ability to successfully promote it for others (customers and employees) to replicate.

Evidence of the above underlined confirmations revealed that honesty makes peoples' living conditions coherent, as it inspires them to gain confidence. In the same way, honesty enables them to build a good relationship with a high level of mutual trust. Earning people's trust can be difficult, which is why honesty must form the basis of whatever operational activities entrepreneurs or an organization engage in. In this regard, people can stand up for what they believe in and maintain integrity without violation of protocols (Aasheim, Li & Williams 2019: 349).

- **Integrity**

Baxter (2012: 15) refers to integrity as a consistent standard of transparency or accuracy in a person's actions. This forms the guiding principle of moral values on what is believed to be right or wrong. The term 'integrity' is rooted in the Latin adjective 'integer', the corollary of what can be identified as 'complete or whole'. Integrity is an attribute that shows a distinctive image as to whether a person can be related to or rejected. Moreover, a person with integrity acts with fairness, respect, and honesty by regularly expressing good behaviour free of corruption and deceit.

Homburg, Stierl and Bornemann (2013: 55) add to the view of Baxter (2012: 15) and describe integrity as the ethical concept of honesty, humility, trustworthiness, authenticity, and accountability that reveals the intrinsic worth of one's true self. An honest person exhibits integrity when openly expressing what he or she thinks, without the prior determination of whether an action is right or wrong. Regardless of the condition in which people of integrity find themselves, the quality of humility in them creates the opportunity to learn from their mistakes and that of others, while admitting to their wrongs at any point in time when flaws are committed. This is one of the

reasons people care about leader trustworthiness; they want to know whether their leaders worry about them and give their welfare the utmost priority.

Trustworthy leaders are honest and act with authenticity and integrity. Since integrity is all about authenticity, existing with it requires a person to be aware of themselves. Self-awareness enables a person to be watchful and adjust to the actions that bring effective behaviour. The choice to always embrace integrity leaves an individual the accountability of deeds before facing the option of choosing between right and wrong. Therefore, without proper accountability of behaviour, organisational values are lost through poor organisational development, at the expense of integrity. Carnevale, Loureiro and Kabadayi (2018: 6) conclude there is a need to evaluate the significant effect of trusting values, as it connects with the brand's competence, benevolence, and integrity. The authors view integrity as a quality of honesty and trust displayed and established by a moral person, using this set of qualities to bring other people into an interactive social relationship. The findings of the study showed the understanding and integrity beliefs about a brand lessen the adverse effect of perceived product risk on customers' perceived value.

The environment where integrity persists promotes socialisation and creates an avenue that promotes learning, education, and avoids selfishness or egotism (Saadatmand *et al.* 2017: 62). For SMMEs to enlighten society with the use of explicit knowledge, the ideas conveyed must, therefore, be transparent enough for people to replicate and follow.

- **Transparency**

Transparency, according to Kang and Hustvedt (2014: 253), signifies openness, communication, and accountability. In management, the openness role of transparency signifies an instance where virtually all opinions, pronouncements, and activities are carried out visibly. All prepared files and records, debates for and against a scheme, definitive conclusions, and process involved in decision-making are communicated publicly and remain openly archived. In this situation, the transparency in an organization's activities and communication is as blunt, as there are no confidences. Transparent communication involves taking actions in a mode others can see. Due to the public need to remain informed, proper accountability of resources is also necessary.

Since transparency and accountability need each other, they conjointly entwine. Mutually, they empower people to have input on the queries relevant to them, with the opportunity to make decisions and hold people responsible for making decisions accountable. The non-existence or absence of information often causes a feeling of inequity, suspicion, and irritation. Inversely, access to relevant and current information can form a footing for the natural exchange of ideas, permitting both the executive and society to better evaluate choices accepted and procedures executed.

In the opinion of Morey, Forbath, and Schoop (2015: 96), being transparent is not a bias but a strength at core level. Transparency builds confidence and strengthens innovation that supports production and expands relationships. The sharing of ideas and information offer people a new perspective, new opinions, and better insight. Barriers are settled more quickly and effectively when people learn to be transparent and truthful. When employees are empowered by their managers, they feel trusted and become better performers, putting forth more energy, and always going further than role expectations, as they feel good and perform their duties on time. This gives them more confidence to operate at their highest level and remain actively engaged and committed to the aspirations of the business because they fully understand the business objective and feel vested in sharing ideas, are able to explore their creativity, and bring about innovation to achieve the desired objective.

To further strengthen innovation, information communicated by leaders must be clear to gain loyalty from workers, to be fully vested and operate as a team to accomplish business goals. Moreover, when senior leadership recurrently revise and converse business policies, values, and the truth about their current state of operations to employees, the workers tend to be engaged and committed to their duties. According to the authors, leaders must be wholly transparent with employees about the organization's intentions, objectives, and values, which will hold everyone responsible and affiliated with the values, vision, and mission of the company.

Kundelienea and Leitonieneb (2015: 341) also define transparency with the features of relevance, clarity, accuracy, and reliable information. Transparency fulfils the relevance of structuring business operations, providing the public with the opinion and type of administrator a person represents. It requires a team effort, where everybody that forms an establishment needs to be on

the same page with similar clarity to avoid misconceptions and to allow for delegation with responsibilities. Additionally, transparent, and accurate reporting from leaders to subordinates or the answerability from the subordinate to their managers increases dependability and effectiveness. The information supplied by a person of transparent character to users of the idea provides the visibility that decreases or removes the element of doubt and minimises obstacles.

Matemilola and Elegbede (2017: 8) conclude, by describing transparency as the ability to communicate or guide people with knowledge free from falsification, which allows a clear understanding of how to identify and apply the rule of law to make voluntary momentous choices on what is right and just. The qualities that describe transparency as mentioned by the authors, include: completeness; primacy; timeliness; and easy accessibility; as well as machine readability; non-discrimination; permanence; and cost usage measuring. The stated qualities fill people with inspiration, particularly those at the level of authority to act in the best interest of the populace. In an environment where transparency fails to enhance the quality of decisions, the occupants are bound to encounter problems with corruptible attitudes such as bribery, extortion, and many other bigoted policies. From the views of the authors, understanding the value of transparency in leadership is the key measure to attaining it. Leading with transparency involves a commitment to be honest and open with people in a manner true to its values. In return, people will give their commitment and confidence.

Matemilola and Elegbede (2017) add that the value of transparency in leadership becomes noticeable as it promotes an organizational culture of open communication and accountable conduct. Restricting information recurrently precedes misinterpretations and unmet beliefs. With clear, open, and steady communication, people (workers and staff) are less likely to adopt false beliefs about their work or organization. Entrepreneurs must, as leaders, exhibit fairness in performance evaluation at all times by making explicit the justification behind their decisions, affording employees the clarity of how a decision is made.

- **Fairness**

Fairness, according to Blake, McAuliffe and Warneken (2014: 559), can be regarded as the embodiment of actions, processes, and consequences of what is morally straight and unbiased.

Significantly, fairness serves the function of introducing the moral norms for decision-making, specifically on matters concerning other people; it evaluates moral conduct and level of ethical compliance. People who have faith in fairness do so expressly to build an atmosphere that renounces discernment or fraudulence to give it a good chance to succeed.

Goldman and Cropanzano (2015: 314) view fairness as the approach of treating people fairly without allowing a conflict of interest, personal feelings, or emotion to take over decisions about others. As the authors point out, a leader shows fairness by keeping to the standards and being reasonable in their responses. The attitude of such a leader inspires people to respect one another, assume their responsibilities and trust themselves, while involving other people in their dealings without discrimination, and practicing what they preach. In the environment where they lead, people are treated fairly, everyone works and resolves problems together easily and cares for one another.

Collins and Mossholder (2017: 293) describe fairness as “the impartial and unbiased conduct of behaviour free of any form of favouritism or discrimination that give concern to action, happening, processes, experience, or values on what is ethically right, decent, or reasonable”. The fairness dimension value can be classified into distributive, procedural, and interactional fairness.

Waheed, Xiao-Ming, Ahmad and Waheed (2017: 129) describe distributive fairness as the type that focusses on outcomes. It shows the matching effect of how equity relates to rewards. This type of fairness rewards people based on what the organization deems they merit. Organizations tend to reward people based on their hard work, dedication, experience, perseverance, skills and innovativeness. In other words, employees are rewarded according to the effort invested in completing the task.

Procedural fairness, as described by Hamilton (2018: 48), is followed by people to ensure steadiness in their behaviour, especially when exercising their daily routine in abiding by the set terms and conditions of assessment. Under this classification of fairness, events, actions, and behaviour of people are treated the same, without preference, to ensure equality of the outcome.

Kim, Thapa and Kim (2018: 1511) define interactional fairness as how the sharing of ideas takes place. This fairness explains how information and decisions are communicated in an organization. The category of this fairness focuses more on people's needs and takes cognisance of people having some individual responsibility towards helping one another to form a community of living through the common good. Regardless of the approach by which judgement is placed on people's performance, communication must be made to all involved parties to ensure the precision of expression. According to Kim, Thapa and Kim (2018: 1514), an equitable leader promotes an environment where people are treated equally, fairly, and impartially.

Considering the above, the understanding of fairness can be considered as a tactic employed to base judgement without favouritism and prejudice. Therefore, to avoid irredeemable 'slip-ups' that can impair the health of customers and businesses, SMMEs must exemplify good moral conduct, impartial with a high degree of ethical compliance in values and performances that people emulate and rely on (Sibande 2019: 15).

- **Reliability**

Gadermann, Guhn and Zumbo (2012: 1) describe reliability as the quality of consistency or repeatability of the measurement about phenomena. It can further denote an integral measure of proof when determining the legitimacy of conclusions made, based on scores from assessments and evaluations. According to the authors, knowledge is established as reliable when it is stable, accurate, and capable of producing consistent outcomes on repetitive judgements.

Gupta (2015: 82) explains reliability as "a quality of dependability that expresses the extent to which a person, information, or event of circumstance can be trusted". Reliability can further be denoted as the manifestation of behaviour that reveals dedication and faithfulness to oneself, other people, groups, a municipality or a country, by expressing what is believed to be true in act or conduct. It is a commitment of allegiance owed by individuals, on accountability from one person to another by a pledge or skills. Therefore, to maintain an open system that coordinates human and technical activities, leaders must be dependable for people to have trust in them.

Furthermore, Salazar (2016: 21) adds that reliability is a consistent standard employed in the evaluation of performance to realise an outcome within defined parameters, each time the measure occurs. The concept of reliability is gauged by results that can be related to peoples' performance, a product, procedures, and practices, in addition to information. The reliable performance of people's behaviour, practice or customs is an important element of effective business planning and outcomes. Hence, for a business to be successful and reliable, all its works and activities must be provable, consistent, unfailing, and reliable, as well as trustworthy.

Zwane and Nyide (2017) point to the value of reliability as the acceptability of trustworthiness, steadiness, accuracy, and reproducibility. Entrepreneurs can thus set up the value of reliability as an act of running their operational activities. Importantly, entrepreneurs must understand the conduct exemplified in their work is closely related to the world in which they operate (Zwane & Nyide 2017: 347). What people think and feel as normal/usual behaviour typifies what they believe as their expectation of interaction. Hence entrepreneurs must be clear in directing their activities and processes if they are to furnish their services in a suitable, efficient, unbiased, and viable way.

- **Clarity**

Gibbs, Rozaidi and Eisenberg (2013: 102) characterise clarity as value that is genuine and intelligible. According to the authors, when people talk about expressing themselves clearly, the information expressed must be clear enough, easy to understand, accurate, and transparent, to allow the recipient to form intelligible decisions. The observable benefit of clarity is that people will figure out the disseminated message in a straightforward way. In the authors' view, clear communication displays people's interest, supports building a durable team and develops people's confidence.

As stated by Scarborough and Zellou (2013: 3793), clarity is the disclosure of awareness with regard to how people indicate their expectations, heed selectively and understand the message. It is a concept that explains the reason the event of action transpires and tells people what to do, as well as the method of doing things to realise target objectives. Moreover, clarity develops a relationship and commitment that strengthens trust and transparency in people.

Van Dijk *et al.* (2014: 1862) perceive clarity to stand for “an appearance in thought or style that is free of imprecision”. The absence of clarity in statements or expression can make knowledge challenging to fathom or share. On this premise, for an entrepreneur’s ambitions, actions, plans and their organization’s principles to be revealed through communications, both the planned and unpremeditated opinion must be clear. This enables others to understand what they say in perception and reality. The words entrepreneurs choose to share describe them, define their businesses, their outlook, and illustrate their purpose.

Mayfield and Mayfield (2018: 49) add that when an idea is clearly expressed, its understanding saves the user time and the stress of undergoing the rigorous experience of fulfilling work obligations. This is because the user of the information knows what to do by following the guiding principles for which the knowledge is coded. In the author’s view, a clear understanding of information is an important means of realising efficiency that sustains operational activities at all levels of an organization. Establishments that dedicate time and energy to deliver clear communication will build reliance among personnel which will, in turn, improve work productivity, results, and employee morale.

Koi-Akrofi, Koi-Akrofi, Odai and Twum (2019: 941) conclude that bad communication can negatively affect the relationships and confidence of people and organizations when not well articulated; it raises doubt and nervousness, while a clear idea improves trust and transparency. This explains why a clear and concise message is key to convincing others to act. Entrepreneurs must thus be clear in thought and expression should they wish to improve efficiency in all aspects of business activities. This is to reduce the frustration which arises from misunderstanding organizational knowledge.

In today’s organizations, the management of knowledge is highly treasured, with people and organizations preserving knowledge to avoid its loss. Knowledge is structured into data banks in explicit forms to share ideas. Organizations acknowledge the importance of knowledge because it enhances business processes and improves communication. It enables problems to be solved and decisions to be made at a faster pace, while also increasing the rate of innovation in the organization, boosting the growth and development of employees. Knowledge is more valuable when it is accessible, accurate, reliable, relevant and clear to the wider audience. To enable its

reuse in a time of need, knowledge must possess values such as honesty, integrity, transparency, and authenticity along with fairness. Most knowledge used in organizations is rooted in tacit knowledge (Baláž, Williams, Moravčíková, and Chrančoková 2019: 1). The section below deals with tacit knowledge and how it can be acquired for use in an organization.

3.2.1.2 Tacit knowledge

The tacit dimension of knowledge was described by Polanyi (1966: 1) as the development of knowledge in people resulting from their level of understanding or awareness. Key to Polanyi's thinking was the belief that ingenious acts, that is, acts of discovery, are charged with strong personal feelings and commitments. In contrast to the formerly leading position that knowledge was value-free, one way or another, Polanyi worked to bring into ingenious tension a view with rational and deep examination with tacit means of knowing. His observation was that up-to-date presumptions, instincts and thoughts that form experimental acts are driven by what he refers to as passions. In addition, Polanyi (1967: 4), as inscribed in *The Tacit Dimension*, asserts that "we can know more than we can tell". He regarded this pre-rational stage of knowing to be tacit knowledge, which comprises a variety of abstract and sensual descriptions and thoughts that can be used when attempting to make sense of something. The inventive view of Polanyi on the tacit dimension confirms that a person's intuition regarding informed and committed actions, can assist operations at the heart of informal education, to better understand what might be going on under different conditions.

Nonaka and Takeuchi (1995: 8) developed their theory from Polanyi's theory and confirmed the notion that tacit knowledge is the type that cannot be voiced through speech or arithmetical form; it is the kind highly owned by individuals, and mostly, rooted in people's experiences, views, and emotions. These authors also introduced two further dimensions of tacit knowledge, namely the epistemological and the ontological dimensions. The epistemological dimension is the formation of social interaction between tacit and explicit knowledge, whereby knowledge is adapted from one form to another, and new knowledge is generated (Nonaka & Takeuchi 1995: 71). Four main assemblages of knowledge creation, according to these authors, were classified as a form of knowledge conversion using the SECI model capture (Fig. 2.1). The acronym represents Socialisation, Externalisation, Combination, and Internalisation.

The earliest developed word from the acronym SECI is socialisation, which is the approach of converting tacit to a tacit type of knowledge, through shared experiences among individuals (Nonaka, Von Krogh & Voelpel 2006: 1182). Socialisation involves the conversion of tacit knowledge to explicit knowledge in people's daily social interaction and practices, whereby they spend time together in their ongoing organisational activities, to create knowledge through the sharing of experiences. The transference of experiences under this assemblage can be supported by values such as empathy, emotions, loyalty, and desire, as well as courage to impart knowledge from the educator to the apprentice; this aspect of knowledge can be challenging to share because of its form.

Socialisation nevertheless offers a chance for teamwork, where experience is shared among people by working side-by-side with colleagues, through observations, impersonation, try-outs, and social interaction, along with constant practices where time is spent together in ongoing organisational activities to create knowledge. Classically, this is the instance where trainees are trained by the professional with the experience needed to deal with hands-on practices at a relational level. The purpose of meeting socially is to describe to learners the outlines of how to get things done or evaluate events, actions, or feelings. This meeting may include face-to-face or physical contact to form and share experiences and skills with supporting values such as emotions, loyalty, desire, and courage to impart knowledge from the educator to the learner.

Externalisation is the means of revising tacit knowledge into explicit knowledge through codifying means such as film, image representations, and correspondence. Knowledge formed under this category enhances user abilities, specifically where communication is relayed by the parties involved.

Combination characterises a procedure of changing explicit knowledge into explicit knowledge through organized swapping devices, where people exchange and bring ideas together to improve working services. The knowledge creation in this regard is braced by values such as creativity, the use of large-scale databanks and electronic interaction networks to bring in new knowledge.

Lastly, the internalisation process signifies the method of turning explicit knowledge into tacit knowledge, whereby people start to incorporate the knowledge acquired into their daily undertakings, the effect of which, in turn, forms part of their moral standards. People can make this kind of knowledge creation workable through their commitment and dedication.

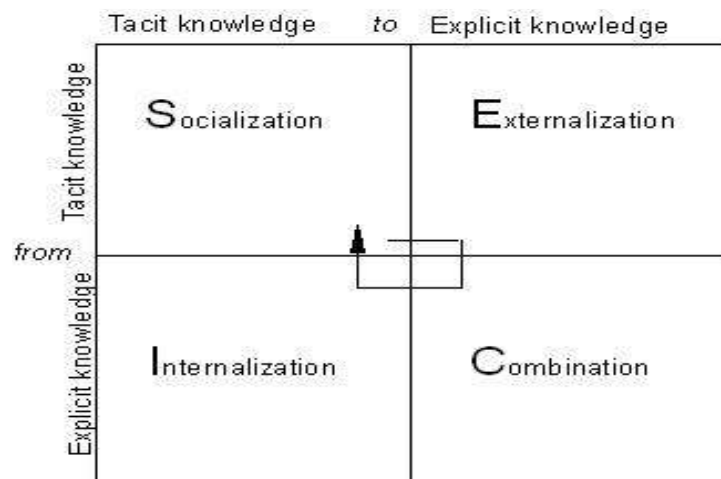


Figure 3.1: The ‘engine’ of knowledge creation

Source: Adapted from Nonaka & Takeuchi (1995: 57, 62, 71)

Knowledge conversion is, however, a shared process and where its impacts the epistemological aspect, seems to be on the individual. In the opinion of Bănaciu, Buşu and Nedelcu (2013: 491), tacit knowledge is knowledge recognised as a skill that cannot be written down, because it is the result of human understanding and human sense. The tacit form of knowledge can also be expressed based on the experience of individuals that manifest in their actions through attitudes and commitments. Nonetheless, this type of knowledge is what practically all individuals desire to gain, in order to enhance what they understand, to update their information, insights, or abilities, enabling them to gain a competitive advantage as it develops awareness. In the authors' opinion, for tacit skills to pass from one person to another, collective actions of constant practising and observation are needed between the mentor and the learner to be taught among people.

Sampath (2018: 1) notes that owing to the competition to creatively manage tacit knowledge, organizations that succeed regularly employ this strategy to their advantage. This often starts when

organizations follow established codes of conduct, manuals, rules, or principles to answer the question of why one does something in a particular way. In an organization, a practical way of knowledge sharing and managing it is through meetings, on-the-job training, teamwork, and professional and social networks. This is made possible through teamwork matching set or social networks such as LinkedIn, WhatsApp and Telegram, with which to track procedures or record informal discussions at workplaces. Employees can be motivated in this way to contribute to the knowledge-sharing platform by sharing their tacit knowledge.

The discussions above established knowledge of the tacit type can mostly be acquired through experience. Due to its nature, tacit knowledge is complicated to attain and cannot be replicated or communicated simply. The simplest way is via a social interface, particularly by watching others perform a task. Entrepreneurs can encourage their sharing by urging workers to relate with one another through events such as organizational culture, mentorship programmes, meetings, and forums, as well as informal groups and social networks, which work together on related projects. This is to create an environment for people to share their experiences, and an approach where people are provided with learning opportunities.

a. Experience

In the view of Forster (2015: 63), experience can be described as the demonstration of knowledge and skills gained in a job, events, occurrences, or activities done over a time that leaves a person with experience, an impression that makes up his feelings or character. In other words, experience is a proxy of competence gained through exposure and involvement from a subject or an event. To produce something of value from virtually nothing in the middle of uncertainty and risk requires experience to succeed, in contrast to all probabilities. Moreover, as people have different ideas regarding what it takes to build a successful business, it is commonly held that good ideas, skills, hard work, and drive are essential. Another core aspect that tends to be downplayed is experience.

Madlala (2018: 28) adds to the opinion of Forster (2015: 63) and referred to experience as expertise. It is an applied knowledge that produces creativity, improves competence, and simplifies how a task is completed or how decisions are made. Experience is tacit and this expresses the reason it is difficult to transfer from one person-to-another, whether in written documentation or

oral form. Furthermore, experience can also represent private or strictly held information by a system of unique innovations and set of accumulated skills that can provide a competitive advantage. Additionally, the experience can be viewed as privately competent property, ideals, and information, said to be a pioneer of intellectual property rights. It is an asset that provides insight, improves judgement, and provides independence of discovery to explore opportunities (Madlala 2018: 31).

In summary, work variability can influence individual performance and perceived capabilities for moral behaviour. For entrepreneurs to organize their competence and manage underlying forces in the world of work, it is pertinent they are proficient with experience to creatively demonstrate their responsibilities that result in impeccable work outcomes.

b. Attitude

Tshikovhi and Shambare (2015: 153) describe attitude as the emotional state, opinion or capability of behaviour a person steadily demonstrates whether by oral means or action or message through printed materials, to reach definite aims or target audiences. Sometimes attitude can also be characterised as a viable means to reinforce, enlarge, and gain an operations-based advantage. Attitude counts for much in the improvement of prevailing operational settings. It controls worker morale, efficiency, and team-building propensities. At times, displaying attitude can influence the general reputation of an enterprise, such as connecting people to people, drawing managers to their employees, or employees to managers, or the business to clients or vice-versa. According to the authors, an approach to surviving competitiveness and realizing achievement is mental (knowledge, skill, and talent), which reflects in a person or organization's attitude. Tshikovhi and

Shambare (2015: 157) proposed entrepreneurs can excel in their organization when they can plan, demonstrate, and establish clear communication and transparent goals, as well as good conduct and honesty others can replicate and trust. Beyond this, entrepreneurs must have a passion for their business if they are to survive hard times and motivate people to work for or patronise them.

Clemensen (2017: 15) purports attitude to depict the appearance of an attractive or revengeful evaluation of people, matter, place, thing, or event articulated at some level of intensity. Attitude

entails the compound association of evaluative beliefs, a frame of mind, and propensities to a certain action. Furthermore, attitude can instigate the sensitivity to objects, encoding information to interpret fact, evaluate, and decide on the response to be made on behaviour. Additionally, it can also symbolise the quick reaction of the mind to consciousness or unconsciousness, sensible and contradictory attitudes to action. The division of attitude can be segmented into four main categories according to their roles, which are utilitarian, knowledge, ego-defensive, and value-expressive.

- Utilitarian attitude: offers knowledge on how to generally approach an event or occurrence or avert imperfections.
- Knowledge attitude: assists people to establish and understand new information.
- Ego-defensive attitude: enables people to defend their self-image.
- Value-expressive attitude: assists people to exhibit their key values or standards.

The author found a positive work attitude tends to increase confidence in peoples' abilities and their hope for a brighter future. A positive attitude translates into happiness and success that can bring good changes to the person or organization possessing it. Thus, filling the environment and people with helpfulness.

Serwaa (2018: 37) considers attitude as the countenance displayed by a person that can either be a positive or negative attitude. On the one hand, a positive attitude supports a person to outweigh stress challenges under any circumstance. Examples of benefits allied with a positive attitude involve the creation of more energy, building a positive environment, enhancing better leadership skills, and stress reduction, as well as improving customer relations, enhancing motivation, boosting self-esteem, in addition to increasing decision-making, and teamwork. Socialising with people of greater talent and inspiring attitudes can enable outstanding results. A negative attitude, on the other hand, brings about an atmosphere raised with suspicion, disbelief, cynicism, or doubt. A negative attitude is a mood, feelings, or behaviour that is not productive, loyal, or hopeful. It is improper thinking in people that reveals what they mean, plan or aim. Examples include annoyance, depression, impatience, and dishonesty, along with fraudulence, irritation and frustration. A negative attitude can simply aggravate unpleasant experiences. People with negative

attitudes must fathom how to correct their adverse attitude to avoid often being in a state or condition that can bring discomfort, embarrassment, or confusion to others.

Finally, the interpretations of the above authors revealed attitude is one of the logical features of behaviour needed to negotiate life's challenges, whether as an individual or a corporate entity. Regardless of the angle from which attitude is exemplified, the countenance displayed by people to handle any event, be it positive or negative, will always affect their performance. Entrepreneurs must be respectful when expressing their attitude or interacting socially, with the understanding the countenance exemplified within and outside the workplace can either destroy or help them build up the establishment.

3.3 SOCIAL INTERACTION

As a construct, social interaction is the action of shared influence exerted by individuals over one another during social meetings (Mondada 2016: 337). It can equally be known as relational summits, where people are bodily present with one another for a predetermined period. With access to personal devices, we now have social encounters mechanically facilitated, such as texting, skyping, or messaging. "The way people learn to interact with others and build up relationships has a major impact on, not only their social existences, but also on their physical, intellectual, and emotional health. Social interaction fosters a sense of safety in people, offers a sense of belongingness, security, and confidence in one another". Enduring social relationships make individuals happier and physically healthier, which can transform into job success. According to the author, a manager or leader who supports social interaction in the workplace promotes creating a productive workforce.

Argyle (2017: 315) shares a similar view that social interaction is the process through which people behave and respond to others. Social interactions can be complex in their expressions and interrelatedness. These interactions can entail chit chat or winking, smiling, intimidating, and fighting, as well as questioning, bargaining, arguing, or imploring. The interactions can be effective or inert, concise, or lengthy. It can be planned, incoherent, explicit, and tacit, as well as shallow, intense or universal. In an organization or work establishment, social interactions influence the way people behave, relate to one another, carry out operations activities and make

decisions. It assists people (leaders, employees, and clients) to manage their stress levels and express their general feelings. In a business or working community, the influence of interacting socially not only affects employees' job performance, whether it has a positive or negative effect can influence factors as varied as their health, attitude, loyalty and team building. In the author's opinion, when a transparent interaction exists among people in an organisation, people tend to do a better job because mistakes are reduced to a minimum as people know what to do and how to get things done.

Torres, Augusto and Wallace (2018: 881) posit social interactions as “a process where two or more people are connected in a close connection, understanding and attraction, asking for each other's reply and are cooperatively leaning towards each other”. This shows the parties involved need to be aware of one another as regards behaviour, or any conduct that seeks to influence or take account of each other's personal experiences or plans. This implies factions to social interaction should be cognisant of each other or consider each other. In the view of the authors, the dimension of social interaction in an establishment can take the form of positive and negative interactions. A positive form of interaction in an establishment boosts good attitudes among the people; it strengthens morale and promotes work satisfaction, while negative interactions bring confusion, nervousness, friction and doubt to the parties engaging in the act. The result of this adversely affects work efficiency and business's efficiency. According to Torres *et al.* (2018), to nurture an atmosphere that establishes mutual respect, trust and belongingness in an organization, entrepreneurs must model conduct through positive interaction that ends in positive experiences, if they are to build values people emulate. Examples include integrity, honesty, justice, and trust, along with responsibility.

Nisar, Prabhakar and Strakova (2019: 264) add that social interaction is a “dynamic form of social behaviour among people or groups of people who change their actions and reactions owing to the behaviours of their interaction partner(s)”. Social interactions can be divided into the categories of accidental, repeated, regular and regulated.

- Accidental interaction is a social contact not schemed or set up and likely not repeated. For example, requesting guidance or assistance from a stranger.

- A repeated social interaction may also not be planned, but it is a type bound to happen from time to time. For example, an employee may inadvertently meet the boss by chance when walking on work premises.
- A regular interaction may equally not be programmed or fixed, but it is extremely frequent and likely to trigger queries when missed.
- A regulated form of interaction is orchestrated and structured by obligations or directives, which will bring up issues when ignored. Instances of this include interaction in a workplace such as being punctual or coming to work, attending staff meetings, amongst others.

According to Nisar *et al.* (2019), productive social interactions expedite organizational understanding, teamwork, efficiency, and employee allegiance, among several other desirable outcomes. The above views of the scholars revealed that social interactions play an indispensable part in people's well-being. It has a positive influence on workers' commitment to an establishment. In today's business climate, to navigate the increasingly complex factors in successful leadership, entrepreneurs not only need to be intelligent and strong decision-makers, but also need to have excellent social skills. They must acknowledge being a social leader is more than the knowledge of having a team, it is about knowing how to cultivate trust, care, and respect within the team. Interacting socially within the team allows all members to share ideas and collaborate, creating a more open atmosphere, from which everyone has more of a stake in leading the company through an ever-changing economic climate. For entrepreneurs to have the upper hand over their rivals, capture the market and contribute their knowledge, insights, and experiences on decisions that can move their organization forward, they must be attentive as well as active listeners. In this regard, the ideas learnt from socialising with people will enable them to adjust in their area of weakness, magnify their strength, boost their personal identity, and promote their efficiency.

3.4 PERSONAL IDENTITY

Strawson (2014: 77) describes personal identity as “the thought that a person builds about himself which develops him across his way of life. It consists of the elements of traits, beliefs, values, emotions, physical attributes, abilities, aspirations, and other identifiers such as talents, custom, tendencies, personal perseverance, and occupation or career that merge and turn a person into a

unique individual”. A person’s identity often helps them cope with general life anxieties, relate to people, be independent, and find a place in society (Strawson 2014: 80).

Tobia (2015: 397) supports the description by Strawson (2014: 77) that personal identity is a person’s “self-image that reveals what he or she believes, the kind of individual who the person is”, as well as how he or she differs from other people. Some characteristics of an individual’s identity involve race, gender, nationality, and skin colour, along with culture, values, cliques or factions, amongst others. People’s identity influences the way people perceive themselves. This includes entrepreneurs in their business career, as the identity of entrepreneurs comprises their attitudes and beliefs, abilities, and personal evaluations of conduct, that describe them in carrying out their responsibilities. Today, business institutions include a responsibility to change in their duty, among which are the responsibilities of how the identity can influence a positive behaviour in society. According to the authors, people who possess the self-awareness of an intentional, strong identity can prevail over problems in their personal lives so they can lead others in their organization toward success.

Building on the thoughts of Tobia (2015: 397), Wagenschwanz (2020: 64) considers personal identity as the trait, behaviours, and beliefs a person consistently personifies. People’s identities intuitively interpret perceptions of who they stand for, such as honesty and integrity, and a passion of who to develop into, in terms of professional life, intuition, enthusiasm, desires and growth. Furthermore, the identity of entrepreneurs is very important as it enables them to go further than reasons centred on economic decisions. They act or epitomise conduct in ways they believe in their view, to be right; based on who they are, because the qualities attached to their identity drive them to form the best opinion or decisions. Examples of the prevalent qualities in entrepreneurs include opportunity identification and pursuit, perseverance, dedication to work, and risk-bearing, along with goal setting, knowledge-seeking, methodical design, and supervising, as well as self-confidence. The outcome of the study shows entrepreneurial qualities, explicitly leadership, intuition, communication skills, and enthusiasm, in addition to fortitude, impact business performance considerably.

Bogaerts *et al.* (2021: 33) conclude personal identity is “the rational courage individuals accept as a standard of their belief of character”. The personal identity in entrepreneurs is the behaviour that

characterises them when performing entrepreneurial responsibilities. Examples of these are skills, distinctive knowledge, experience, and commitment in getting a task done, as well as the style of dressing, attitude, slogan, and articulation of thoughts. As such, this description of personal identity can be relatively integrated into the values and beliefs connected to being a business owner. In addition, the concept of personal identity is shaped by the social debate of what is required to be entrepreneurial, such as character, values, risk-taking, and competitiveness, along with innovation, and exploitation of prospects, amongst others. From the findings of the authors, cultural and creative entrepreneurs do change an entrepreneurial identity and integrate their fair and innovative personality into this identity, while self-image is a key driver in the development. Personal identity exclusively centres on the beliefs, abilities and precepts of the entrepreneurs' physical qualities such as emotions, custom, propensities, and perseverance, in addition to occupation or career, which merge and transform them into exceptional beings. Therefore, to successfully administer managerial roles in business, entrepreneurs must understand the attributes illustrated with people determine the extent to which their business will grow. It is pertinent that entrepreneurs know their business inside and out as well as be competent to exploit their identity to create new opportunities that make their business grow.

From the aforementioned scholars' perspectives, the effect change has demanded from entrepreneurs, their managers and underlings, is they need to "not only learn how to tackle the disproportionate amount of change, but discover how to manage it, as well as to lead others to competently cope with it" (Schaefer & Bouwmeester 2021: 4). Organisations acting in response to change in their working environments adjust to change by becoming a learning organisation; where their competencies such as accountability, social interaction, and personal identity are used for anticipation, empathy, and combining transformation that results in sustainable development. To ensure the hope for change, entrepreneurs equip themselves with qualities such as knowledge, skills, experience, and attitude, along with self-belief, loyalty, and commitment. As the environment changes, entrepreneurs must adapt to it with the application of competencies such as accountability, social interaction and good personal identity, if they are to be successful.

Revamping society requires entrepreneurs and the people they govern to make adaptive changes to the environment (Iliyasu & Etikan 2021: 25). With the implementation of values such as

fairness, integrity and honesty, the responsibility to evolution and sustainable development, entrepreneurs can keep culture and spirit alive while encouraging others to imbibe the same (Liang 2022: 68).

3.5 CONCEPTUALISING SUSTAINABLE DEVELOPMENT

The behavioural perspective of SMMEs was analysed in earlier sections, where it was revealed that values held by entrepreneurs lie at the heart of such behaviour. The examination of entrepreneurial competence is driven by the documented fact that they are drivers of sustainable economic development and job procurement (Aremu & Adeyemi 2011; Peng, Guosheng & Yancai 2011; Qi, Deng & Wang 2011; Zulu 2014). Introducing values to the competence of SMMEs makes the discourse lean on the ethical side of competence and therefore, development.

This section thus hones into the ethical perspective of sustainable development, which, as many authors have stated, is the process of acceding to the numerous desires of humans using the earth's natural resources from the natural, social, economic, and political, as well as cultural, and technological environments to enhance better living, without depriving future generations of meeting their own needs in terms of time, space and way of life (Aremu & Adeyemi 2011: 203).

According to de Vera (2012: 352), sustainable development is a process that requires giving people in the community a worthwhile living by integrating development at global, national, and local levels. It is a systematic approach of restructuring environmental disparities, such as unemployment, poverty, and insecurity, amongst others, ideally for development in income and wealth distribution, as well as economic self-dependence in the country (de Vera 2012: 352); an approach to giving people an improved life and sustainable opportunity to enrich their states of living (Chimucheka 2013: 783).

Chimucheka (2013: 794) aptly introduces the ethical perspective of sustainable development by stating SMMEs can attain success and contribute to economic development, provided they adopt ethical principles in managing organizational resources. These include financial, physical, information and human resources. Jilcha and Kitaw (2017: 372) endorse this with their study, which found workplace ethics serves as a key element to interlink profit and sustainable economic

development in the working environment. Blum *et al.* (2017: 94) emphasise the need to maximise economic wealth by using environmental resources in an organised manner. The major pillars of the said environmental resources of sustainable development are, according to Jilcha and Kitaw (2017: 372); Abu-Alruz, Hailat, Al-Jaradat, and Khasawneh (2018: 65) and Wang, Zhao, Gong and Ji (2019: 283), the natural, social, economic, and cultural, as well as political, and technological environments.

Since variables that occupy the natural environment constantly change, SMMEs can contribute to reforming the areas in which they operate by competently and ethically taking initiatives to fix issues such as climatic change, ozone depletion, deforestation, and pollution (Edoho, Sheriff & Muffatto 2015: 19). Through the social relationship competency, SMMEs can allow people to enjoy the benefits of social equity, community development, human and labour rights, along with social justice (Rambe and Mosweunyane 2017: 3). They can also stimulate sincere understanding among people where a good culture of shared beliefs of trust and mutual respect is promoted among people (Besen, Tecchio & Fialho 2017: 7). Likewise, SMMEs must spot the opportunities and threats, in advance, which change the economic environment (inflation, fiscal policy, and unemployment rates).

SMMEs need the quality of opportunity competency to have a sensual knowledge of what to do to mitigate economic forces. From the perspective of a political environment where government policies or the attitude of government officials, such as trade law services and corruption affect the stability in the country, SMMEs can support the political transition by using ethical principles to make decisions and understand difficult uncertainties. In the internal environment, the influence of variables such as integrity and accountability on the output are simply the result of honesty (Audi, Loughran & McDonald 2016: 552), reliability (Jang, Zheng & Bosselman 2017: 102), transparency (Gatling, Shum, Book, and Bai *et al.* 2017: 11), and fairness (Dahanayake, Rajendran, Selvarajah, and Ballantyne 2018: 471), as well as loyalty (Galvão, de Carvalho, de Oliveira and de Medeiros 2018: 707), each of which is linked to the external environment (Wamsler *et al.* 2020: 236).

3.5.1 Ethical Management of the Natural Environment

Hoffman and Jennings (2015: 10) refer to the natural environment as the environment that contains the combination of all respiring (vegetation, micro-organisms, people and animals) and non-respiring (air, water, soil, rocks) elements. Today, the natural environment is damaged because of the quest of man to overcome life-threatening conditions of existence (Lozano *et al.* 2015: 2). The damages, according to Savory and Butterfield (2016: 96), are largely impelled by people's conduct. This situation thus contaminates the environment, owing to factors such as the level of exposure to industrialisation and rate of civilization. Entrepreneurs can contribute to revamping environmental adversities with the values of adaptability, accountability, creativity, and innovation (Basadur, Gelade & Basadur 2014; Özarallı 2015; van der Have & Rubalcaba 2016). In this regard, they can learn and understand how to deal with issues challenging the natural environment, such as climate change, the ozone layer, deforestation and pollution.

A media report released on the annual global survey by the Zurich Insurance Group (2016) describes climatic change as the variation in the average condition of an area or the change in the weather pattern that can be attributed to increased levels of atmospheric carbon dioxide produced mostly by human activities. Examples include GHG discharged from manufacturing sectors, widespread use of fossil fuels in automobiles, deforestation, and other heat-trapping gases. The accumulation of all these gases contaminates the air into a warming planet, with the outcome greatly affecting people's existence, through food insecurity, destruction of property, sickness and poverty, due to acute weather patterns.

As climate change relates to tons of physical appearances and people's needs, a vital side of it is the interconnection between people and enterprises. SMMEs, as enterprises, cannot easily operate without tolerable climatic conditions, because unpredictable weather conditions such as water scarcity, downpours and wildfires can affect their operations which, in turn, can result in severe damage. According to the report, SMMEs can positively impact this problem by embarking on green practices, using the value of adaptability to adjust to their environment wherein they can spot the issues that trouble their environment and proffer solutions to it. Entrepreneurs can contribute to mitigating climatic issues by subsidizing the rate of energy usage, reduction of waste,

the proficient use of raw materials and preventing the emission of hazardous gases that destroy the ozone layer.

In the view of Chipperfield *et al.* (2017: 212), the ozone layer fulfils the functional responsibility of defending the surface of the earth from the ultraviolet rays of the sun. However, the deposit from chlorofluorocarbons (CFCs) through wind action depletes the ozone layer, which in turn converts it to global warming. Chipperfield *et al.* (2017) describe ozone as a natural, colourless gas that consists of three oxygen molecules bonded together. It forms a gaseous layer commonly found in the stratosphere and protects life on earth by absorbing naturally damaging ultraviolet (UV) radiation from the sun. Depletion of the ozone layer occurs when CFCs are discharged into the air and form a reaction that destroys good ozone molecules because of the chemical cycle produced from the chlorine atoms, along with other content such as methyl bromide, halons, methyl chloroform, and Noy, as well as Hox, and Clx.

The rejuvenation of the ozone layer is possible, even though it is a gradual process to recuperate. However, the committed effort of SMMEs, expressly from the manufacturing sector, can contribute to restoring the ozone layer by remitting CFCs into the atmosphere through a proper recycling system. The safe discharge of CFCs, halogenated hydrocarbon, methyl bromide and nitrous oxide into the atmosphere by entrepreneurs can help people avoid ingesting gases harmful to both their health and the ozone layer. Entrepreneurs, by value of accountability, can educate the public from what they know or learn about the severe effect of ozone depletion. This can be done through mediums such as television and radio programmes, billboards, and social networks; to build environments where the earth's surface and other natural resources such as forestry are protected from being depleted.

Ansari, College and Koderma (2018: 367) note deforestation occurs because of people attempting to seek a better life. The process of deforestation is established by people at the expense of relinquishing forests for their use through the action of clearing areas for non-forest use. This situation brings about imbalances in the natural environment because of peoples' struggle to survive and feed themselves. They engage in agricultural or the pastoral use of land for farming, mining, and the expansion of forest regions into residential areas, construction of roads and industrial building. Deforesting plantation areas makes over 50 percent of tree cover deplete at a

faster rate. What makes deforestation distressing, is the present and long-term consequences if continued at the present pace. Examples of these are soil erosion, famine, the increase in the amount of carbon dioxide emissions into the biosphere, and climate change, in addition to desertification, wildlife extinction and habitat loss. The authors suggest efforts against deforestation can be made possible where SMMEs, through creativity, support the act of tree re-planting, go paperless both at home and in the office to support products of companies committed to reducing deforestation, as well as buy recycled products, and reuse these. Beyond that, dependence on the use of coal as a source of fuel must be reduced by exploiting the use of wind and solar to generate energy.

Liu, Ndubisi, Liu and Barrane (2020: 1) opine that sustainability-oriented small businesses in a rigorous economical and vibrant business environment carry out sophisticated improvement and innovative service development. Their commitment to forming enhanced environmental practices leads to sustainable performance. However, the impact of pollution sees businesses face impaired health, which has become an exhaustive market challenge. The emission of toxic materials into the biosphere causes adverse changes to the environment; in that people are confronted with suffering that arises from different aspects of pollution. Examples include air, water, land, and radioactive pollution, as well as noise, light, plastic, and litter pollution along with thermal pollution. The authors suggest that to develop the services and products that mitigate the unaddressed needs pollution brings, entrepreneurs must develop technological innovations.

The fast-moving global natural environment has developed to a level where individuals and enterprises face continuous changes and a high level of uncertainties. On this premise, it is pertinent entrepreneurs understand the possible impact of environmental forces in the industries they are involved. Therefore, to live up to the standards that mitigate the crises that result from the natural environment, entrepreneurs must be able to operate with the values of adaptability, commitment, creativity, and innovation. By possessing this set of values, entrepreneurs can formulate, implement, and evaluate the cross-functional decisions to enable them to realise business opportunities in their environment.

3.5.2 Ethical Management of the Social Environment

A social environment, as opined by Choi and Ahn (2013: 53), consists of the whole organization being influenced by the action of people, their culture, politics, religions, and other physical compositions. The existence of people in a certain environment makes them embrace the language, values, faith, and beliefs, laws, as well as the customs of that place over time (Holden *et al.* 2014: 131). Oguzor (2014: 97) found the culture of people controls their way of life and forms their ethics, with the latter, according to Burcea and Croitoru (2014: 139), representing a person's personal beliefs on what constitutes right and wrong in behaviour. This is also applicable to business settings where the fundamental part of ethics is how business leaders or entrepreneurs can use their values to relate to their staff, in addition to how staff can use learnt values to manage the organization. It is also concerned with how their enterprise and workers can use their values to treat other economic agents.

As entrepreneurs have social responsibilities towards community development, this often makes them embark on projects that can create a stable environment in which future profits can be optimised (Teitcher *et al.* 2015: 117). To fulfil their responsibilities, they use guidance, attitude, teachings, and rules to help manage organizational behaviour (Szczepańska-Woszczyńska & Kurowska-Pysz 2016: 58). Despite this, the social environment is filled with predicaments where people, businesses and communities experience deprivation in social equity, community development, human rights and social justice. Thus, action is needed to redress this situation. Entrepreneurs can contribute to managing or eradicating the issues in their social environment through values such as fairness (Svara, Watt & Takai 2015: 140), dedication and perseverance (Brown & Green 2015: 63), honesty (Martiskainen 2017: 79), and transparency (Mehta *et al.* 2015: 2616).

Svara *et al.* (2015: 140) observe that people in a social environment enjoy being accorded social equity in every circumstance. Social equity, in the opinion of the authors, is the state under which society members have the equivalent right of use to social facilities and enjoy equal rights to services. Example of these rights include the right to free living, freedom of expression, civic rights and property rights, amongst others. In the environment where social equality is embraced by all, people residing therein tend to enjoy greater economic prosperity and freedom of life chances,

regardless of their socio-economic status. According to Svara *et al.* (2015: 145), to provide people in organizations equal opportunities, entrepreneurs must strive to treat people impartially and ethically using the value of fairness as a basis of decision-making in which others can rely.

To further expand on social environment thinking includes examining the practice of community development. From the perspective of Martiskainen (2017: 79), the process by which people join the effort to use shared action to form resolutions that address common problems can be referred to as community development. Besides, what develops the community can be linked to factors of membership, influence, reinforcement, and shared emotional connection. With regard to the membership aspect, people always feel a sense of belonging when being acknowledged that they are attached to a certain group. Also, when people feel they can positively impact an area of residence, they act to do so. In strengthening the social environment, the community can provide support to its members by meeting their needs. This can be done by means of the shared emotional connection made through shared places and experiences, such as joint history and time spent together. Even though the leadership style can be distinct from region to region, entrepreneurs can contribute to effecting a long-lasting prolific change by serving in their areas of speciality with utmost dedication, perseverance, integrity, and honesty, as this can enable them to develop community and provide people the rights they deserve.

Roche (2018: 3) refers to human rights as the civil rights and liberties accrued to everyone in the world, from the time of birth to their demise. These rights are established on common values such as self-worth, justice, fairness, and respect, in addition to freedom. People are accorded rights irrespective of their age, cultural source, geographical area, or language, nor their belief, race, or how they decide to live. Examples of human rights are the right to life, liberty, and security, right to equality before the law, right to fair public hearing, and the right to be considered innocent until proven guilty, along with the right to an adequate living standard, and the right to free movement, amongst others. However, these rights can be restricted when a person violates the rule of law or engages in any criminal act. The author opines that to provide people with the right and access to enjoy freedom, leaders such as entrepreneurs must be proficient to demonstrate a high level of integrity when pronouncing judgement and making ethical decisions. The ability of entrepreneurs

to display integrity and lead can encourage others and result in outcomes leading to better organizational competence and resilience in the face of adversity.

Social justice, according to Bell and Tribe (2018: 112), transpires in a state where people are treated without prejudice or favour; it hinges on the fact that people, regardless of whether old or young, male or female, black or white, hetero or homosexual, and so on, should not be deprived of opportunities and respect. Justice, in this respect, is correlated with fairness, where people's needs, and the entire element of discrimination are eliminated. The development of social justice needs established civic policies. In today's diplomatic environment, entrepreneurs are required to possess an insightful understanding of the legal and social implications of any action. By being empathetic to people (employees and clients), entrepreneurs can understand and explore problems people face and how to help resolve these. Furthermore, entrepreneurs must create an environment of open communication and more effective feedback if they are to give justice to people in their area of service.

Behaviour presented by entrepreneurs in an organization will indicate their failure or success. Values entrepreneurs exhibit must impart ideas to people in which they place their reliance. For entrepreneurs to influence their social environment, they must be able to build and exemplify good values of fairness, integrity, honesty, and transparency, in addition to dedication and perseverance, to bring about results that make a positive change to their environment and business.

3.5.3 Ethical Management of the Economic Environment

Huang *et al.* (2015: 180) describe the economic environment as the milieu that influences the organization's activities. This type of environment consists of factors that have a greater influence on the environment within which a business operates. These factors generally go beyond the organization's limit, regardless of size, whether large or small-scale (micro) type, with examples such as unemployment, poverty, and inflation (Na 2016: 110). Environmental issues can be addressed in the economy through SMMEs' discretionary ethical and altruistic values such as adaptability, innovation, initiative, and empathy (Connolly, Norman & West 2012; Etuk, Etuk & Baghebo 2014; Evans 2016).

Rogerson (2016: 176) observes that among the economic issues generally challenging the world today, is unemployment. The term unemployment can be referred to as a situation where people are employed and eagerly looking for employment without success. Enclosed in this band are persons in the labour force who are employed but do not have decent work. Notable among the common types of unemployment people confront are chronic, casual, seasonal, and open unemployment, as well as technological, cyclical, and structural unemployment. The underlined factors responsible for unemployment, as opined by the authors, include the slow growth of the economic sector, a high increase in the population growth, and seasonal occupation.

Should unemployment increase dramatically, people will experience incidents such as poverty, hunger, sickness, and insecurity (theft and robbery), along with political unsteadiness. To mitigate the issues that distress the economy, governments globally have established SMMEs as part of the schemes adopted to address the unemployment issue, as they are acknowledged to possess the potential to contribute positively to employment creation (Rogerson 2016). According to the author, SMME adaptability allows more rapid adjustment to changing preferences and trends than larger organizations. Furthermore, employment creation is enabled, with the average capital cost for SMME sector created jobs lower than in the big business sector.

Mukwarami and Tengeh (2017: 331) note when the rate of unemployment moves at a higher pace and the economy is deteriorating, a dynamic entrepreneur can support the economy by turning it around through job creation. This can be done through the development of new goods or upgrading existing products to increase competition in the market or lift buyer demand. In return, this can create new job opportunities and reduce unemployment. In the authors' view, the entrepreneur who brings innovations to the market offers a key value-generating input to economic growth.

Abisuga-Oyekunle, Patra and Muchie (2020: 406) identify poverty as one factor that contributes to a struggling people and economy. Poverty can be described as a long-lasting and unbearable position that stems from several adversative synergistic risk issues that can, for instance, affect physical health emotional well-being and access to education. The authors state that individuals and organizations can experience poverty at any time. It can be categorised into situational, generational, absolute, and relative poverty, in addition to urban, and rural poverty.

- Situational poverty is a poverty type commonly triggered by an emergency such as environmental adversities or impermanent damage.
- Generational poverty happens when at least two generations in families are born into poverty without having ideas or possible solutions to liberate themselves.
- Absolute poverty is encountered by people in their attempt to ensure their everyday existence, where people struggle to procure necessities, such as feeding, shelter, and good drinkable water.
- Relative poverty is experienced by individuals based on their inability to cope with the minimum level of general living standards. The situation can emerge as a result of fewer resources and lesser income.
- Urban poverty results in city regions with residents of at least 50 000, with a compound collection of ongoing and severe stressors such as overpopulation, crime, and violence.
- Lastly, rural poverty is the type that befalls people in a particular rurally situated area.

In the author's view, entrepreneurs can bring change to the needy and disadvantaged organizations by improving their life worth in the form of job creation, and by using innovative initiatives that support people (employees and clients) in their supply chain.

Naidoo (2021: 419) also perceives, as the economy develops, enterprises and people expend more cash on commodities as well as important services. The persistent rise in the price of services and commodities is what describes inflation. In most cases, inflation occurs in the economy when the supply of money is greater than its demand. Inflation affects not only citizens but also established organization and enterprises. For this reason, it is pertinent small businesses be thoughtful, reactive, and adaptable to changes in inflation.

The rise in product prices could result in more production expenditure and a drop in quantity, forcing entrepreneurs to increase their prices. Therefore, to thrive under the context of inflation, entrepreneurs need an empathetic value to understand the feelings of others, adjust to the event of occurrence in the environment, make good decisions, and collaborate effectively with their customers. Naidoo (2021: 422) opined entrepreneurs can, through the value of empathy, steadily raise their product prices, instead of an abrupt price increase, as customers could react negatively, which can affect the profit volume of the business. Decisions entrepreneurs make under this

condition, without thorough consideration, can severely harm business life leading to bankruptcy or even death.

From the different ideas stated above, individuals and society are seen to be affected by the pressure of unemployment, poverty, and inflation because it reduces people's capacity to spend and live comfortably. Restructuring of the environment is not limited to the government alone to shape, requiring the roles of experts to rebuild the economy, where poverty, inflation and unemployment persist. SMMEs can make a difference in the economy and bring positive changes to peoples' interactions with the natural environment through the adoption of innovation and initiative as strategies to mitigate environmental crises.

3.5.4 Ethical Management of the Cultural Environment

The cultural environment, according to Serban and Roberts (2016: 182), comprises rules and values people implement to understand and describe their natural and social environment. The rules are the ideas of behaviour that standardise how people behave in a society, group, or culture. Values are the model or belief that defines what is right, suitable, or ethically proper. Examples of these are honesty and strong work ethics. Likewise, in the workplace, culture consists of the values, people (workers and patrons) and activities in an organization that can control the decisions of the corporation, company, or business, in particular, the conduct of its human resource.

Serban and Roberts (2016) find the main consideration in this type of environment connected to how the business owners and the staff apply their competencies, organizational resources, and values to attain success. In this environment, a leader is required to act to the top of his or her competence and inspire others to do the same. Moreover, maintaining coherent ethics in a professional and private capacity demonstrates an ethical leader as somebody who stands out from the crowd. This responsibility requires an ethical leader who possesses values that include honesty, transparency, fairness, and initiative, as well as sound moral attitude and motivation.

Fernández-Olmos and Ramírez-Alesón (2017: 17) describe a cultural environment as a set of principles, procedures, practices, and actions considered habitual to each person who belongs to a particular organization or society. These set practices structure how each person grows, impacting

beliefs and behaviours. Examples of these are language, education, belief, and attitudes, as well as values and social organization. They control people's predilections and behaviours. For ethical leaders to be more successful and have a bigger impact on the people they lead, they must be capable of focusing on their attitude, with the understanding that a change in attitude, actions and thinking can start to bring a change to work, teams and the world.

Heizmann and Liu (2018: 42) share a similar view with Fernández-Olmos and Ramírez-Alesón (2017: 17) that cultural environments control people with values and morals acquired over time. Heizmann and Liu (2018) recognise leadership is not about their personal gain but how well other people can be served. Ethical leaders respect other people, put their interests first, and do not impose their values on people, rather, they try to build consensus and establish unity among people through transparent communication. In the opinion of the author, the combination of a leader's values and that of their team, impart a vision for a better future.

In a cultural environment, according to Sharma, Agrawal and Khandelwal (2019: 713), an ethical leader is constantly fair. They have no preferences, consider everybody evenly and, under their management, people have no cause to worry about discriminating treatment, as equal attention and respect are given to all. These leaders appreciate other people's efforts and are open-minded when considering differing ideas. Moreover, ethical leaders express truths regardless of whether it is convenient for them. In the course of leading others, these leaders ensure all decisions are scrutinised by following the total organizational values before drawing any conclusion.

Ren, Tang and Jackson (2020: 3) assert that being ethical in a cultural environment is tantamount to respecting the values and good doctrines that allow a person to behave appropriately or decently. Moral impasses evolve when there are doubts and contradictions about people's pursuits, values, and beliefs. In a cultural environment, the demonstration of consistent, reliable, and predictable behaviour ends in trust. This means it is significant to be truthful with oneself, as a frontrunner and to other people. A leader must be ready to learn from mistakes and embark on a path of self-development and growth. The ability to exhibit this conduct certifies a leader is a role model and should motivate others to act similarly. Therefore, for leaders to roll out ethics within an organisation, they must be capable of employing their internal values.

The competence of a business and its accomplishments are intimately connected with the value, efficiency, ethical behaviour and tactics of the leader of the organization. To realise enduring success, entrepreneurs must be competent in teaching their employees the value of adhering to standards of business behaviour and care for everyone with the attitude of respect, transparency, fairness, and honesty, as well as initiative and motivation. Also, to reinforce the internal system of an enterprise entrepreneurs can, through the competence of knowledge, skills and ability, influence and direct their employees and clients by setting goals. To foster unity that builds relationships in the cultural environment of a business, entrepreneurs must strive to be humble, to learn from people and society. By being modest, entrepreneurs can ascertain knowledge and the information needed from their cultural environment to deal with bad events, assess institutional weaknesses and ideas required to improve their performance.

3.5.5 Ethical Management of the Political Environment

Mark and Nwaiwu (2015: 3) note that government affects the small business environment in that it tries to control its operation through regulations and the economic policy it follows, by influencing the marketplace. Pressures, however, such as political instability and the effect of corruption are hindering small businesses from achieving in the world of business. SMMEs can, nonetheless, still serve as agents of positive change to the political environment by submitting to government rulings with accountability, in employing the values of honesty and transparency, which can also mitigate external factors, such as political instability and corruption (Malefane 2013; Meyer 2014; Agwa-Ejon & Mbohwa 2015).

From a political environment standpoint, Cumming, Rui and Wu (2016: 68) describe political instability as the prospect for an abrupt change in the leadership rules or position of a country. Many factors can trigger political instability and unrest, among which are decelerating economies, despotic regimes and rapid civilization transformation. This has exposed people and enterprises to conditions such as civic hostility, extremist assaults, resource imbalance and essential supply insecurity. Although governments may initiate environmental norms that control people and enterprise to arrive at a management level of sustainability, SMMEs can react to the possible influence of government directives on their operations, through initiating a crisis management strategy where the people and environment are protected. This may involve enlightening staff,

suppliers and customers regarding the political changes and how the variation affects them. Furthermore, entrepreneurs must endeavour to stay up to date concerning environmental information. In addition, they must endeavour to understand government policies that affect their business, while honestly complying with government injunctions that direct their business.

Krüger, Dickason and Meyer (2020: 347) add to the views of Cumming *et al.* (2016: 68), by positing that the political environment can influence business enterprises and the environments in which they are active. It could increase existing or give rise to unforeseen threats, which may lead to severe or terminal damage to an enterprise. The variations in government strategies for directing country affairs commonly comprise political factors. An example of this is the cost of tax levied by the government on company returns. This can force change to intended forward planning or a decline in the condition of the business. Other prominent factors affecting businesses and people in this environment are; the openness of the press, export tax and trade control, employment law, and the regulation and deregulation of trade and import controls on the quality and quantity of products. Similarly, the phenomenon of fraudulent actions of government administrators deepens the prolonged effect of political instability in the country. However, entrepreneurs can do what is right, positively impacting the stability of politics in the country by curbing corruptible acts and activities through transparently adhering to promulgated government laws that regulate their processes.

Castro, Phillips and Ansari (2020: 935) describe corruption as a form of fraudulent act carried out by an individual, group or organization delegated with a status of authority, where through selfish interest unlawful benefit or personal gain is acquired through the abuse of power. Examples of this behaviour are bribery, cheating, robbery, and manipulation, as well as blackmailing, and prejudice. In the establishment or organization where an entrepreneur is a leader, corruption may take the form of double-dealing, under-the-table transactions, and misappropriation of funds and resources. Other emphasised reasons responsible for corruption are higher levels of market and political monopolisation, low levels of fairness, feeble public involvement, and low political transparency, along with higher levels of bureaucracy, unproductive organizational structures, and large ethnic divisions. The authors suggest that to curtail persisting corruptible deeds concealed in the organization, entrepreneurs must endeavour to keep their activities and actions honest and

accountable by “practising what they preach”. In this regard, entrepreneurs will be able to build a footing of trust and loyalty that people (employees and clients) can follow and internalise.

The discussions from the above scholars revealed, despite the problems allied to corruption and instability of political situations in the country, entrepreneurs could break through political barriers and be more than tools of economic growth by being transparent, honest and accountable in operation and deeds. This is not only to keep sustaining their business but also their environment.

3.5.6 Ethical Management of the Technological Environment

Cardon and Marshall (2015: 274) posit the technological environment as the phase of science and technology that deals with phases such as the pace of technological growth, institutional plans for improvement and implementation of innovative technology. In this era of globalisation, the technological environment has made the latest generation the first to remotely share and capture memories using pictures and predominantly audio-visual websites. The influence of this environment has helped to boost this mode of communication among the people, particularly in how information is disseminated, as well as promoting work efficiency. This environment has also helped build a social relationship that links people of like minds together. Apart from fulfilling the purpose of connectivity, the technological environment helps open communication, therefore assisting people to network and gain confidence through participation in potentially business-related forms of communication. In business, this environment has enabled raising awareness where people/ clients can place an order or make bookings and enterprises, market their products and services, as well as access a vast potential audience.

The connection, as a result of the technological environment, assists people to improve their well-being, helps create events or boost understanding and bonding in professions. Examples of common social platforms people, organizations, and businesses use in connecting to the world are Facebook, LinkedIn, Twitter, and 2go, as well as Instagram. Despite the numerous benefits attached to the technological environment, part of which is access to the larger volume of information, instant communication and the receiving of feedback, a lack of awareness on how to use it can be harmful to people. Examples include making oneself vulnerable to a scam, cyberbullying, invasion of privacy, and distraction and preoccupation with issues not in one's

immediate environment, in addition to an inactive lifestyle and lack of attention to the immediate environment. Beyond the negativity, the technological environment provides people with the opportunity to speedily broadcast vital information to the public, whilst having access to vast amounts of useful information, a situation unparalleled in history.

Clark, Algae and Green (2018: 33) further discovered that the technological environment supports people's connection through online-based social media. At present, online-based social media, through sites such as MySpace, Google+, Classmate, and Facebook, along with Pinterest, Mix, LinkedIn, and Instagram, have turned out to be a substantial tool of marketing and awareness creation, as well as a conduit for connecting with clients. Total acceptance by users and consistent stratification are what describe the key social networks of today. This is due to user consensus to bond with each other and their shared common ideas, on the rationalisation of reaction or the shared interest of people. The technological environment provides organizations and people wider coverage, with entrepreneurs and online vendors in the world of business seeing it as a prospect to develop their enterprise.

Agbim (2019: 84) concludes that embracing the use of information technology in the technological environment has made people socially accessible without any confrontational meetings. People make use of designed networks such as WhatsApp, Tencent QQ, and WeChat, as well as Skype, QZone, Telegram, and Reddit, while Care2, CafeMom, Ravelry and Funny or Die are also part of these networks used to connect with one another. The formation of these platforms enables the public to share collections of ideas to learn from one another's experiences which, in turn, open new possibilities. In the author's view, the technological environment does not merely assist people to create their profiles, promote interactions and establish subjective personalities, it also helps to improve individual confidence or the enterprise's image through marketing resulting in brand awareness that earns customer loyalty.

To conclude the viewpoint of the abovementioned authors, it can be inferred from their perspectives that the technological environment influences the exposure of entrepreneurs to knowledge development. It provides them with wider connectivity in being accessible to their clients and people of the outside world, while also simplifying their workloads. The knowledge on how to use information technology helps entrepreneurs to reduce operational costs, as well as

increase brand awareness and sales volume. Through the information revolution, entrepreneurs can enhance the reach of their enterprise through the understanding and use of social media marketing enabling access to information that can assist with understanding and mitigating operational challenges, and so on.

3.6 CONCLUDING SUMMARY

This chapter has analytically recognised the significant impact of values and competencies in every progressive aspect in a person's life or that of an organization as an entity. This also relates to the present economy, where people, corporations, and enterprises practically pass through momentous changes. Since change occurs speedily, there is a need for new ways to manage it. The rapid revolution occurring in a different environment (natural, economic, social, and political, as well as cultural) requires entrepreneurs to learn and be accountable where societal growth is concerned and the part they can play in bringing change to their organization. SMMEs can impact meaningfully in their respective environments by using their knowledge (tacit and explicit) to lead, supervise and control others. This is not only to make people aware of the changing environmental forces that affect their living environment, but also to provide them with techniques and skills for coping with social changes. For this reason, entrepreneurs today need a new mindset that can provide orientation to the organization, thus enabling people to interact socially and adjust to the constant changes in business environment conditions.

In the past, enterprises, business owners and managers targeted success in a moderately continuous and estimative way. In contrast to this, the present world sees enterprises and entrepreneurs challenged by the accelerating rate of change. Business owners face relentless inventive trials in the complex world of changing markets and customer demands. In the case of economising, morale, trust, and productivity, (decline in most instances), with unintended consequences on the productivity of entrepreneurs and their enterprises.

Despite the difficulties, SMMEs can still act as facilitators that solve problems and as a collaborator, by instilling values such as explicit knowledge with the supporting values of honesty, integrity, transparency, and fairness, in addition to reliability, and clarity. Society can also be reformed using the supporting values of skills, experience, attitudes, and reliability, along with

effective communication. Entrepreneurs need to share these traits within and outside their work system to accelerate their service delivery to society, while acknowledging the effort of their employees in all the phases of their success. This is to inspire morale and reliably improve business performance to achieve the vision of change and positive transformation to their environment. Therefore, to improve the managerial effectiveness that provides a set of approaches for systematically high performing organizations, it is pertinent SMMEs adjust to the values able to assist them contest unequal income distributions. This is to avoid any tensions that could otherwise arise in the course of emerging economic growth levels in the domain where they serve.

This chapter reviewed literature on the idea that a key aspect of implementing change is to institutionalise the change into organizational value systems. As a result, it has been shown that values are a vital element for implementing change in society. The success of any change strategy towards building a better tomorrow thus requires all concerned to cooperate for the greater good. A time has come for people to be accountable, where they embody positive values to build social cohesion in commerce and, indeed, in their area of residence, as well as in anticipating change, to ensure sustainable development.

The following chapter describes the research method used to carry out this study.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 INTRODUCTION

The pertinence of the research philosophy, design and strategies are described in this chapter. It discusses the methods and techniques associated with sampling; the means of collecting data, substantiation of data reliability and validity; as well as ethical considerations, and the area where the study was carried out. The chapter further presents the hypothesised model used in this study and discloses the suitability of the research instrument used.

4.2 RESEARCH AIM

This study aimed to ascertain the extent to which values are pivotal to entrepreneurial competency that, in turn, affects sustainable development of the eThekweni Municipal area; against the backdrop that SMMEs are at the forefront of job creation and poverty alleviation, which is a global phenomenon wherein SA is no different. As one of the key industrial areas in SA, the eThekweni Municipality is particularly challenged because it attracts job seekers from all over the country, including rural areas. Whilst the government is committed to establishing an enabling environment for SMME growth, affording them access to financial assistance and skills training, these entrepreneurs do not seem to dent the expected key sustainable development indicators, employment creation and poverty alleviation. On the face of it, SMMEs have it all, yet are unable to reach expectations, meaning something else is lacking.

This study thus aimed to go behind the physical assistance provided to entrepreneurs and examine their behaviour, at the heart of which are values. This gave rise to the research question stated hereunder.

4.3 OVERARCHING RESEARCH QUESTION

The overarching research question that guided this study is: To what extent do values impact the competence of SMMEs so they can achieve sustainable development in the eThekweni Municipal Area?

To answer this main research question and with the support of reviewed literature, the following secondary research questions were formulated:

- i. Is there any relationship between honesty and accountability?
- ii. Does personal identity influence integrity?
- iii. Does accountability impact poverty alleviation?
- iv. Can integrity be built through social interaction?
- v. Does transparency have an impact on accountability?
- vi. Does accountability, in turn, have a bearing on employment opportunities?

4.4 HYPOTHESES

The above, secondary research questions gave rise to the development of hypotheses for this study and depicting these in a hypothesised model, tested using SEM as explained later in this chapter and the next.

In examining scholarly conceptions of values, as in the previous chapter, and how they impact entrepreneurial competencies, the most frequently recurring are:

- i. Honesty
- ii. Integrity
- iii. Transparency
- iv. Fairness

The predominant competencies that can impact sustainable development have been identified as:

- i. Accountability
- ii. Social Interaction
- i. Personal identity

Key indicators of sustainable development in societies emerged as:

- i. Poverty alleviation
- ii. Creation of Employment Opportunities

Following the advice of Jackson (2014: 269), hypotheses in research can be formed from the objectives or research questions designed for the study and are divided into the categories of null and alternative hypotheses. The null hypothesis typifies the converse of reality, and it is often the kind of hypothesis put to the test. In this research, all hypotheses were formulated from the secondary research questions of the study as follows:

Hypothesis 1

Null hypothesis

There is no relationship between honesty and accountability.

Alternative hypothesis

Honesty is positively related to accountability.

Hypothesis 2

Null hypothesis

There is no relationship between personal identity and integrity.

Alternative hypothesis

Personal identity is positively related to integrity.

Hypothesis 3

Null hypothesis

There is no significant relationship between accountability and poverty alleviation.

Alternative hypothesis

There is a positive relationship between accountability and poverty alleviation.

Hypothesis 4

Null hypothesis

No significant relationship exists between social interaction and integrity.

Alternative hypothesis

Social interaction is positively related to integrity.

Hypothesis 5

Null hypothesis

Transparency does not influence accountability positively.

Alternative hypothesis

There is a positive relationship between transparency and accountability.

Hypothesis 6

Null hypothesis

No significant influence exists between accountability and employment opportunities.

Alternative hypothesis

Accountability is positively related to employment opportunities.

4.5 THE HYPOTHESISED MODEL

The hypotheses of this study were formed based on the research problem as presented in Chapter One and the literature reviewed. These hypotheses are depicted in the hypothesised model below (Fig 3.2), based on the hypotheses stated above.

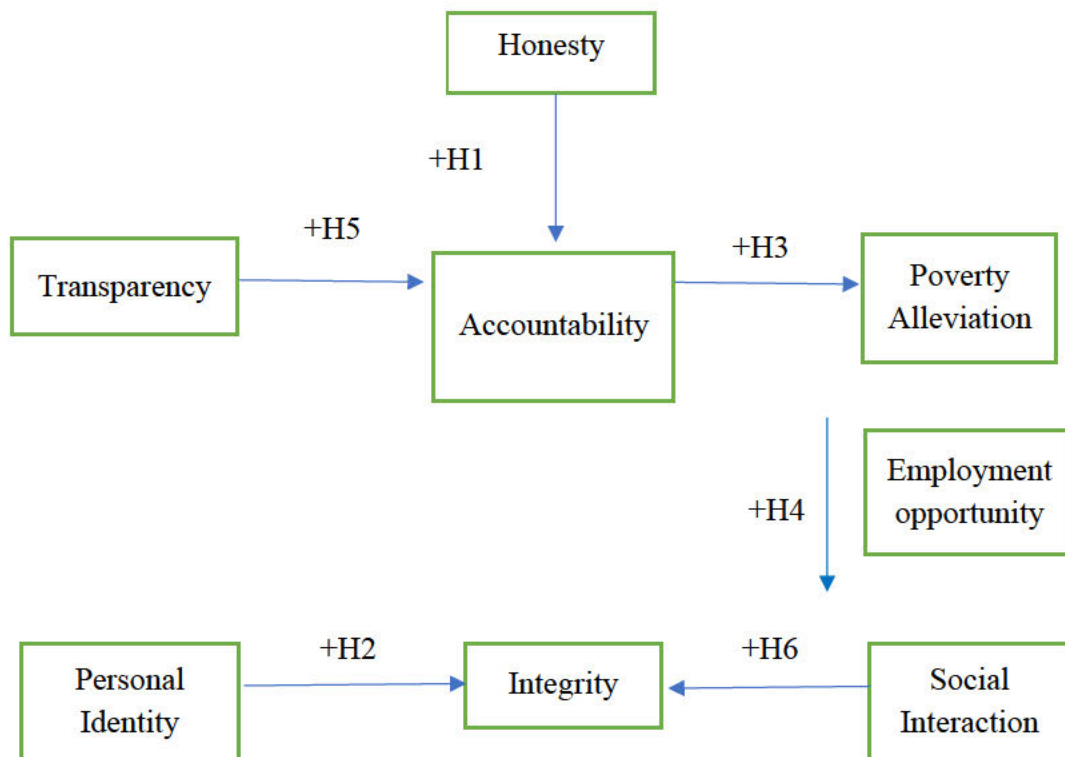


Figure 3.2: Hypotheses

Source: Developed by researcher based on Literature Reviewed

4.6 JUSTIFICATION FOR THE HYPOTHESES

Hypothesis 1

Null hypothesis: There is no relationship between honesty and accountability

Alternative hypothesis: Honesty is positively related to accountability

Jili, Masuku and Selepe (2017: 3) opine that approaches to build and strengthen competitiveness are involved in behavioural values. Through behaviour and decision-making, leaders of the organization can institute accountability by setting up a working pattern other people can imitate. García and Sanz (2018: 70) note individuals who are accountable for their deeds substantiate and seek solutions when problems emerge. The impact of this is not to preclude the present condition from worsening, but to disallow damages and setbacks from increasing.

According to Wright, Forray and Lund Dean (2019: 261), accountability happens when people honestly fulfil their obligations, revealing to other people they can be competent to do whatever they profess they will do. Based on this notion, the first hypothesis was formulated to investigate whether any relationship exists between honesty and accountability.

Hypothesis 2

Null hypothesis: There is no relationship between personal identity and integrity.

Alternative hypothesis: Personal identity is positively related to integrity.

In the observation of Jones, Knösche and Turner (2013: 239), an understanding of integrity places a limit on the type of individual that might be said to possess integrity. The character of such a person is typically purported as being straightforward, fair, and reliable (Breakey, Cadman & Sampford 2015: 7), which can be described in simple terms as a kind of behaviour compatible with the socially recognised language of decency. A person of integrity maintains their assertions, will be devoted to morals, not swindle others, nor lie in his dealings (Denzin & Giardina 2016: 182).

Occasionally, what matters is not so much to conform with the established code of behaviour, but what a person of integrity should do about what he feels is right, irrespective of whether this matches with the common belief (Van Akkeren & Buckby 2017: 383). The emphasis of his integrity will be his value, and how he relates to the social environment. People may detest his tenets but will respect the courage of his convictions (Holmes & Parker 2018: 438). Based on the facts provided by the scholars above, the second hypothesis of this study was formulated to establish whether the personal identity of entrepreneurs influences their integrity.

Hypothesis 3

Null hypothesis: There is no significant relationship between accountability and poverty alleviation.

Alternative hypothesis: There is a positive relationship between accountability and poverty alleviation.

Codreanu (2016: 31) notes when leaders demonstrate accountability by being assured in the outcomes of their actions and decisions, they not only successfully transform their effort into results but motivate others to do the same. In the opinion of Bryer and Prysmakova-Rivera (2018: 117), poverty insinuates more than the dearth of revenue and more pragmatic resources to ensure sustainable living. The indicator of poverty consists of famine, limited access to education and other basic services, social discrimination, and exclusion, as well as the lack of participation in decision-making. One of the key approaches to reducing poverty, according to Bushe (2019: 9), is through growth; where people are encouraged to be accountable to ensure social protection. The high levels of accountability, particularly among leaders, influence others. Lessons imparted to people can assist in the minimisation of costly mistakes within organizations. It can foster relationships and motivate people to trust one another. Drawing on the view of the authors, the third hypothesis was formed to authenticate whether accountability impacts poverty alleviation.

Hypothesis 4

Null hypothesis: No significant relationship exists between social interaction and integrity.

Alternative hypothesis: Social interaction is positively related to integrity.

According to Butler (2016: 9), unclear adverse emotions and silent responses can accumulate and prevent what has been crucial and useful in a relationship. In social interaction, confusion and errors of judgement are very likely to occur among people. What is essential, as opined by Zhang (2018: 2835), is to understand how to solve these problems, rather than having issues that can further impair interactions and trust, as understanding will make the interacting parties become more considerate and able to develop one another. Should parties to social interaction truthfully value honesty, safety, and fairness, supporting integrity in their interaction demands they frequently voice their concerns instead of complaining about each other's inefficiencies (Bavik 2020: 349). These arguments provided the basis on which the fourth hypothesis of the study was drawn up, to test whether integrity can be built through social interaction.

Hypothesis 5

Null hypothesis: Transparency does not influence accountability positively.

Alternative hypothesis: There is a positive relationship between transparency and accountability.

Information or knowledge is transparent when, according to Nam (2015: 566), it is not misleading and free of complexities, making it accessible, while it can also be used to evaluate people's accountability and guard them against possible exploitation of powers. In this sense, transparency tends to achieve accountability, which implies people can be held accountable for their acts (Moore 2018: 417). Transparency and accountability need each other and can be reciprocally supported (Kirya 2020: 1). Collectively, they can empower people to express their opinion about problems important to them and offers the opportunity to influence decision-making and hold the decision-makers to account (Canfield, Duncan & Claeys 2021: 181). From the conceptions of the authors reviewed findings, the fifth hypothesis was developed to test the potential of transparency being able to influence accountability.

Hypothesis 6

Null hypothesis: No significant influence exists between accountability and employment opportunities.

Alternative hypothesis: Accountability is positively related to employment opportunities.

Han and Hyun (2017: 834) observe the utmost significant product of accountability is trust, which is necessary for every relationship. Accountability reduces time and energy spent on disorderly movements and other unproductive conduct (Cooper & Lapsley 2019: 3). When leaders make their staff members accountable for their actions, the leaders are effectively training their followers to value their work. When the work is done right, accountability increases the team members' skills and confidence (Ndlovu, Quaye & Saini 2021:2). Building on this notion, the last hypothesis of this research was formed to establish whether the accountability of entrepreneurs has a bearing on employment opportunities in the domain where they serve.

4.7 RATIONALE FOR THE METHODOLOGY

This study chose the deductive and quantitative approach because, according to Christensen, Johnson, Turner, and Christensen (2011: 373), it is established on earlier discoveries by past scholars on a study topic and how related concepts are applied to the research theme to direct the formation of hypotheses. Schwab (2013: 179) further notes when a deductive method is implemented in a study, an individual applies theories established on viewpoints correlated to the area of study, to determine results. Based on this opinion, the deductive approach was appropriate for this study as theories on values, entrepreneurial competency, and sustainable development were examined, honing into the components that impact these variables.

The quantitative method uses the empirical method that follows the overview of outcomes by statistically established realistic data (Plonsky 2015: 329). This study is quantitative because the information required was elicited from participants through a structured questionnaire that yielded numeric data. There are considerable benefits to making use of the quantitative method of research, such as legitimacy, consistency, duplication, and generalisation of the idea, which are crucial for the quality standards of the research (Mellinger & Hanson 2019: 111).

4.8 THE RESEARCH DESIGN

Berg (2012: 65) describes research design as a context within which the proposed research work is organized. It can, likewise, be referred to as the arrangement for connecting the putative explored problems with empirical research. Hypothetically, it is an outline that stipulates the processes

utilised for collecting data and its evaluation in a study. Furthermore, it provides direction to the investigator when deciding on the appropriate data collection method.

In research, there are different approaches whose selection is guided by the research objectives. The various types of research designs are briefly explained hereunder, along with the reason some were not suitable for this study, they are: correlational, exploratory, causal-comparative, and descriptive research, as well as exploratory research.

Correlational Research, as Creswell and Poth (2016: 35) explain, is used in studies where the aim is to determine the interrelation between variables using correlational statistics, such as the correlational coefficient that measures the intensity of this relationship. A correlational relationship between two variables is occasionally the result of an external source, therefore, when a strong correlation is found between two variables, the reason can be proved by using an experimental research design. Moreover, the main benefit of correlational research is it can uncover relationships that may not have been previously known. This method can be expensive and time-consuming to achieve an outcome. What it does not state, is a definitive justification why the relationship exists in the first place, among the observed variables, which is why it is not suitable for this study.

Explanatory Research, according to Cohen (2016: 72), is the type that focuses on clarifying the aspects of study in a comprehensive manner. The aim of using this method of research is to provide information where a small volume of information subsists. When using this type of research, the researcher acquires a broad idea and uses the knowledge gained as a tool to solve future problems. The researcher, in using this approach, intends to ascertain the why and what for an object of the study, which was not the aim of this study.

One of the other designs, Causal-Comparative Research, is a research design that ventures to determine the relationships between independent and dependent variables, after an act or occurrence has happened (Kormos & Gifford 2014: 359). This form of research attempts to establish the motives, or reasons, for the prevailing condition. A key limitation of this method of research is that a clear basis and outcome of the relationship may not be what it seems, as it lacks the random selection and capacity to manipulate an independent variable. Under this approach,

there is a high possibility that internal validity is subject to bias in selection, which would not be good for this study.

Exploratory research, according to Allison *et al.* (2016: 43), is a research design implemented on the problem under study, specifically when the investigator has no historical information or with limited studies for orientation. Periodically, this investigation can be informal and unstructured. Exploratory research represents an implementation for early research that brings a conjectural or imaginary idea of the research problem. This was not the case with this study.

Following the advice of Judge and Zapata (2015: 1151), who state when a study seeks to describe the attribute of a phenomenon or population being measured, the most appropriate design is descriptive research design. Descriptive studies seek to find answers to questions related to the important features that define the research subject. This method of research provides a wide-ranging view of the research topic and intensity of details that can be very valuable. This form of research can be employed to form hypotheses about cause-and-effect relationships. Likewise, it can define the characteristics of existing phenomenality to find solutions to the problems connected to the research theme (Cash 2015: 2).

As this study sought to establish the values of entrepreneurs, as well as their competencies, for administering a successful enterprise, descriptive research design was deemed appropriate.

4.9 RESEARCH PHILOSOPHY

Research philosophy is explained by Hair Jr *et al.* (2015: 179), as an approach under which nature, background and research knowledge are established. It is an extensive basis that contains opinions, considerations and observations of models and procedures used for carrying out a research study. The philosophy elucidates how the assumptions, views and insights are converted into knowledge using research methods and tools. The basic philosophy that highlights assessment of the existence and exploration of understanding for this research can be revised under two viewpoints, namely quantitative or positivism and qualitative or phenomenology. These philosophies are discussed as follows:

4.9.1 Phenomenology

Park and Park (2016:2) note that a Phenomenological research strategy is one with a propensity to use a smaller number/ quantity of sample size, because the study duration, by means such as prolonged, person-to-person, unorganised interviewing and broad observations, takes much longer to perform. Good qualitative research frequently discloses the strength of knowledge and abundance of facts. Though, research led by phenomenological philosophy is occasionally challenged by the partiality of the investigator and poor consistency of the discoveries; in the sense that two investigators may come to a distinctive conclusion, depending on their opinions of the same phenomena, at the same time. The commonest qualitative strategies are observation, interview, focus group, and case study, as well as action research, grounded research and ethnography.

4.9.1.1 Case Study

A case study, as Ponelis (2015: 535) explains, is a method that allows the researcher to perceive information on real-life positions, particularly on complex matters that deserve a thorough appraisal. Typically, the implementation of a case study is selected based on information obtained through a survey, by using small portions of an organization or specific areas for research. This strategy has no methodical accuracy, as it provides a diminutive basis for the generality of findings to the larger population. Moreover, it is challenging to repeat, expensive and time-consuming, while possibly influenced by Investigator bias.

4.9.1.2 Action Research

Vaughan and Burnaford (2016: 280) describe action research as an approach with the dual aim of action and research. In reference to actions that effect change in some organizations and the research that aims to improve knowledge on the investigator, focus group or society. The overt focus of action research is to stimulate change in the organisation. Bradbury, Lewis and Embury (2019: 7) opine action research is best understood as a circular process that comprises planning, action, re-evaluation of the results of action, and a return to planning based on results. At every point in this phase, the available data are used to decide for the next phase. The entire aim of action

research is to, synchronously, identify a comprehension of the social system and the best options for change. Investigators employing action research, in general, improve the dependability of their discoveries by operating with many data sources, ideally unbiased or moderately independent.

4.9.1.3 Grounded research

Morales, Amir and Lee (2017: 465) view grounded theory (GT) as “a strategy that concentrates on establishing theories by developing inductive evaluation from the gathered information”. Although GT is intrinsically adaptable, it is a complicated strategy, as it is not descriptive; the application does not permit numerical or graphical demonstration of data. The procedure of GT must come out from and be built into the data. Data assemblage, evaluation and assumption wording are mutually linked. Furthermore, research questions are clear and general, instead of constructed as a distinct hypothesis, and the evolving theory should cite a trend appropriate for participants and debatable. In addition, data acquisition and analysis are carefully combined, and preliminary data assessment is applied to model continued data compilation. Interlinking data gathering and evaluation are thus conducted to amplify understandings and explain the factors of the evolving theory. GT strategy also claims for the initial data gathering and prior assessments prior to accessing and integrating earlier research fiction. This certifies pre-existing variables do not form present assessments and theoretical interpretation; therefore, the review of literature must be highlighted, not overlooked, and deemed a vital piece of the theoretical structure.

4.9.1.4 Ethnography

Ethnography is a strategy Lune and Berg (2017: 107) describe as “carried out to survey people in their respective areas to produce an in-depth description of their background, in contrast to a hypothetical environment”. This system of research is not frequently applied as it is time-consuming and mostly compels the investigator to become immersed in the real-life situation of interest as an associate observer. Across a period, the investigator assembles data and employs an inductive strategy to establish the outlines of meaning (Lune & Berg 2017: 109).

4.9.2 Positivism

Positivism refers to shared events explored with natural science procedures (Rahi 2017: 1). The analysis of the study aims to trigger the framework for the investigator to take this part, where information can be amassed, evaluated, and taken up in a value-free setting. The examiner is not swayed by the research themes (Pham 2018: 3). It is based on this premise, Marsonet (2019: 32) stipulates that with positivism, the facts validated by the receptivity can be considered as information, and data are conceived by analysing ideas and compiling shreds of evidence. Positivism has an in-built part of fairness; thus, this practicality is preserved to remain impartial and construed by an unbiased review of social matters. Positivists usually choose the scientific method to produce knowledge, with apologists of this paradigm trusting that true knowledge can be acquired through personal interviews, observation, and experiments (Bonache 2021: 37).

4.9.2.1 Personal Interview strategy

In the opinion of Martelli and Greener (2018:68), the interview strategy is implemented in qualitative studies, where the researcher directly extracts questions from respondents, based on one-on-one dialogues. This data collection strategy enables the researcher to understand how learned respondents are about the subject of investigation. It also revealed exposition about the likings or loathes of the respondents and what they think. Nevertheless, this strategy differs from daily conversation, in the sense that the researcher is the one who decides the list of things to do and asks the questions. In this strategy, the researcher envisages obtaining specific information from the respondents and has formulated certain questions to be answered. In addition, the researcher utilises an exclusive interview agenda, that is, the set questions in a pre-set order. The researcher is present with respondents when exercising this strategy, to make the questions transparent and understood. One advantage of this strategy is the investigator may ask additional questions, to have more in-depth information when the respondent has not truly offered satisfactory replies.

4.9.2.2 Observation strategy

In explaining this approach of data collection, Mohajan (2017: 60) states it is effective in gaining an understanding of situations. This process implies the investigator must not depend on the thoughts and views of others taken from interviews or questionnaires. When an observation strategy is employed, the recordings are done by an investigator, about the ongoing behaviour of the respondent in a natural situation, depending on what is observed, learned, or encountered in exhaustive field comments. This strategy is used in situations where the researcher is urged to stay out of a misstep that can be a result of prejudice during assessment and analytical processes. However, the prospective weakness of this strategy is observation has to be choosy, in that the observer needs to make preferences as to which activities to concentrate on.

Two justifications can influence this occurrence. Primarily, no individual can observe all that happens under every state, especially where many distinct contacts are going on between several people. Furthermore, what the observer decides to write down, and how people's interface is translated or understood by the observer, depend on the opinion of what the world and the observer predict. The observation process can interfere, even when the observer attempts not to intrude with anything, due to this method of survey impacting a dynamic range of situations. For example, the attendance of observers often triggers respondents to act differently.

4.9.2.3 Experimental strategy

Experimental strategy, in the view of Mandran and Dupuy-Chessa (2018: 2), is a type of research used to determine the causal relationships of things. The objective of employing this approach in research, is to influence independent variables to note the impact on a dependent variable. As a result of the larger complexity in regulating experimental conditions in the human sciences, this research procedure can be adopted only in highly specified situations. The typical experimental strategy in research consists of gathering a specimen of subjects; the casual function of these subjects to experimental and control groups; and the assessment of the two groups to the dependent variable.

4.9.3 Mixed Research Method

Ramlo (2016: 28) views the mixed method as a qualitative method of research that utilises both qualitative and quantitative methods. Mixed methods are valuable, particularly when the researcher wants to grasp the weaknesses between quantitative outcomes and qualitative discoveries. Furthermore, the method reveals participant opinions and presents a viewpoint to research respondents. This method establishes that research outcomes are rooted in respondents' understandings. From a more philosophical perspective, mixed-methods study merges paradigms, permitting the investigation from the viewpoints of inductive and deductive aspects, thus allowing investigators to speak about theory generation and proposition assessment in a single survey.

The inductive approach refers to a tactic that principally employs the exhaustive study of primary data to develop ideas, subjects, or a pattern out of the analyses established from the primary data by a surveyor or investigator. The aim of implementing an inductive approach is to compress unprocessed recorded information into a concise and abstract layout. Furthermore, the inductive approach sets clear ties between assessment and research goals. It reviews discoveries drawn from the crude data. This is to improve the basis of fundamental types of practices that are logical in the raw data. In the deductive approach, people usually deal with the exact cause of action. The investigator examines previous studies and research on the prevailing assumptions of the situation and afterwards, tests the assumptions arising from those theories (Ramlo 2016: 28).

The main techniques of the mixed method of research, according to Riazi (2017: 75), are the Triangulation, Embedded, Explanatory, and Exploratory Designs. Riazi (2017) views triangulation design as a process used to enhance the reliability and validity of research discoveries. On the one hand, reliability further signifies the dependability of the findings, as well as how realistic a study is. Validity, on the other hand, refers to the extent to which a study precisely assesses the concept under examination. By aggregating theories, study participants can assist by ensuring underlying preconceived notions from the use of a particular method are surmounted. The weakness part of triangulation, is that it does not have a steady approach, increasing the problem of the study, thus, making it more time-consuming. Embedded design is a mixed-methods model where one information set provides a helpful, secondary function in research, built largely on another type of information. The embedded process is valuable when strategically, the investigator is unable to set

equal precedence on both types of information and does not have much experience with any of the forms of data.

Mackey and Bryfonski (2018: 104) note that an explanatory design offers a practical justification why one explanation has a variety of elements with regard to the measures indicated in the design. Explanatory research permits the researcher to obtain and provide a profound insight into a particular issue, which creates further subjects for study. It presents the researcher with the chance to explore different ideas and examine something new. Despite the benefit, it may be difficult to achieve appropriately suitable conclusions on the findings of the causal review, because the variables may be influenced by a wide range of factors. In exploratory design, a research problem is examined, particularly when the researcher lacks earlier records or limited studies to consult. At times, this survey can be casual and shapeless, nevertheless, this method functions as an implement for primary inquiry with a theoretical understanding of the research problem. Exploratory design integrates many qualitative data gathering practices, such as focused interviews, target groups and projective practices. Focused interviews are one-to-one conversations with participants, while focus groups consist of a team of 6–12 participants in a friendly venue.

Above all, the mixed method of research can be complicated to conduct, as it might involve additional knowledge to gather and data to evaluate. Due to mixed methods research being highly labour-intensive, amassing, appraising, and combining the two variations of information into a single exploration result can take much time and energy and can often require cross-disciplinary teams of investigators, instead of individuals. Therefore, mixed methods research can potentially cost much more than independent studies.

The strategy for this research is quantitative because it contains the use of statistical measurement and arithmetical analyses of assessment to review the social phenomena, which are values, entrepreneurial competencies, and sustainable development. Specifically, a structured questionnaire was applied to elicit the information needed for this study. The reason for selection and use of this method is that it places a great quality on fairness and reliability of findings and promotes repetition.

4.10 TARGET POPULATION

Rosella *et al.* (2014: 18) describe the target population as the total aggregate of objects, items, groups, or people of a similar character, on which an examination is to be conducted for the generalisation of the idea on which a conclusion is drawn. The group of people that formed the target population for this study are SMMEs in the Municipal area of eThekweni. SMMEs are described by Le Fleur *et al.* (2014: 9) as registered businesses that operate business enterprises with worker numbers below 250. The - SMME categories listed hereunder formed part of the target population.

The National Small Business **Act** (1996) categorises these Enterprises as follows:

- **Small enterprises:** These are businesses dealing in multi-faceted business practices with a maximum of 50 employees.
- **Micro-enterprises:** These are forms of businesses that do not conform to the rules or limits of business registration. The gross revenue of operators in this category is less than value-added tax (VAT) of R150 000 per annum and operate services with a minimum number of five workers. Examples are minibus taxis, household industries, spaza shops, and so on.
- **Medium enterprises:** These are enterprises customarily typifying extension of power in the form of delegation to the subsidiary group of the business, with the total number of workers not exceeding 100. In some cases, this may differ, where sectors such as mining, manufacturing, electricity, and construction operate with the maximum limit of 200 workers.

4.11 SAMPLING PROCEDURE

The purpose of subjecting the population of the study to examination is to elicit the needed facts about the generalisation of the population on which opinion is formed. Smith and Albaum (2012: 93) describe a sampling method as a systematic way of subjecting a subset of the universe to a test, called a sample. Saunders, Lewis and Thornhill (2009: 210) describe a sample as the representation of the total number of observed elements that make the entire population of the study. Generally, there are two broad dimensions of sampling, namely probability and non-probability sampling methods.

On the one hand, a probability sampling method is a systemic approach of giving each member of the universe a known or equal chance of being selected for a test randomly (Bhattacharjee, 2012:67). Within this category, several sampling techniques can be used, namely simple random; systematic; stratified; and cluster sampling. The non-probability sampling method, on the other hand, is subjective, whereby an assessment of the observed element in the study is realised by the decision of the researcher (Wiid and Diggins 2013a: 189). Techniques used under this classification include haphazard or convenience; quota; snowball; and maximum variation sampling.

The best sampling method for this study was non-probability sampling, because the targeted entrepreneurs are scattered all over the eThekweni Municipal area. The researcher then had to decide on who to visit and request completion of the questionnaire, dependent on availability of the entrepreneur. The sampling technique was thus a convenience sampling technique. Mellinger and Hanson (2017: 12) explained convenience sampling is a mode of sampling that offers a researcher independence to choose a respondent accessible for inclusion in the sample. Moreover, this technique is economical, compared to other sampling techniques.

4.12 RESEARCH INSTRUMENT

The research instrument for this study was a structured questionnaire with closed statements, with responses rated on a 5-point Likert scale. Mathers, Fox and Hunn (2007: 9) state a questionnaire is “an instrument of survey and object of data collection that contains a set of written instructions, questions, and options of answers, formulated principally for acquiring information from the respondents”. The questionnaire also offers privacy and motivates respondents to attend to some sensitive issues in the questionnaire. In addition, this instrument was chosen because, as Fox and Bayat (2007: 88) advise, it permits collection of information from large numbers of respondents in a relatively cost-effective way. Furthermore, the use of simple instructions and plain language in the questionnaire allow an easy understanding that permits the respondent to respond and rethink before supplying answers to the questions, without any bias (Walliman 2011: 92).

The preference of a 5-point Likert scale was based on the advice of Sullivan and Artino Jr (2013: 541), who maintain it gives the respondent an option of choice without stress. Hartley (2014: 84)

concur the 5-point Likert scale is the most common system of a survey; it is simple to understand, and easy to compute in terms of mathematical analysis. Moreover, this type of scale reveals the extent to which the respondent freely expresses his or her view on the options of answers provided to study questions. Above all, a 5-point Likert scale is easy to quantify, and able to generate an accurate answer based on the coded information.

4.13 QUESTIONNAIRE CONSTRUCTION

The questionnaire comprised four sections where: Section A sought to profile the respondent and Section B had expressions aimed to ascertain the entrepreneur's insights on behavioural values. Entrepreneurial values evaluated included honesty, integrity, transparency, and fairness, and whether honesty influences personal identity. Section C contains questions about entrepreneurial competencies, assessing whether accountability, social interaction and personal identity of entrepreneurs influence citizenship.

Section D consists of questions on sustainable development. The questions revolve around poverty alleviation, and employment opportunities, as well as whether these influence sustainable development.

4.14 PRE-TESTING

Sekaran and Bougie (2009: 271) state pretesting is a process of subjecting the study variables to a prior test to assess their performance against any ambiguity and improve on the reliability of the set instrument, or on the instructions or information that may hinder data collection, when the final version will be applied. It is the earliest assessment of the survey instrument, examples of which are a questionnaire and interviews, carried out on fewer selected participants to establish the validity, flaws and values of the study questions (Hazzi & Maldaon 2015: 54). This assists in assessing the level of understanding by respondents about the research instrument. Bhardwaj, Mor, Singh, and Dev (2016: 1360) and Wray, Archibong and Walton (2017: 53) further advise that analysis from the pretesting survey reveals flaws in some questions and suggests possible improvement to maximise returns and minimise error rates on answers. Further to this, the analysis of the preliminary sample is performed to test all computational procedures on the initial

hypotheses. The adequacy of the research questions is evaluated, while responses from participants are to assist the investigator to make corrections to the final questionnaire.

The pre-test of this study was carried out at the Queensmead Mall around the Umbilo area of the eThekweni municipality on 17 December 2019, in the corridor opposite King Edward pharmacy. The meeting started at 14:00 and lasted 30 minutes. The convenience method of sampling was used to select entrepreneurs that could assist in completing the questionnaire. In attendance were 24 female and 16 male participants. During the meeting, the researcher first introduced himself, then the purpose of the meeting, namely, to scrutinise the questionnaire. The aim of the questions was to ‘examine the extent to which values impact SMME competencies in a way that results in sustainable development’. Respondents were also given the liberty to freely correct areas where they felt a particular question was not clear, with participants assured they would not be penalised should they be unable to continue participating. Comment from respondents was that the questions were comprehensible.

4.15 ADMINISTRATION OF QUESTIONNAIRE

Using the convenience sampling technique as explained above, the questionnaire was distributed directly to selected entrepreneurs at their business premises. To ensure participants willingly supply their honest views, a letter of information was enclosed with the questionnaire to seek the participant's indulgence and for clarity purposes, confirming information supplied by them will not be used for anything other than this research.

Even though many areas form the municipality of eThekweni, the distribution of the questionnaire was limited to certain areas, due to financial constraints. These areas are tabled below:

Table 4.1: Targeted areas for questionnaire distribution

Bellaire	Berea	The Bluff	Cato Manor	Glenwood
Mayville	Montclair	Morningside	Musgrave	North Beach
Overport	Reservoir Hills	South Beach	Sydenham	Umbilo
Wiggins	Windermere	Woodhaven	Woodlands	Yellowwood Park.

Respondents were given two weeks to attend to the questionnaire. However, when collection time came, many entrepreneurs had not completed it, necessitating several visits, which prolonged the envisaged period for fieldwork.

Completed questionnaires were stored in a sealed box under the care of the researcher.

4.16 SAMPLE SIZE

To determine the acceptable sample size for this study, guidance was taken from Wiid and Diggines (2013b: 200) who propose the following formula:

$$n = \frac{N}{1 + N \alpha^2}$$

Where n = Sample size

N = Total Population

α = The Degree of confidence level

N = Number of SMMEs in eThekweni Municipal area: 824 208 as per Yelloso (2018).

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

$$n = \frac{824,208}{(1 + 824,208 \times 0.0025)}$$

$$n = \frac{824,208}{(1 + 2060.52)}$$

$$n = \frac{824,208}{2061.52}$$

$$n = 399.80$$

$$n \approx 400$$

As soon as 400 responses were received, the sample size was deemed sufficient to enable a fair assessment of the constructs under study. Furthermore, as the proposed data analysis technique for this research was SEM, for this analysis to be meaningful 300 cases are, as a rule of thumb, deemed adequate (Tabachnick & Fidel 2007: 117), making 400 more than adequate.

4.17 DATA ANALYSIS

Data were captured and analysed using the Statistical Package for Social Sciences (SPSS, version 24). The aim was to yield descriptive and inferential statistics. To test the hypotheses, data were subjected to SEM because as Hox and Bechger (1998: 354) posit, SEM is a statistical modelling method significant to perform fact-finding studies that involve behavioural matters, especially on a set of compound inter-relationships variables. Since this study is also multivariate, the adoption of SEM helped in analysing and testing the structural relationships between the variables or the constructs of the study, which are values, entrepreneurial competencies, and sustainable development. SEM was preferred because it is a linear, cross-sectional statistical modelling technique, largely confirmatory, rather than exploratory (Aalirezaei, Esfandi & Noorbakhsh 2018: 59). The assessment of quantitative data was designed as follows:

4.17.1 Descriptive Statistics

Descriptive statistics, as discussed by Judge and Zapata (2015: 1151), is used describe the attribute of a phenomenon or population being measured. This method enables the investigator to formulate and outline research targets description for a particular study, while it also strives to find solutions to questions that deal with the important features defining the research subject. In this research, descriptive statistics were applied to examine the composition of the sample, using SPSS v24. Furthermore, these data consist of frequencies, mean and standard deviation. Additionally, data normality was established by processing the skewness and kurtosis indicators.

4.17.2 The measurement model

The aim of the measurement model was to draw a pivotal connection between concealed and perceived variables (Chang & Engelhard Jr 2016: 182). The pertinence of the measurement model was measured through conducting confirmatory factor analysis (CFA). The CFA model in this study covers all underlying and obvious variables, namely values and entrepreneurial competencies that affect sustainable development. To assess the measurement model strength, this research implemented item loadings of all the study constructs. Following instructions presented by Krizanova, Gajanova and Nadanyiova (2018: 4), items reporting loadings under the barest

minimum of 0.500 acceptable threshold were removed. The model-fit assessment was completed by exposing the measurement model to AMOS version 24.0. This was designed to test whether the sampling information would be suitable for the measurement model.

4.17.3 Absolute fit indices

On the guidance of Lei and Li (2016: 405), absolute fit guides were used to regulate how applicable the a priori model corresponds with the sampling data. To assess the accuracy of the measurement model, statistical tools such as the Goodness-of-Fit Index (GFI) and Chi-Squared Goodness-of-Fit-test statistic were employed.

4.17.4 Incremental fit indices

In the view of Fullerton, Kennedy and Widener (2014: 415), incremental fit indices are applied to complement the chi-square test. This research makes use of the Comparative Fit Index (CFI) and Tucker-Lewis index (TLI). The CFI resolves latent variables are unconnected and differentiates the measurement model's specimen variance presentation to that of a null model, by calculating the unevenness and distribution standards of model criterion (Garrido, Abad & Ponsoda 2016: 13). According to Cucina and Byle (2017: 3), the range of CFI values from 0.0 and 1.0, with a value of $CFI \geq 0.90$, is commonly acknowledged as a good model fit. The essence of using TLI in a study is to evaluate the alternative models or make a comparison about the measurement. The standard threshold of TLI, as suggested, is ≥ 0.90 .

4.17.5 Structural Equation Modelling (SEM)

To test the hypotheses, SEM was applied to examine the relationships between the constructs of the study, as SEM analyses correlations amongst the concealed variables that show contrast from measurement models. In addition, it reveals the nature and enormity of the appropriateness between variables as opposed to only the correlation between underlying constructs and their calculated constructs (Jakhar & Barua 2014: 935). In evaluating the accuracy of the computation and the structural model, Van Meerkerk and Edelenbos (2014: 18) provide fair thresholds of model fit indices as:

Table 4.2: Measurement and structural model fit indices

Fit Index	Acceptable threshold
$\chi^2/(\text{df})$	< 3.000
GFI	≥ 0.800
RMSEA	≤ 0.080
IFI	≥ 0.900
CFI	≥ 0.900
TLI	≥ 0.900

After establishing the suitability of the models, SEM was applied to run the path modelling and calculate the type and trail of relationships of the elements affecting values, entrepreneurial competencies, and sustainable development. SEM helps with accuracy in the quantification of research models and putting the study constructs into effect (Kaltoven & Gundersen 2017: 1066).

4.17.6 Correlation analysis

To generate the relationship between the concealed constructs and add to the discoveries of path modelling, the Pearson Product Moment Coefficient benchmark was used. Table 4.3 clarifies the interconnections among the study constructs:

Table 4.3: Pearson product correlation analysis

Value	Relationship significance
r= -1	The strong negative linear relationship
r= 0	No relationship exists
r= +1	The strong positive linear relationship

4.18 TESTING FOR RELIABILITY

Mohajan (2017: 59) states the reliability of a research instrument is the constancy or dependability of the measurement of some phenomena. Reliability maintains uniformity, accuracy, and

replication of a study. In quantifying the internal consistency, procedures such as Cronbach's alpha coefficient and composite reliability (CR) can be utilised. In the view of Taber (2018: 1273), Cronbach's alpha predicts the correlation coefficient measurement of elements under examination. The CR calculates the extent to which subjected constructs assess the underlying construct, identifying a strong display of reliability by considering the impact of every single concealed element on every component, and each component's misstep. Cronbach's alpha can also be referred to as the alpha coefficient, is the highest commonly applied standard of internal reliability.

Wei, Qi and Zhang (2019: 287) suggest that, in research, a greater alpha standard of 0.7 infers high-level internal reliability, while an alpha value lower than 0.7 indicates the items under appraisal are not credible. The result of assessing reliability reveals the Cronbach alpha coefficient extends between 0.676 and 0.771 for all study variables, indicating some level of internal consistency in each variable. The scale reliability was considered acceptable, and all variables were shown to be consistent. Hadi and Nugroho (2017: 558) add that the CR standards for variables range from 0.678 to 0.773, which mostly comply with the recommended standard of above 0.6. Evidence from the reliability test indicates the dependability of both measurements and variables.

4.19 TESTING FOR VALIDITY

According to Palese *et al.* (2016: 551), validity focuses on the problem of whether the researcher is indeed assessing what was set out to be done. In the context where SEM is applied, convergent validity is calculated by examining the component loadings and appraising the Average variance extracted (AVE). In this study, convergent validity was established for all variables in the model. The element loadings of whole variables are greater than the advised threshold of 0.5 (Alkali and Abu Mansor 2017: 6). The AVEs of many variables topped the predictable rate of 0.5, excluding SA (AVE= 0.474) and PQ (AVE=0.478). Nevertheless, this is slightly satisfactory, on the premise that the factor loadings of the constructs of the study are above 0.6 (Kineber *et al.* 2021: 7). This suggests each of the elements in each variable joined in the direction of the model assessed by the construct.

4.20 ELIMINATION OF BIAS

Nardi (2018: 49) notes bias is “any propensity that inhibits fair understanding of a question”. In research, bias ensues when a methodical fault is initiated into sampling. When researcher bias happens, the survey results show an incomplete viewpoint, and this can affect the outcome, thus, misleading other people or experts that may desire to use data for decision-making. To reduce the possibility of this in the study, a pilot test was conducted by the researcher to test the organization of the questionnaire and the obtained data, before the main study was carried out, to improve the quality and efficiency of the study. Moreover, simple expression of ideas was used to provide participants with a better understanding of the study questions and to eliminate every element of bias.

4.21 ETHICAL CONSIDERATIONS

In research, the moral ideals that direct the manner people treat each other, in conditions where “they can create real or prospective impairment, whether in a fiscal state, physically or perceptually, can be referred to as ethically moral” (Yang 2014: 514). In research, the investigator must be sincere when interacting with respondents, as well as when relaying study outcomes (Yeh 2016: 38). In carrying out this study, the following ethical considerations were made. First, to certify respondents gave their informed consent. Second, assuring respondents of no distress befalling them for participating in the study. Third, guaranteed anonymity and confidentiality; and last, ensuring permission is granted. These attentions were dealt with in the following way:

4.21.1 Informed consent

In this segment, the researcher is mandated to transparently furnish potential respondents with information regarding the type of study to be carried out. In securing consent, respondents have to be granted sufficient time to determine their input in the research study. Preferably, realities must be presented prior to the beginning of research (Jensen & Laurie 2016: 137). The research aim was expressed to participants and described at length in the covering consent letter.

4.21.2 Risk to respondents

Miller (2017: 186) notes distress to respondents can consist of bodily or psychological damage. There was no prospect of either, as the research was set in ethics level two, which indicates the study caused the smallest risk to people, animals, and the natural environment.

4.21.3 Confidentiality and anonymity

Defending privacy is vital when data are obtained from participants (Bjørn 2017: 20). Anonymity denotes the process of ensuring research respondents cannot be recognised (Privitera 2018: 139). In the view of Jennings and Reingle (2019: 43), the research information should not disclose participant details. Moreover, the data ascertained should be employed exclusively for the research and not exposed for other use. To guarantee the confidentiality and anonymity of respondents, the information accumulated was exploited for the study only and respondent data not revealed.

4.21.4 Clearance

The contribution of each participant was completely voluntary, and nobody was compelled to participate. In addition, the research proposal, as well as the questionnaire implemented for the study, were assessed by the DUT Ethics Committee, to certify the survey was administered according to the expected ethical criteria. The questionnaire effectively met the Faculty Research Ethics Committee (FREC) guidelines and ethical clearance was obtained.

4.22 CONCLUDING SUMMARY

This chapter has detailed the comprehensive research method used in this study. It explained the underlying study philosophy, the research and sampling strategies, target population and research instrument. The justification for using a quantitative method was explicated. SMMEs in the eThekweni Municipal area of KZN made up the target population of this research. The information and responses needed were ascertained through a structured questionnaire. The SPSS, AMOS version 26 was used to assess the study data. This chapter, likewise, enunciated the procedures for increasing reliability and validity.

The following chapter presents and discusses the empirical findings of the study.

CHAPTER FIVE

EMPIRICAL FINDINGS

5.1 INTRODUCTION

This chapter presents the inferential and descriptive findings of this study, collected from 377 entrepreneurs in the Municipality of eThekweni. The findings are presented in line with the structure of the questionnaire. The results are analysed by relating them to the existing literature as reviewed in earlier chapters. The hypotheses that flowed from the research questions were tested using SEM and the results thereof are presented here. In this presentation, the methods used to test the reliability and validity of the instruments have been revealed.

The overarching research question that guided this study was: To what extent do values impact the competence of SMMEs so that they can achieve sustainable development in the eThekweni Municipal Area? To answer this main research question and with the backing of literature, the following secondary research questions were formulated:

- 1 Is there any relationship between honesty and accountability?
- 2 Does personal identity influence integrity?
- 3 Does accountability impact poverty alleviation?
- 4 Can integrity be built through social interaction?
- 5 Does transparency have an impact on accountability?
- 6 Does accountability in turn have a bearing on employment opportunities?

5.2 RESULTS

This section presents the study findings with the primary findings presented first, followed by the secondary findings.

5.2.1 Demographic profile

i. Gender

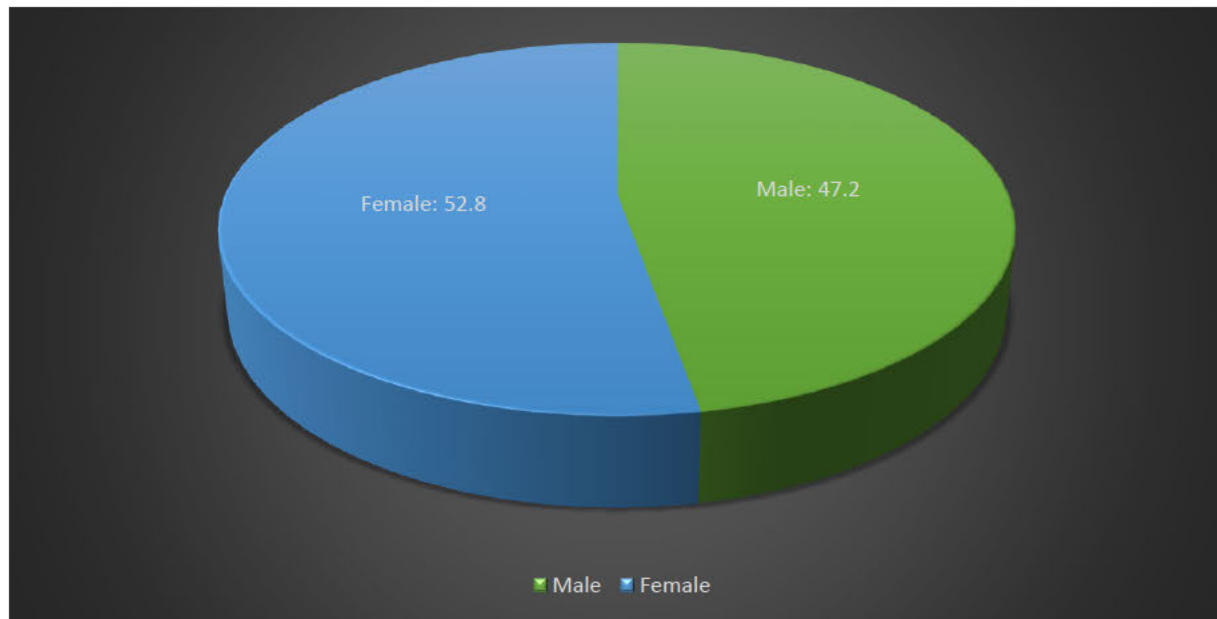


Figure 5.1: Respondent's Gender spread.

Even though the question this study sought to answer has nothing to do with gender, it is heartening to realise a growing proportion of females are now in business and positioned to contribute to sustained development in the area under investigation. There was fewer male (47.2 percent) than female (52,8 percent) respondents who participated in the study.

Mavin and Grandy (2016: 379) note women in business in contemporary times have shown they are no less competent than men. Their ability to undertake risk, with their dedication, hard work and skills, have helped them exceed men in their endeavours (Martin 2018: 799). Creativity, innovative thinking, passion, and business knowledge in women motivate them to become entrepreneurs (Zgheib 2018: 768). Women's honesty and diligence is another cause for strength and progress in business (Dvouletý & Orel 2020: 1).

ii. Age

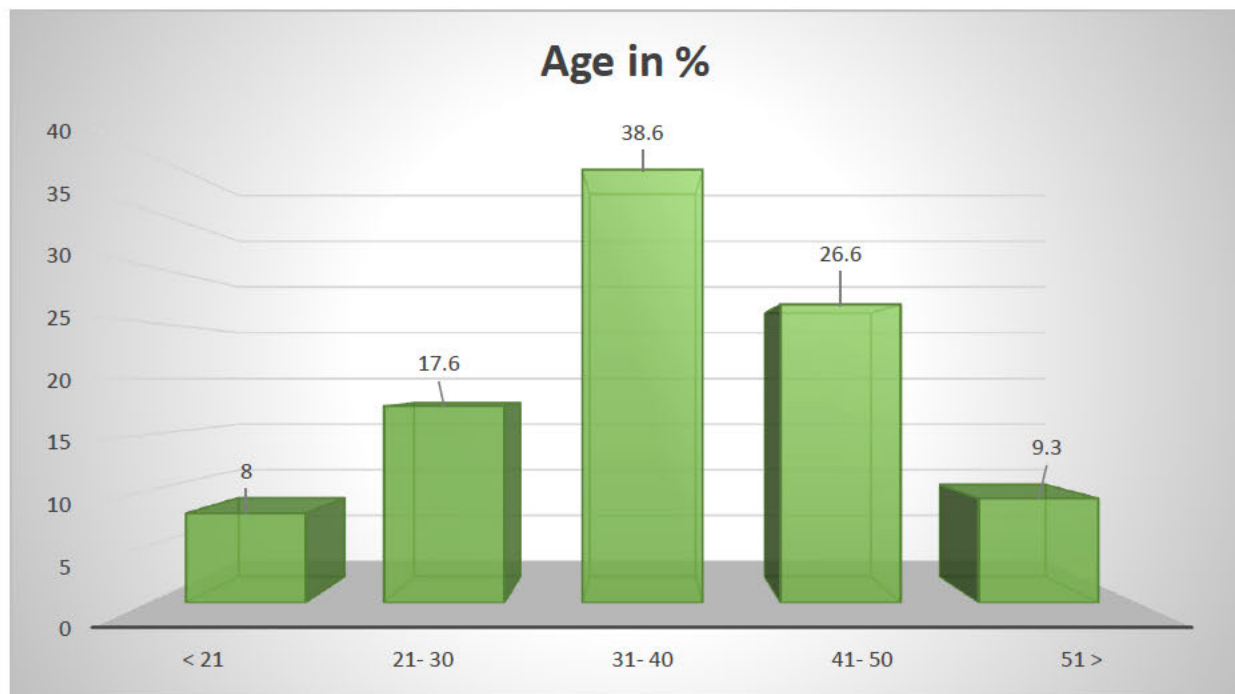


Figure 5.2: Respondents' Age

A large number of the respondents are younger than 40 years. Again, this is encouraging because it shows young people are engaged in business, taking themselves out of the unemployment and poverty categories.

Unemployment among the youth is a global social phenomenon and SA has the highest youth-unemployment of all (Chimucheka 2013: 785). The eThekweni Municipality, as with many employers, has an Internship Programme. However, it is an intervention that has not dented the unemployment levels in the municipal area. It is therefore appreciated that youth are simply going into business. The level of education, as shown later, makes one hope, whilst the country's youth are not overall, highly literate, they nonetheless possess good value judgments.

iii. Race

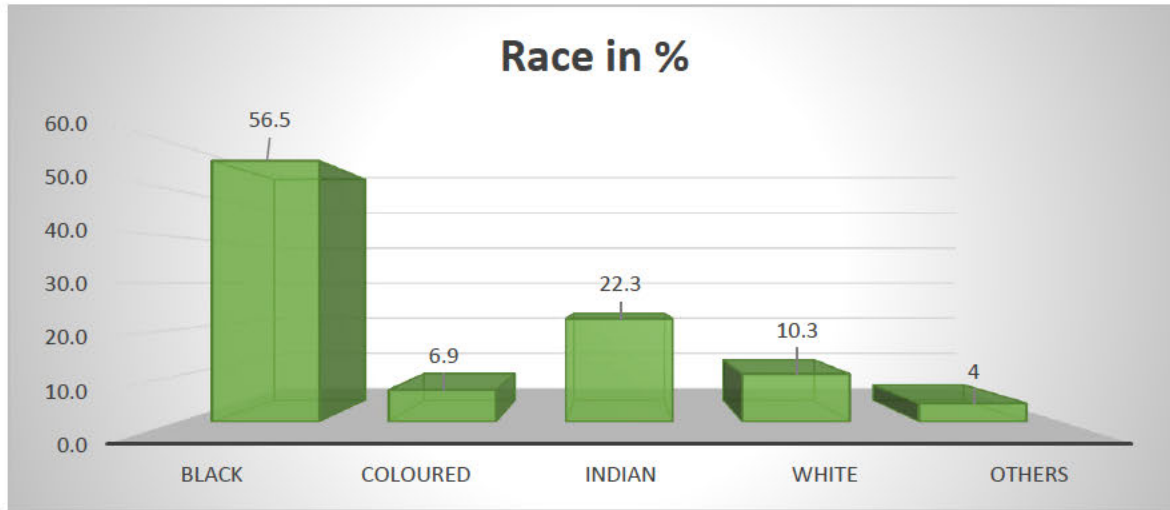


Figure 5.3: Respondents' racial spread

In this result, the highest number of entrepreneurs are Black people. The Municipal statistics show that Blacks are in the majority in the area under study (Musvoto *et al.* 2016: 207), while also forming the majority of unemployed. That is why it is encouraging to see them starting their own businesses.

Mtshali, Mtapuri and Shamase (2017: 132) also noted that Black people have lately stepped into small business, trying to participate in the economy. These authors have noted factors such as joblessness, starvation, price increases and economic downturn forced people into small businesses.

iv. Highest educational qualification



Figure 5.4: Respondents' Educational Level

This finding shows the respondents were all literate, which means they could understand the questionnaire and provide informed responses. Respondents, in addition, also understand the requirements of starting and running a business.

Hyder and Lussier (2016: 83) note education is incredibly valuable in every part of business operation, as it offers an opening under which to refine operational skills, as well as knowledge for effective business planning, innovation development, and book-keeping, while Suzuki (2017: 1230) adds maintaining social interaction on which to build social enterprise. The public perceives a social enterprise as being honest, transparent, reliable, and approachable (Suszek, Fronczyk, Kopera and Maliszewski 2018: 253).

Table 5.1: Respondents' Years in Business

	Frequency	Percentage
1 – 10 years	171	45,6
11 – 20 years	128	34,1
21 – 30 years	42	11,2
31 – 40 years	23	6,1
More than 40 years	11	2,9
Total	375	100
Missing	2	
Total	377	

As many as 46 percent of the SMME respondents are still at their growth stage. This is a delicate stage of business because they are still navigating business issues, learning the ropes of surviving in the competitive business environment.

This is where social interaction becomes important because, as Nijhuis, Vrijhoef and Kessels (2015: 181) observed, sharing experience and skills with teammates is a worthy process of learning. Since job activities can be complex, it may be tedious for a young entrepreneur to operate alone. Hence, liaising or working with skilled colleagues to understand the needs of customers is necessary to gain experience that can validate business viability (Nwachukwu, Chládková and Žufan 2017: 4). Entrepreneurs can partake in training courses, conferences, as well as learning through social networks to improve their competence (Naidu 2019: 13).

Table 5.2: Type of Business

	Frequency	Percentage
Survivalist enterprise	137	36,3
Micro-enterprise	198	52,5
Very small enterprise	28	7,4
Small enterprise	9	2,4
Medium enterprise	5	1,3
Total	377	100

The above table shows many respondents operate Micro-enterprises. This implies the operators have started to trust themselves to be job creators rather than waiting for the government to offer them employment.

Aakko and Niinimäki (2018: 357) posit that micro-enterprises play a very significant role in the economy because they improve people's standard of living, particularly those who are jobless. These small enterprises help in reducing the unemployment problem in the country and mitigate poverty.

v. Ownership

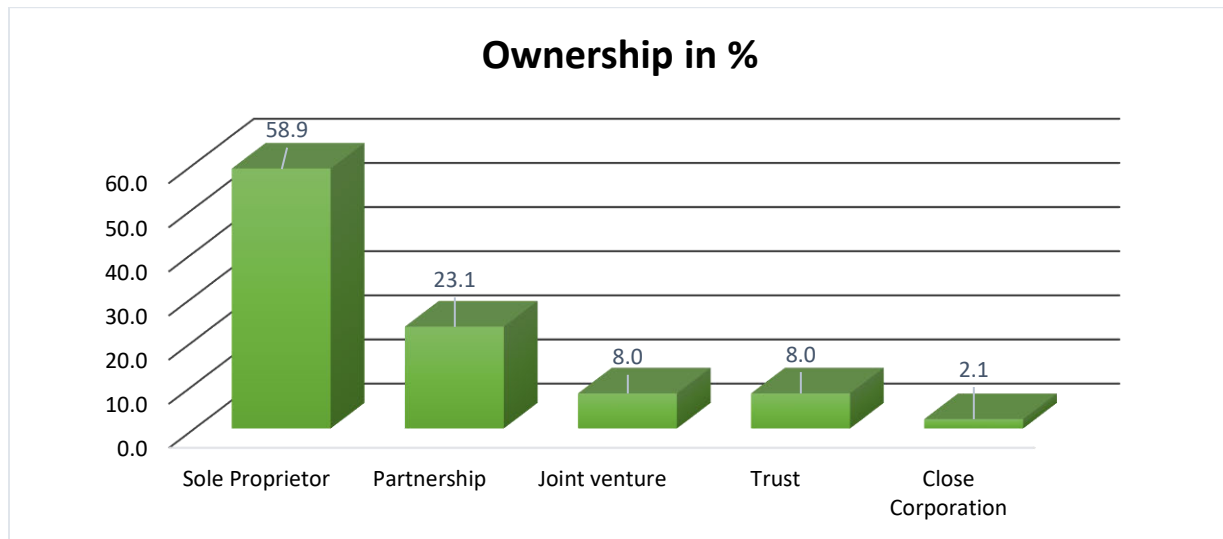


Figure 5.5: Enterprise form of ownership

Many SMME owners are sole proprietors. This result indicates the entrepreneurs are young and not experienced business owners. Being a Sole Proprietor makes it easy for the entrepreneur since it has the advantage of being inexpensive to set up and the business owner may desire to be in control of the business, making and correcting mistakes without being judged by a partner. Another advantage is the free will in developing values fundamental to the business.

Villaluz and Hechanova (2019: 141) have, however, found management of a sole trading business can be difficult, as operational activities are time demanding.

Table 5.3: Number of employees

	Frequency	Percentage
Less than 5	207	54,9
5 – 20	115	30,5
21 – 50	30	8
More than 50	25	6,6
Total	377	100

The table above shows most of these entrepreneurs are at the early stages of their businesses; they are mostly sole proprietors at micro enterprise level. Nevertheless, they have assisted some people out of the unemployment and crime quagmire.

Small businesses, according to Buallay, Hamdan and Zureigat (2017: 78), play an important role in the development of the economy in many diverse ways. They are “important drivers of economic growth, innovation, employment creation as well as nurturing of equitable distribution of economic opportunities”. They also ensure people, whether rich or poor, gain from their limitless contributions where they are allowed to serve (Boscari, Bortolotti, Netland, and Rich 2018: 6315).

5.3 RESEARCH QUESTIONS

The following results relate to questions aimed to test respondents’ views on the issues put to them. The results of the hypotheses tested using SEM are also presented here.

5.3.1 Addressing Research Question One

Question one was formulated to test whether the honesty of entrepreneurs had an influence on Accountability. The statements posed and the responses to this question are presented and discussed below. The results of the first hypothesis tested are presented here.

Hypothesis 1: Honesty is positively related to accountability.

Table 5.4: Relationship between honesty and accountability

Statement	SD	D	NS	A	SA	% Agreement
I base my actions on the evidence of what I believe is the truth at my workplace.	6	2	1	192	176	97.61
Planning in my business is based on true facts and not sentiment.	-	3	9	192	173	96.82
The development of the sales force objective of my enterprise is built on the platform of honesty to boost my profitability.	3	10	8	196	160	94.43
I am straight forward when expressing my opinion irrespective of what other people can say.	1	1	-	219	457	94.73

The indication from the table above is that 97.61% of the respondents agree that they base their actions on the evidence of what is believed to be the truth at their workplace. 96.82% agree that Planning in their business is based on true facts and not sentiment. 94.43% agree that the sales force objective of in their enterprise, which is to boost profitability, is built on honesty. Likewise, 94.73% expressed that they are straight forward when expressing their opinion irrespective of what other people can say.

Table 5.5: Means, Medians and Standard Deviations of Accountability and Honesty

Constructs	Mean	Median	Std. Deviation
ACCOUNTABILITY	4,42	4,20	0,423
HONESTY	4,39	4,25	0,511

The Mean Scores for both Accountability and Honesty are above the threshold of 3.5, meaning the respondents largely agreed with the measurements.

Table 5.6: Standardised Regression Weights and Hypothesis one conclusion

Dependent variable		Independent variable	Estimate	P value
Accountability		Honesty	0.055	0.436

Conclusion: Honesty does not have a significant effect on Accountability as its p-value (0.436) is greater than .05. This means improving Honesty will not translate into an improvement in Accountability. Therefore, this hypothesis is rejected.

5.3.2 Addressing Research Question Two

Question two sought to analyse how the Personal Identity of entrepreneurs influence their Integrity. The statements posed and the responses to this question as well as the results of the tested hypothesis are presented below:

Hypothesis 2: Personal identity is positively related to integrity.

Table 5.7: Relationship between personal identity and integrity.

Statement	SD	D	NS	A	SA	% tage Agreement
I have confidence in my skills and abilities	10	6	1	184	176	95.49
I believe that I am self-directed and can make independent decisions	10	7	1	198	161	95.23
I believe that I possess enough energy and motivation to achieve my professional and personal goals	8	3	3	217	146	96.29

I believe that I can maintain composure, think rationally under stress, and keep negative emotions under control	13	7	12	200	145	91.51
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Table 5.7 signifies that 95.49% of the study contributors state that they have confidence in their skills and abilities, while 95.23% express that they are self-directed and can make independent decisions. Furthermore, 96.29% assert that they possess enough energy and motivation to achieve their professional and personal goals and 91.51% believe that they can maintain composure, think rationally under stress, and can keep negative emotions under control.

Table 5.8: Means, Medians and Standard Deviations for Integrity and Personal Identity

Constructs	Mean	Median	Std. Deviation
INTEGRITY	4.29	4.00	0.504
PERSONAL IDENTITY	4.29	4.25	0.640

The above Mean values, which are above 3.5, show the respondents were agreeable with the statements to test both Personal Identity and Integrity.

Table 5.9: Standardised Regression Weights and Hypothesis two conclusion

Dependent variable	Independent Variable	Estimate	P value
Integrity	Personal Identity	0.159	0.063

Conclusion: Integrity does not have a significant effect on Personal Identity as its p-value (0.063) is greater than .05. Improving Integrity will thus not translate into an improvement of Personal Identity. Therefore, this hypothesis is rejected.

5.3.3 Addressing Research Question Three

The third research question of the study aimed to determine whether Accountability impacts Poverty alleviation. The results thereof are presented and discussed hereunder together with those of the hypothesis tested.

Hypothesis 3: There is a positive relationship between accountability and poverty alleviation.

Table 5.10: Relationship between accountability and poverty alleviation

Statement	SD	D	NS	A	SA	% Agreement
I am involved in social responsibility initiatives such as the education of disadvantaged people	113	86	10	102	67	44.83
I participate in public enlightenment workshops on entrepreneurial skills development	112	99	8	93	65	41.91
I inspire the youths to invest in careers that offer more employment opportunities	8	75	3	14	76	23.87
I partner with the local municipality and other institutions on job creation projects.	113	103	7	92	64	41.38
I sponsor community-based projects that are aimed at reducing crime in our community	96	135	10	62	64	33.42

Of the 377 respondents, 44.83% agree to the statement that they are involved in social responsibility initiatives such as the education of disadvantaged people. 41.91% express that they participate in public enlightenment workshops on entrepreneurial skills development. 23.87% inspire the youths to invest in careers that offer more employment opportunities. 41.38% of the participant state that they partner with the local municipality and other institutions on job creation projects while 33.42% sponsor community-based projects that are aimed at reducing crime in our community.

Table 5.11: Means, Medians and Standard Deviations for Accountability and Poverty Alleviation

Constructs	Mean	Median	Std. Deviation
ACCOUNTABILITY	4.42	4.20	0.423
POVERTY ALLEVIATION	2.80	2.60	1.305

The ascertained mean value of Accountability showed 4.42, while Poverty alleviation showed 2.80. According to the results, most respondents tend to neither agree nor disagree with the statements of Poverty alleviation, since the overall mean (M=2.80) score is between 2.5 and 3.4.

Table 5.12: Standardised Regression Weights and Hypothesis three conclusion

Dependent variable	Independent Variable	Estimate	P value
Poverty	Accountability	0,043	0,464

Conclusion: Accountability does not have a significant effect on Poverty alleviation as its p-value (0.464) is greater than .05. This means improving Accountability will not translate into an improvement of Poverty. Therefore, this hypothesis is rejected.

5.3.4 Addressing Research Question four

The fourth research question was to assess whether Integrity is built through social interaction. To generate evidence to this effect, the following questions were drawn.

Hypothesis 4: Social interaction is positively related to integrity.

Table 5.13: Relationship between social interaction and integrity

Statement	SD	D	NS	A	SA	% Agreement
Fostering good relations with my employees has made it easy to realize organizational goals	13	28	15	197	124	85.15
Constant communication with my co-workers has created an environment of mutual trust in my business	15	59	18	177	108	75.60
I make time to mentor new employees	16	76	17	173	95	71.09
Involving my employees has helped me manage my stress levels	38	120	4	132	86	54.03
The local community is informed about business development through social media technologies	43	56	11	163	104	70.82

The indication from the above Table shows that 85.15% agree that fostering good relations with their employees has made it easy to realize organizational goals. 75.60% state that constant communication with their co-workers has created an environment of mutual trust in my business. 71.09% assert that they make time to mentor new employees. Moreover, 54.03% agree that involving their employees has helped manage their stress levels. 70.82% agree that the local community is informed about business development through social media technologies.

Table 5.14: Means, Medians and Standard Deviations for Integrity and Social interaction.

Constructs	Mean	Median	Std. Deviation
SOCIAL INTERACTION	3,68	4,00	0.954
INTEGRITY	4,29	4,00	0.504

Results show respondents generally agree with the statements regarding social interaction because the overall mean (M=3.68) and Integrity (M=4.29) score are above 3.5 acceptable thresholds.

Table 5.15: Standardised Regression Weights and Hypothesis four conclusion

Dependent variable		Independent variable	Estimate	P value
Social Interaction		Integrity	0,253	0,005

Conclusion: Integrity has a positive ($\beta=0.253$) and significant effect on Social Interaction because its p-value (0.005) is lower than .05. This implies that when Integrity increases by one standard deviation, there are 99 percent chances that Social Interaction also increases by 25.3 percent of its standard deviation. Therefore, this hypothesis is accepted.

5.3.5 Addressing Research Question Five

The fifth question of this study was designed to test whether Transparency has an impact on Accountability. The responses to the statements posed are presented and discussed hereunder and so are the results of the tested hypothesis.

Hypothesis 5: There is a positive relationship between transparency and accountability.

Table 5.16: Relationship between transparency and accountability.

Statement	SD	D	NS	A	SA	% Agreement
I do not make outrageous claims that can damage the reputation of my business	-	4	5	196	172	97.61
Displaying the attitude of honesty has attracted employees of similar outlook to my business	1	11	14	205	143	93.10
I comply strictly with the laws regulating the operational activities of my business	-	7	25	193	152	91.51

I offer quality services to my clients as a symbolic representation of truth and accurate valuation of my business	-	2	4	219	152	98.41
I have built a credible character through my words and actions	-	1	9	194	173	97.35

97.61% of the respondents agree that they do not make outrageous claims that can damage the reputation of their business. 93.10% agree that displaying the attitude of honesty has attracted employees of similar outlook to their business, and 91.51% believe that they comply strictly with the laws regulating the operational activities of their business. 98.41% express that they offer quality services to the clients as a symbolic representation of truth and accurate valuation of their business. Also, 97.35% state that they can build a credible character with words and actions.

Table 5.17: Means, Medians and Standard Deviations of Transparency and Accountability

Constructs	Mean	Median	Std. Deviation
ACCOUNTABILITY	4,42	4,20	0,423
TRANSPARENCY	4,36	4,20	0,499

Most respondents agreed with the statements about Accountability because the overall mean (M=4.42) and Transparency (M=4.36), as both are above the 3.5 acceptable thresholds.

Table 5.18: Standardised Regression Weights and Hypothesis five conclusion

Dependent variable	Independent variable	Estimate	P value
Accountability	Transparency	0,021	0,818

Conclusion: Transparency has a negative and non-significant effect on Accountability as its p-value (0.818) is greater than 0.05. This implies that improving Transparency will not translate to an improvement in Accountability. Therefore, this hypothesis is rejected.

5.3.6 Addressing Research Question Six

The sixth research question of the study addressed the issue of whether Accountability, in turn, has a bearing on Employment opportunities. To examine whether people with accountability are susceptible to informing and justifying job outcomes, the under listed statements were formed. The results of the hypothesis tested in this regard are presented here as well.

Hypothesis 6: Accountability has a bearing on the creation of job opportunities.

Table 5.19: Relationship between accountability and job opportunities.

Statement	SD	D	NS	A	SA	% Agreement
I continuously expand my business interests by starting other small entities	117	83	11	88	78	44.03
I arrange computer training courses for both my employees and young people from the community	128	108	6	75	68	37.03
I use information technology methods to advertise my business effectively	55	31	4	164	123	76.13
My computer knowledge has helped me penetrate outside my area.	55	31	4	164	123	76.13
I encourage my employees to come up with new business ideas by giving a prize to the winning idea	15	9	4	173	176	92.57

The results from the Table 5.19 reveal that 44.03% agree that they continuously expand their business interests by starting other small entities. 37.03% state that they arrange computer training courses for both the employees and young people from the communities around them. 76.13% state that they use information technology methods to advertise their businesses effectively and most of them say their computer knowledge has helped them penetrate communities outside their area. 92.57% agree that they encourage their employees to come up with new business ideas by giving a prize to the winning idea.

Table 5.20: Means, Medians, Standard Deviations for Accountability and Employment opportunities.

Constructs	Mean	Median	Std. Deviation
ACCOUNTABILITY	4,42	4,20	0,423
EMPLOYMENT OPPORTUNITIES	3,48	3,40	0,995

According to the above table, Accountability has an overall mean of (M=4,42) score, which is above 3,5, the results show that most respondents seem to agree with the statements measuring Accountability. However, most respondents seem to neither agree nor disagree with the statements on the construct Employment opportunities because the overall mean (M=3,48) score is below acceptable thresholds of 3,5.

Table 5.21: Standardised Regression Weights and Hypothesis six conclusion

Dependent variable	Independent variable	Estimate	P value
Employment Opportunities	Accountability	0,050	0,390

Conclusion: Accountability does not have a significant impact on Employment opportunities as its p-value (0.390) is greater than 0.05. This implies improving Accountability will not translate to an improvement of Employment opportunities. Therefore, this hypothesis is rejected.

5.4 STRUCTURAL MODEL ANALYSIS

The structural model was tested using the maximum likelihood performed with AMOS 26. The Structural Model is presented below.

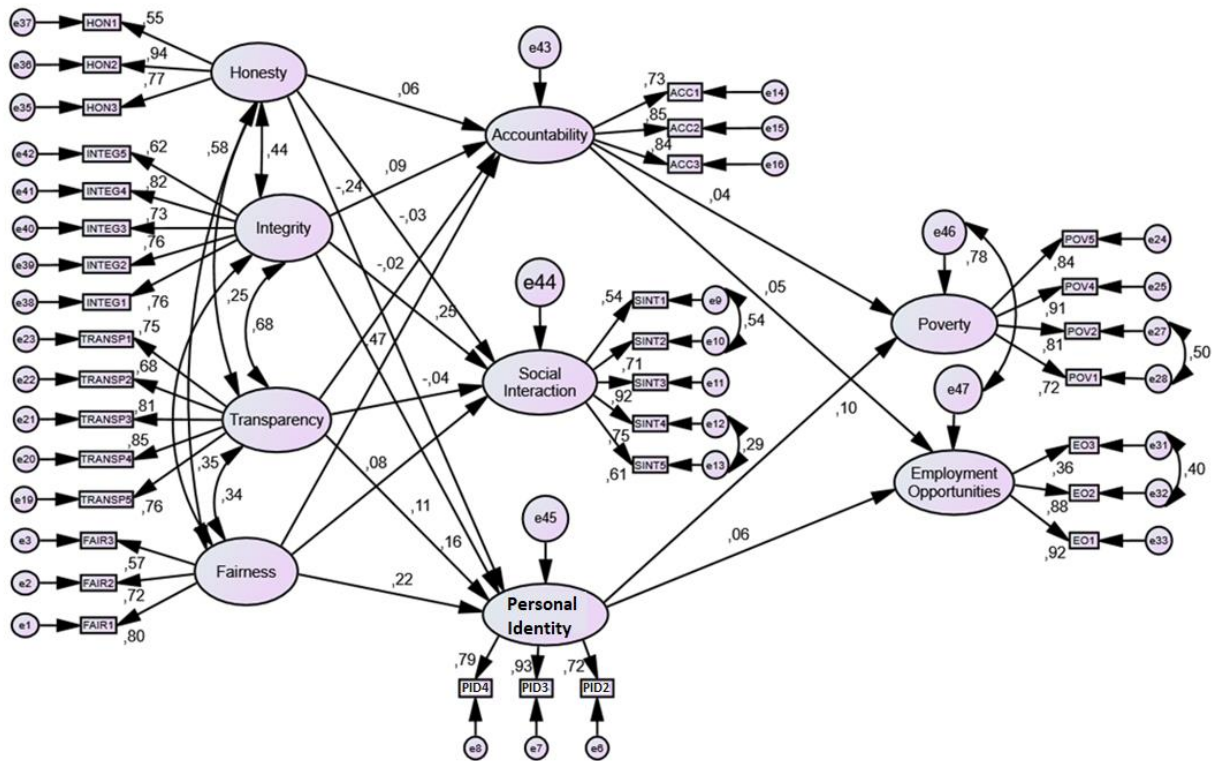


Figure 5.6: Structural equation model path diagram

Prior to testing the relationships stated in the hypotheses, the fit of the model was assessed. Results indicate satisfactory fit indices of the structural model (Chi-square = 893.260; p value= .000; df = 500) because CMIN/DF= 1.787; AGFI= 0.854; NFI= 0.880; TLI = 0.936; CFI = 0.943; RMSEA = 0.046. It can thus be concluded the structural model fits the data satisfactorily. Therefore, the structural model (Figure 5.6) can be used with confidence to test the research hypotheses of the study.

The values in Table 5.44 indicate the statistically significant relationships (either at 95 or 99 percent Confidence Interval), with the established predictive effects of the independent variable (accountability) on the dependent variable (honesty) reflected in Table 5.44. The Beta values indicate the direction and strength of the relationship while the p-value (Sig) estimates the

significance of the predictive effect (Pallant 2010: 494). The significance of the relationship is measured through a p-value below 0.05.

Table 5.22: Summary of model fit Indices

Fit Indicator	*Threshold	Initial measurement model	Final measurement model
CMIN/DF (Chi-square/degree of freedom)	Less than 3 (good)	2.695	1.712
	Between [3-5] (acceptable)		
	Above 5 (bad)		
RMSEA (Root Mean Square Error of Approximation)	Less than .05 (good)	0.067	0.044
	Between [.06-.1] (acceptable)		
	Above .1 (bad)		
CFI (Comparative Fit Index)	Less than .90 (bad)	0.846	0.950
	Above .90 (good)		
TLI (Tucker Lewis Index)	Less than .80 (bad)	0.830	0.942
	Between [.80-.90] (acceptable)		
	Above .90 (good)		
AGFI (Adjusted Goodness-Of-Fit-Index)	Less than .80 (bad)	0.748	0.859
	Above .80 (good)		

* Adapted from Hair, Hult, Ringle and Sarstedt (2014: 579-580)

As shown by the acceptable thresholds, the structural model had a good fit (Hair *et al.* 2014: 578), which establishes a guide for full hypothesis valuation and description of the model, its reliability and validity.

Table 5.23: Statistical evidence of reliability and convergent validity

Constructs	Items	Factor loadings	P-value	Cronbach's Alpha	Composite Reliability	Average variance extracted (AVE)	Final number of items and initials
HONESTY	HON1	0,545	***	0,784	0,806	0,593	3(4)
	HON2	0,943	***				
	HON3	0,769	***				
TRANSPARENCY	TRANSP1	0,747	***	0,878	0,880	0,596	5(5)
	TRANSP2	0,679	***				
	TRANSP3	0,813	***				
	TRANSP4	0,852	***				
	TRANSP5	0,758	***				
INTEGRITY	INTEG1	0,717	***	0,855	0,853	0,540	5(5)
	INTEG2	0,723	***				
	INTEG3	0,741	***				
	INTEG4	0,847	***				
	INTEG5	0,629	***				
FAIRNESS	FAIR1	0,803	***	0,741	0,744	0,50	3(4)
	FAIR2	0,718	***				
	FAIR3	0,573	***				
ACCOUNTABILITY	ACC1	0,730	***	0,846	0,848	0,651	3(5)
	ACC2	0,848	***				
	ACC3	0,838	***				
SOCIAL INTERACTION	SINT1	0,553	***	0,852	0,840	0,519	5(5)
	SINT2	0,719	***				
	SINT3	0,906	***				
	SINT4	0,757	***				
	SINT5	0,615	***				
PERSONAL	PID2	0,716	***	0,848	0,854	0,664	3(4)

IDENTITY	PID3	0,927	***				
	PID4	0,788	***				
POVERTY	POV1	0,723	***	0,906	0,894	0,680	4(5)
	POV2	0,806	***				
	POV4	0,914	***				
	POV5	0,845	***				
EMPLOYMENT OPPORTUNITIES	EO1	0,92	***	0,784	0,792	0,587	3(5)
	EO2	0,886	***				
	EO3	0,362	***				

* Indicates significance of the factor at a 99 percent confidence interval.

The results above (Table 5.23) statistically support the reliability and the convergent validity of the items retained in the final measurement model. In total, the items retained in the final measurement model are good measures of their respective constructs. The statistical evidence of discriminant validity is presented and discussed through the matrix of correlations and Average Variance Extracted (AVE) square root coefficients.

Table 5.24: Correlation matrix to assess the discriminant validity

	FAIR	PID	SINT	ACC	TRANSP	POV	EO	HON	INT
FAIR	0,704								
PID	0,214	0,815							
SINT	0,094	0,057	0,720						
ACC	0,498	0,121	0,217	0,807					
TRANSP	0,339	0,159	0,142	0,234	0,772				
POV	0,094	0,099	0,303	0,049	0,067	0,825			
EO	0,033	0,063	0,295	0,055	0,049	0,784	0,766		
HON	0,347	-0,023	0,078	0,247	0,581	-0,014	0,025	0,770	
INT	0,239	0,185	0,226	0,208	0,679	0,172	0,134	0,433	0,735

Conclusion: The measurement model fit the data satisfactorily, indicating all instruments used in the final measurement model are reliable. Convergent and discriminant validity were supported in the context of this study. Since the overall results of the CFA are satisfactory, we can confidently move to the structural model.

5.5 RELIABILITY AND CONVERGENT VALIDITY

Reliability and validity are models used to evaluate the standard of research (Cypress 2017: 254). These factors specify the extent to which process, procedure or analysis determines phenomenon, event, or transparency with regard to the object of observation (Knekta, Runyon & Eddy 2019: 2). The significance of reliability and validity in this study is to certify the data are perfect and reproducible, and outcomes are accurate. To further explicate the reliability of scales and the convergent validity, the below section further explicates their pertinence.

5.5.1 Reliability of the scales

Reliability deals with the extent to which the measurement of a phenomenon provides stable and consistent results (Taherdoost 2016). Cronbach's alpha and CR are generally used to assess scale reliability (Field 2014). The required cut-off value of both the Cronbach's alpha and CR is 0.7, although 0.6 is sometimes permissible (Malhotra & Dash 2011). Results in Table 5.45 show Cronbach's alpha ranges from 0.741 to 0.906; indicating an overall acceptable level of internal consistency of all nine constructs considered in the model. These Cronbach's alpha results are further supported by CR coefficients that ranged from 0.744 to 0.894. Based on both the Cronbach's alpha and the CR, all constructs involved in this study are considered reliable.

5.5.2 Convergent validity

Convergent validity is "the extent to which a set of items only measure one latent variable in the same direction" (Hosany *et al.* 2015: 482-495). According to the results, the visual representation of the measurement model suggests a convergent validity, because all factor loadings are above or equal to 0.5. The statistical evidence further supports the convergent validity of the measurements through Average Variance Extracted (AVEs) estimates above 0.5. (Table 5.45). These results reveal convergent validity is supported (Malhotra & Dash 2011).

5.6 STATISTICAL EVIDENCE OF DISCRIMINANT VALIDITY

Discriminant validity is the extent to which a latent variable or construct is discriminated from other latent variables (Taherdoost 2016), with the square root of the AVE expected to be above the inter-construct correlation coefficients. Discriminant validity was assessed by comparing correlations between all pairs of constructs with the square root of the AVE of each construct (Malhotra *et al.* 2017). Correlations greater than the square root of AVE are indicative of poor discriminant validity between the constructs involved. For instance, 0.704 (square root of Fairness) is greater than 0.214, which is the correlation coefficient between Fairness and Personal Identity. The results indicate no discriminant validity concern between the constructs, as all their AVE square roots are above their respective inter-construct correlation values. However, a discriminant validity concern is reported on the correlation between Poverty and Employment opportunity, since the square root of the AVE of Employment opportunity is below its correlation coefficient. This indicates that both constructs are too correlated to each other.

5.7 CONCLUDING SUMMARY

The purpose of this study was to ascertain the extent to which values impact entrepreneurial competencies that result in the sustainable development of the eThekweni Municipal area. The assessment of data was carried out through IBM SPSS AMOS version 26. The means and standard deviations of data were informed on and applied to make the required interpretations. The accuracy of data was evaluated for reliability and validity. The Pearson's coefficient result relationships were processed to evaluate the link between the variables of the study. Likewise, CFA and SEM were performed to assess the suitability of the quantification and structural models. Subsequently, the assessment continued with testing hypotheses and according to the results, Integrity has a positive and significant impact on Social Interaction. The hypothesised relationship between Honesty and Accountability; Personal identity and Integrity; Accountability and Poverty alleviation; Transparency and Accountability; Accountability and Employment opportunities, were not supported.

The next chapter concludes this study and presents the inferences deduced from the research findings, provides recommendations, and advises prospective paths for further research.

CHAPTER SIX

DISCUSSION AND CONCLUSION

6.1 INTRODUCTION

This thesis is positioned to make a very important contribution to the field of entrepreneurship, how this impacts sustainable development. It undertakes timely research on variables critical to successful economic development, from the perspectives of entrepreneurs and municipalities in pursuit of creating a better life for all. In addition to applying current theory to new contexts, the research also examines the relationship between values, entrepreneurial competencies, and sustainable development, proposing a new theoretical model.

A comprehensive review of the literature was conducted, with quantitative research methodology employed to evaluate the earlier hypothesised model. The final discussion in this chapter centres on the main constructs of this study, namely values, entrepreneurial competencies, and sustainable development, to determine how entrepreneurs feel regarding the importance of values such as honesty, transparency, fairness, and trust in driving integrity, as well as accountability, personal identity, and social interaction, in order to eliminate social ills such as poverty and unemployment in our societies.

The empirical findings in the previous chapter have produced many themes, most which bear relevance to the theoretical discourse on values as a vehicle to good moral conduct, with pertinent observations that have emerged from these findings discussed hereunder.

6.2 IMPACT OF VALUES ON ENTREPRENEURIAL COMPETENCIES

To test the impact of values on entrepreneurial competencies and sustainable development, the following hypotheses were proffered:

Hypothesis 1

Null hypothesis: There is no relationship between honesty and accountability

Alternative hypothesis: Honesty is positively related to accountability

The analysis of the responses showed honesty does not influence accountability, as its p-value (0.436) is greater than .05. Therefore, this hypothesis was rejected.

This implies that improving honesty does not translate into an improvement in accountability.

As indicated in the previous chapter, key informants such as Minbaeva (2018: 702) and Siagian, Tarigan and Jie (2021: 3), note honesty is easier to demonstrate when a person has something constructive to say. However, when honesty entails presenting a possibly hard to hear expression, many people feel some level of stress when either exhibiting or accepting it. Nevertheless, when an individual or organization speaks dishonestly, the audience may perceive that such a person or organization is not trustworthy. Wright and Nyberg (2017: 1633) note people will depend on an organisation or an establishment where the value of honesty is steadily present. Conversely, they will act contrary or not rely on a person or an enterprise who passes along, or accepts, anything less than honesty.

Hypothesis 2

Null hypothesis: There is no relationship between personal identity and integrity

Alternative hypothesis: Personal identity is positively related to integrity.

Personal Identity does not have a significant effect on integrity, reflected by its p-value (0.063) being greater than .05. Therefore, this hypothesis is rejected, which means improving personal identity will not necessarily result in improved integrity.

Baskaran (2019: 334) notes the personal identity of entrepreneurs can severely blight their work operation. When negative influences prevail, it can influence how entrepreneurs feel about themselves and harm their business. Occasionally, this can lead to tragic outcomes, because when the personal identity of people goes wrong, the adversity can motivate entrepreneurs to make self-destructive decisions, such as the mistreatment or harming others.

According to Harrison, Paul and Burnard (2016: 152), a personal identity without moral values invites and promotes dishonesty. When individuals are not confident, they lie to themselves and people to cover up their weaknesses and to circumvent embarrassing consequences and disappointments. This influence makes it more difficult to feel content with who they are (Aviel 2018: 34).

Hypothesis 3

Null hypothesis: There is no significant relationship between accountability and poverty alleviation.

Alternative hypothesis: There is a positive relationship between accountability and poverty alleviation.

Accountability does not have a significant effect on poverty, as its p-value (0.464) is greater than .05. Thus, improving accountability will not improve poverty. This hypothesis is, therefore, rejected.

Lateh (2018: 2) observes environmental problems may produce themselves as transient or appear as perpetual changes to the ambience such as rapid urbanisation, deforestation, increased global temperature, and global warming, in addition to water shortages, species extinction, loss of biodiversity, and carbon pollution, as well as consumerism, and more. Many of these issues are caused by human activities, largely resulting in poverty that may be rescindable (Korosteleva & Stępień-Baig 2020: 197). Instead of seeing people in *poverty* as a market for products, the *key* to addressing environmental problems rests on the knowledge *entrepreneurs* can use in assisting those living in *poverty* to have a meaningful life and earn a living to sustain their existence (Uduji, Okolo-Obasi & Asongu 2021: 4). This means entrepreneurs are accountable for how they treat the environment.

Hypothesis 4

Null hypothesis: There is no significant relationship between social interaction and integrity

Alternative hypothesis: Social interaction is positively related to integrity.

Integrity has a positive ($\beta=0.253$) and significant effect on social interaction because its p-value (0.005) is lower than .05. This implies when integrity increases by one standard deviation, there is a 99 percent chance that social interaction also increases by 25.3 percent of its standard deviation. Therefore, this hypothesis is accepted.

In business, people of integrity have a solid ethical scope. They keep their word, assume full accountability for their actions and maintain ethical conduct, even when it implies being accommodating or having to make difficult decisions (Pollman 2018: 713; Muo & Azeez 2019:

17). Integrity in social interaction can offer entrepreneurs hope, as well as business opportunities and without integrity in the interaction, entrepreneurs could lose their credibility (Schaefer & Bouwmeester 2021: 4).

Dowd and Burke (2013: 138) note that businesses spend vast sums of money and time expressing values that can drive their industrial operations, while maintaining basic assumptions of their beliefs or specific trust practices that influence their behaviour. Despite this, a lack of integrity in social interaction is perceived as a key factor of organizational distrust (Specht, Siebert & Thomaier 2016: 754), which can cost an enterprise dearly, specifically in production; this can lead to wastage of materials, time, and human resources. When there is a lack of integrity in social interaction there is a belief that management or the entrepreneur does not act fairly (Grigore, Stanescu & Stoicescu 2018: 85), with the effect that people in the establishment or employees become distrustful of any new initiatives or promises of improvement.

Hypothesis 5

Null hypothesis: Transparency does not influence accountability positively.

Alternative hypothesis: There is a positive relationship between transparency and accountability. Transparency has a negative and non-significant effect on accountability, with a p-value (0.818) greater than 0.05. By implication, improving transparency will not translate to an improvement in accountability. Therefore, this hypothesis is rejected.

Kapinos, Martin and Mitnik (2018: 9) opine that extreme transparency can trigger tension. Corporations that stand for thorough transparency, along with the unequivocal purpose of penalising gross misconduct and gratifying good conduct, may find it challenging to accomplish communication standards. When employees encounter this, they display antipathy towards the existing system, which can lead to poor conduct (Eissa, Lester & Gupta 2020: 579).

Transparency is described by Christensen, Lægreid and Røvik (2020: 2) as a prerequisite of accountability, because it enables the organisation to observe people's values, their culture, and the consequences of their behaviour (Christensen *et al.* 2020: 15). The influence of working transparently signifies people must act explicitly with available knowledge to make the right choices, not only to resolve people's problems but to boost the service quality of an organisation.

Hypothesis 6

Null hypothesis: There is no significant influence between accountability and employment opportunities.

Alternative hypothesis: Accountability is positively related to employment opportunities.

Accountability does not have a significant impact on employment opportunities, due to its p-value (0.390) being greater than 0.05. This implies improving accountability will not translate to an improvement in employment opportunities; this hypothesis is, therefore, rejected.

De Roeck and Farooq (2018: 923) note making employees accountable is a major obligation of leadership, even though it is a tedious task. Allowing people to evade accountability is liable to trigger anger, bitterness, and hostility in a team. In addition, exceptional performers wish to be in a team where everybody is devoted to excellence, which may lead to preference, disappointment, and weakness for hard workers (Amos, Zhang & Read 2019).

According to Stair and Reynolds (2020: 66), accountability in the workplace can result in better cooperation and a secure business environment for change, while it can also enhance a solution to the problem, as people feel strengthened and dependable. Accountability of a person when executing a task enables heightened qualities of competency and the operative's dedication to the work (Armstrong 2021: 119), while also increasing innovation and creativity. All these constructive outcomes give rise to greater worker morale and satisfaction.

The discussed hypotheses revealed that social interaction is positively related to integrity. A person with integrity acts ethically to avoid unlawful activities and decide on what is right while serving people and carrying out obligations, even when not supervised (Guohao, Pervaiz & Q 2021: 1447). Such a person holds other strong ethical values such as fairness, transparency, and loyalty. Propagating integrity in the workplace is vital for dealing with encounters, trials, and tasks peacefully and expressly. In addition, integrity builds trust and cements relationships between work colleagues and their leaders (Wasim & Rehman 2022: 4). Beyond having strong ethical standards, having integrity denotes taking responsibility and accountability for actions whether upright or flawed.

To build a good working system, entrepreneurs must thus learn and understand how to use integrity as a tool of viable advantage and demonstrate reliability and trustworthiness to others as an example they expect people to emulate (Munemo 2022: 265). When entrepreneurs understand how to acknowledge integrity as an approach to developing a transparent and positive working environment, the public will feel at ease in interacting with ideas and engaging in good dealings with their enterprise and its operations.

6.3 IMPLICATIONS TO STAKEHOLDERS

Entrepreneurs are seemingly entangled in environmental matters in some form or another, nevertheless, they are also influenced by environmental changes where they operate their business, part of which are aligned to meet numerous customer needs. The persistent rise in environmental concerns is ample indication to drive entrepreneurs to participate in environmental actions that impact municipal economies as well as the economy of a country. These are discussed hereunder:

6.3.1 Implications to Entrepreneurs

The saying, ‘honesty is the best policy’, seems apt as SMMEs must endeavour to run their operations with honesty because patrons, personnel, and business associates want to trust that entrepreneurs can honestly understand how to meet their needs and can operate a sustainable business. When entrepreneurs can prove their competencies in business with honesty, the result will help them build a good, reputable image. Likewise, engaging in business operations that lack honesty can spell an entrepreneur’s rapid downfall.

The integrity of entrepreneurs is intertwined with their operational performance, which means they should endeavour to perform their operational duties with integrity. The resultant effect can draw and retain customers, generate worker reliability, and develop their business to be a more worthwhile investment proposition, while it can also assist entrepreneurs to adhere to regulations and avoid penalties.

Entrepreneurs are pivotal to market economies because they can function as a wheel of economic development. In addition, through their innovative and creative ideas invested in the production of

new goods and services, SMMEs can increase new job opportunities, which eventually results in the acceleration of economic development. Nevertheless, the rate of poverty can limit the capacity of entrepreneurs to profit from the creativity they offer to the marketplace, while poverty can also drive them to turn to illegal activities to survive.

The success of an entrepreneur's venture may depend heavily on social interaction. Ambitious entrepreneurs and individuals with established, respectable histories must, therefore, deliberate honestly on their social competence. In understanding areas that require development, entrepreneurs with dynamism can raise their social skills that may be impeding their growth in the corporate world.

Entrepreneurs should embrace transparency as their corporate culture, because it fosters confidence and makes workers feel they are serving an establishment with greater ethical principles, encouraging employees to be committed and have an interest in the mission, pursuit, and objectives of their enterprise. In addition, workers will be dedicated to the process when their leaders continuously keep them informed and convey work stratagems, values, and the reality of the present situation.

Although it is the responsibility of managers and business owners to hold subordinates or staff answerable, this does not suggest the workers will not be able to hold each other or their leader accountable. A better approach to improving accountability in the workplace is to make people answerable each time work is to be done. Advising employees who is responsible for any respective obligation will stimulate completion of specific tasks.

6.3.2 Implications to Municipalities

Entrepreneurs meeting the needs of people goes beyond working with honesty in their place of business or providing people with products and services. The accountability of SMMEs extends to the public as well and is beneficial to all. The municipality must equally encourage entrepreneurs to 'practise what they preach' in their operations, in order to build an environmental culture where people behave decently. Servicing the public can be cumbersome, time-consuming, frustrating and demands entrepreneurs act with integrity when discharging duties that can greatly increase the task

of entrepreneurs in their attempt to sustain a long-lasting change in the community. In this regard, municipalities can support the performance of SMMEs through mentoring and training to boost their operational competence.

Virtually all the likely effects of poverty impact people's lives, part of which comprises inadequate infrastructure, the shortage of basic services, starvation and food insecurity, and so on. The municipality can make progress in alleviating poverty by offering financial empowerment to entrepreneurs in the form of grants and incentives, as well as equity funding, to strengthen their progress and growth to fund sustainable businesses.

Regardless of the type of business entrepreneurs operate, they must prove to the public that they care for customers by not misleading them with deceptive accounts, and misleading posts that can result in poor customer choices. The municipality can, through its business support units, enlighten entrepreneurs regarding the harmful effect misinformation can bring to their business and clients. SMMEs can, furthermore, be enlightened of the need to treat people fairly, through the business support unit which will also teach entrepreneurs how to meet their commitments and be reverent to others. Importantly, the municipality should invest in education to produce a collection of effective workers who appreciate the education of formerly untrained people.

6.3.3 Implications to Government

When entrepreneurs are active and competent, they will be able to contribute to the country's GDP and help reduce the unemployment problem. As SMMEs are concerned with the production of goods and services in the economy, their involvement in economic development can influence employment creation, thus enabling job seekers to be gainfully employed, and government to generate more revenue from foreign exchange. Therefore, SMME involvement affects the entire economy.

One of the key methods of creating a sustainable society is through education, as it is a good channel through which poverty can be reduced and individual income boosted. Government can assist disadvantaged people and entrepreneurs gain access to quality education from universities and colleges through loans and bursaries. The skills and knowledge of business education acquired

by both business owners and employees can enhance their personal identity and confidence, which are vital and required for business productivity. In short, education offers a career growth opportunity to the workers and businesses.

Since we are in the digital age, the government can also encourage people to make use of social media to develop a vital part of their daily living through sharing links on platforms such as Facebook, Twitter, and others, to allow people to know more about universal poverty as well as to enlighten them what to do as a way out of poverty.

In providing infrastructure such as electricity, water, transport, and telecommunications, as well as hospitals, and housing, government can allow businesses to mature, while promoting equality in individuals, to benefit from improved quality of life.

6.4 CONTRIBUTION TO KNOWLEDGE

The examination of values, entrepreneurial competencies, and review of sustainable development in the eThekweni Municipality in the KZN province of SA, is the first study that has examined the behavioural side of entrepreneurs in their quest to attain sustainable development. In doing so, the study makes a key contribution, showing that not only do values underpin behaviour, they also mediate between competencies and sustainable development in a country. This means the economic success of a nation is fortified by business people who have sound value judgements.

Integrity has emerged as the key value that connects every aspect of a business. People will rely on the enterprise that incorporates the value of integrity as their basis of operation and interaction with the populace. Integrity is also strongly linked to social interaction. Entrepreneurs must be accountable for their actions and understand their obligation to society, particularly, the resultant development of the nation. The value of integrity will be transparent and will attract people to the business, while it will also mitigate abuse of power that, in turn, negatively affects society, evidenced by anger, disappointment, and hostility.

6.5 AVENUES FOR FURTHER RESEARCH

This study provides a starting point in understanding the importance of values in people; how these are responsible for economic success in a country. Future research could consider the following:

- i. A larger sample could be used to increase the statistical power of the findings. This sample would also need to be extracted from other sectors of the economy. Public entities such as municipalities, as custodians of service delivery, could be part of that sample.
- ii. Inclusion of additional variables in testing the model. Although the scales to measure values, entrepreneurial competencies and sustainable development have been found to have relatively high consistency, it would be valuable to improve the validity of the scales through replication.

6.6 CONCLUSION

Entrepreneurs as agents of change can contribute to the extensive improvement required to build sustainable development through their behavioural adjustments. Since the primary issue people typically seek to eradicate is poverty, the better approach to saving people from it is by enlightening them with knowledge, through which they can draw valuable conclusions. If sustainable development is imperative to people, so is the knowledge essential to accomplish it. Knowledge is needed by people to build healthier and improved lives for themselves, their families, and society at large, and to address social and environmental challenges such as poverty, famine, unemployment, and overpopulation, while ensuring global warming, pollution, and ozone layer depletion are controlled.

In the same way knowledge is crucial for economic development, so are skills. Entrepreneurs can create wealth from their enterprises and promote social development through their skills. Innovative contributions by entrepreneurs, in the form of new products and services, lead to new job opportunities that can generate a surging impact or positive cycles in the economy. The effort of entrepreneurs in developing a healthy organization relies on their intrinsic business skills that anticipate people's needs and bring new ideas to market. Entrepreneurs can use a set of communication, marketing skills, negotiation, and financial, as well as managerial, time

management and leadership skills to create social change that offer people a better life and community development.

Experience is a crucial element to being competent at work. Gaining directions and acquiring functional experience concurrently is an advantage, as its influence saves time and money. Since life is ongoing, the experience individuals encounter may be good or bad and its effect can assist them to inhabit an informed and productive life. Exigent learning, together with realistic, on-the-job practice is a winning system for success. Further to this, people's choices and their experiences help in creating the person they are. Nonetheless, support is essential to impart knowledge and skills that transform to growth or development in others. Entrepreneurs can, therefore, help others to develop their experience via active learning practices, using tools of interaction on experiences and feedback. In addition, they should distinctly interact with people, corporate bodies, the entire company, and patrons outside the enterprise, while recognising and regarding different ethics of interaction.

The significance of social interaction presents people with an understanding of the way they progressively identify themselves from the values of others and how we belong to the world. The understanding how people have been unable to fulfil its standards helps entrepreneurs to not just see the significance of values and standards in the community but how these can change over time. For values to work, interaction among people is thus essential. SMMEs secure their future and build an environment fit for living through the social interaction embedded with integrity that can enlighten people with the creative knowledge and innovative ideas on the need to take care of their present environment. Since knowledge of sustainable development is essential to modernisation, resourceful, business organizations need workers at all levels, careers and markets. They need staff who can discern how social and environmental problems influence structural and personal goals, and who are ready to go to any length to solve them.

Additionally, it is crucial for entrepreneurs to maintain a good personal identity as this is important to strengthen their behaviour, as well as the establishment they manage. In understanding who they are, and having confidence in themselves, entrepreneurs can identify their areas of strengths and weaknesses, and expressly, stand out as stronger entities. The values they possess or carry as traits

must be good enough to distinguish them from rivals or similar business owners operating in the same field of business.

Values in people or organizations are the principles that allow a decision to be made on what is considered right or wrong about behaviours, individuals, events, or conditions. Examples of common values are honesty, transparency, integrity, and fairness. Honesty represents the value that is objective and reliable every time, even at the risk of oneself and that builds trust in people, as well as cooperation, promoting better teamwork and enabling people to make better decisions. Transparency entails being sincere and straightforward when speaking to people about matters related to them. In business, the aim of transparency is to continually instil confidence and support that preserve the organization's reputation in business relations. Transparency in the workplace boosts worker morale, as well as their engagement; it offers an inspiring glimpse into consumer happiness. Fairness is an unbiased treatment free of partiality or intolerance that takes care of people fairly, under all circumstances. The attributes that foster fair behaviour comprise mutual esteem, strong interpersonal relationships, and honest interaction. Fairness in an organization (or failure thereof) can give rise to lowered workforce competence. When workers in an establishment are regarded with respect, work relationships turn out to be stronger, and reliability increases.

To realise most prospects, entrepreneurs can garner realism to their advantage by motivating people through dynamic learning methods to delve into the real sustainable development patterns that link people with the business's aim and values. Entrepreneurs need to be more transparent when providing ideas from tracking accomplishments and breakdowns in the business's sustainable development-shared initiatives. Fair messages from entrepreneurs can assist people to prioritise the understanding of sustainable development. In addition, entrepreneurs can support sustainable development by interpreting it to people as a typical part of working life, with businesses that can benefit from showing how action on sustainable development is crucial to their daily activities and indispensable for developing society, as well as economic development and social improvement. Reliability centres on uniformity and can be employed in the operation, implementation, or actions of people, organisations, goods, and procedures, as well as and information, among others. Consistent presentation throughout all indicated areas is vital to

productive business development and outcomes. In other words, for an enterprise to be effective, every unit of its components needs to be reliable.

Poverty is among the most common diseases challenging the world and can be described as the lack of prospects, information, accessibility to market, and supply, in addition to income disparities and scarcity of practical resources needed by individuals and the community to cope with their lives. The problem of poverty can be triggered by various means. Examples are poor education, limited access to safe drinking water and healthy food, climate change, and disparity, along with conflict, capacity constraints of the government, inadequate infrastructure, and lack of reserves, a job or employment. However, entrepreneurs can contribute to reducing poverty via job creation, skills development, easy accessibility to goods and services, as well as social accountability.

Deterioration in employment content is a growing issue of concern which, should there be no improvement, the final outcome will pose a risk or negative impact to all. Likely issues that could be experienced are poverty, famine, disease, and political unrest, as well as war, crimes, and vandalism. Unemployment can also affect a person's social standing, which manifests itself out of incrimination, blame, tagging, inequitable conviction, rejection, psychological distress, and mood disorders. There is a growing acceptance of the need for sustainable employment. Entrepreneurial enterprises can support the reduction using their creative and innovative ideas to impart knowledge, skills, and experiences to people with the focus to further grow their work abilities. Based on the above, entrepreneurs and operators can be competent and play an enormous role in their operations and sustainable development, if the ideas recommended above can be fittingly effected in South Africa.

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APPENDICES

Appendix 1: LETTER OF INFORMATION



07 August, 2020

Dear Respondent,

LETTER OF INFORMATION

I am a PhD candidate at the Durban University of Technology. I seek your understanding and contribution to my PhD thesis titled:

“MODELLING VALUES, ENTREPRENEURIAL COMPETENCIES AND SUSTAINABLE DEVELOPMENT: A CASE OF SMMEs IN THE ETHEKWINI MUNICIPAL AREA”.

The aim of my study is to examine the extent to which values impact on SMME competencies in a way that results in sustainable development, with special reference to those who operate within the eThekwin Metro. I wish to clarify that you can withdraw from participation on the account of any situation that may cause you any inconvenience regarding this programme and no penalty will be levelled against you. Your name will also not be required in the responses you make.

All information provided will be held in confidence, in line with the University's strict policies and guidelines. Finally, you can reach me or my supervisor for any query, additional information or any unclear statement concerning this questionnaire at the contact numbers listed below.

I thank you in anticipation.

Researcher's Name: S. A. Ogunsola

Cell Number: 078 173 8236

Supervisor: Dr. N. Potwana

Cell Number: 082 860 7187

DUT Research Ethics Administration

Tel: 031 373 290



Appendix 2: LETTER OF CONSENT

Statement of Agreement to Participate in the Research Study:

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

Full Name of Participant

Date

Time

Signature/Right Thumbprint

I, **Sijuwade Adedayo Ogunsola** herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

02 AUGUST 2018

Full Name of Researcher

Date

Signature

Full Name of Witness (If applicable)

Date

Signature

Full Name of Legal Guardian (If applicable) Date

Signature

Appendix 3:**RESEARCH QUESTIONNAIRE**

Kindly tick the relevant box below

SECTION A: BIOGRAPHICAL SECTION**1. Gender**

Male		Female	
------	--	--------	--

2. Age

< 21		21- 30		31- 40		41- 50		51 >	
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3. Race

Black		Coloured		Indian		White	
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4. Highest Educational Qualification

Matric		Professional Certificate		Diploma		Degree		Post Graduate Degree	
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5. Years in Business

1 – 10 yrs.		11- 20 yrs.		21-30 yrs.		31-40 yrs.		>40yrs	
-------------	--	-------------	--	------------	--	------------	--	--------	--

6. Type of Business

Micro-enterprise		Small enterprise		Medium enterprise	
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7. Ownership

Sole Proprietor		Partnership		Joint venture		A Private company Pty (Ltd)		Others	
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8. Number of Employees

<5		5 – 20		21 - 50		> 50	
----	--	--------	--	---------	--	------	--

From Section B to D: Indicate the degree to which you agree or disagree with the following statements about your company/organisation.

SECTION B: VALUES

HONESTY	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
	1	2	3	4	5
9. I base my actions on the evidence of what I believe is the truth at my workplace.	1	2	3	4	5
10. Planning in my business is based on true facts and not sentiment.	1	2	3	4	5
11. The development of the sales force objective of my enterprise is built on the platform of honesty to boost my profitability.	1	2	3	4	5
12. I am straight forward when expressing my opinion irrespective of what other people can say.	1	2	3	4	5
TRANSPARENCY	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
	1	2	3	4	5
13. I do not make outrageous claims that can damage the reputation of my business.	1	2	3	4	5
14. Displaying the attitude of plainness has attracted employees of similar outlook to my business.	1	2	3	4	5
15. I comply strictly to the laws regulating the operational activities of my business.	1	2	3	4	5

16. I offer quality services to my clients as a symbolic representation of truth and accurate valuation of my business.	1	2	3	4	5
17. I can built a credible character through my words and actions.	1	2	3	4	5
INTEGRITY	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
	1	2	3	4	5
18. I take my duty to help the community seriously.	1	2	3	4	5
19. I attend to community complaints with urgency.	1	2	3	4	5
20. The communities around me know that I do not accept bribes of any kind.	1	2	3	4	5
21. I do not make outrageous claims that can cause damage to the reputation of my business and community.	1	2	3	4	5
22. I do not engage in false advertising.	1	2	3	4	5
FAIRNESS	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
	1	2	3	4	5
23. I give my employees equal work opportunities.	1	2	3	4	5
24. I ensure that there is no discrimination of any kind in my company.	1	2	3	4	5
25. My employees are involved in making decisions that affect them at work.	1	2	3	4	5
26. I encourage my employees to start their small entities and assist them where necessary.	1	2	3	4	5

SECTION C: ENTREPRENEURIAL COMPETENCIES

ACCOUNTABILITY	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
	1	2	3	4	5
27. I hold myself responsible for my actions so that other co-workers can learn from me.	1	2	3	4	5
28. I keep check of my actions to ensure excellent employee performance.	1	2	3	4	5
29. I motivate my employees by always appreciating their work.	1	2	3	4	5
30. I make sure that I maintain high standards of morality.	1	2	3	4	5
31. I own up to my mistakes and give feedback to people even when it is not convenient for me to do so.	1	2	3	4	5
SOCIAL INTERACTION	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
	1	2	3	4	5
32. Fostering good relations with my employees has made it easy to realize organizational goals.	1	2	3	4	5
33. Constant communication with my co-workers has created an environment of mutual trust in my business.	1	2	3	4	5
34. I make time to mentor new employees	1	2	3	4	5
35. Involving my employees has helped me manage my stress levels.	1	2	3	4	5

36. The local community is informed about business development through social media technologies.	1	2	3	4	5
PERSONAL IDENTITY	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
	1	2	3	4	5
37. I have confidence in my skills and abilities.	1	2	3	4	5
38. I believe that I am self-directed and can make independent decisions	1	2	3	4	5
39. I believe that I possess enough energy and motivation to achieve my professional and personal goals.	1	2	3	4	5
40. I believe that I can maintain composure, think rationally under stress, and keep negative emotions under control	1	2	3	4	5

SECTION D: SUSTAINABLE DEVELOPMENT

POVERTY	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
	1	2	3	4	5
41. I am involved in social responsibility initiatives such as education of the disadvantaged people	1	2	3	4	5
42. I participate in public enlightenment workshops on entrepreneurial skills development.	1	2	3	4	5
43. I inspire the youth to invest in careers that offer more employment opportunities.	1	2	3	4	5

44. I partner with the local municipality and other institutions on job creation projects.	1	2	3	4	5
45. I sponsor community-based projects that are aimed at reducing crimes in our community.	1	2	3	4	5
EMPLOYMENT OPPORTUNITIES	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
	1	2	3	4	5
46. I continuously expand my business interests by starting other small entities.	1	2	3	4	5
47. I arrange computer training courses for both my employees and young people from the community.	1	2	3	4	5
48. I use information technology methods to advertise my business effectively.	1	2	3	4	5
49. My computer knowledge has helped me penetrate markets outside my area.	1	2	3	4	5
50. I encourage my employees to come up with new business ideas by giving a prize to the winning idea.	1	2	3	4	5

THANK YOU FOR YOUR TIME!!

Appendix 4: EDITOR'S LETTER

Helen Richter

Advanced Editing, Proofreading & Copy writing

feetjieding@gmail.com 072 9538169

24 April 2022

To whom it may concern:

CERTIFICATE OF EDITING & AUTHENTICATION

I have proofread and language edited the following PhD thesis titled:

“MODELLING VALUES, ENTREPRENEURIAL COMPETENCIES AND SUSTAINABLE DEVELOPMENT: A CASE OF SMALL, MEDIUM AND MICRO ENTERPRISES IN ETHEKWINI MUNICIPAL AREA”

by

Sijuwade Adedayo Ogunsola

The work is the author's own work, to the best of my knowledge, and is free of spelling, grammar, and structural and stylistic errors.

With thanks.

H. S. Richter (Ms)

Appendix 5: TURNIT IN REPORT

Ogunsola			
ORIGINALITY REPORT			
6%	5%	0%	3%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	Submitted to University of Witwatersrand Student Paper		1%
2	ir.dut.ac.za Internet Source		1%
3	hdl.handle.net Internet Source		<1%
4	Submitted to University of South Africa Student Paper		<1%
5	www.durban.gov.za Internet Source		<1%
6	en.wikipedia.org Internet Source		<1%
7	fbemoodle.emu.edu.tr Internet Source		<1%
8	digiresearch.vut.ac.za Internet Source		<1%
9	Submitted to University of the Free State Student Paper		<1%

N POTWANA

APPROVED BY SUPERVISOR: DR N. POTWANA

DATE: 5TH MAY 2022

Appendix 6: ETHICAL CLEARANCE



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

24 October 2019

Student Name: Mr SA Ogunsola
Student No: 21556735
FREC REF: 92/18FREC

Dear Mr SA Ogunsola

DOCTOR OF PHILOSOPHY: BUSINESS ADMINISTRATION

TITLE: Modelling Values, Entrepreneurial Competencies and Sustainable Development: A case of Small, Medium and Micro Enterprises in eThekweni Municipal Area

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: **Approved – Ethics Level 2**

Date of FRC Approval: 28 November 2018

Approval has been granted for a period of two years from the above FRC date, after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's.
Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Yours sincerely

Prof JP Govender
Chairperson: Faculty Research Ethics Committee

