



Durban University of Technology

**EVALUATING THE ETHICAL MANAGEMENT PRACTICES OF SMALL, MEDIUM
AND MICRO-ENTERPRISES TO ENSURE EFFECTIVE BUSINESS DECISION-
MAKING IN THE ETHEKWINI MUNICIPAL AREA**

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OF SMALL, MEDIUM AND MICRO-ENTERPRISES TO
ENSURE EFFECTIVE BUSINESS DECISION-MAKING IN THE
ETHEKWINI MUNICIPAL AREA**

By

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DECLARATION

I hereby certify that this thesis titled — **“EVALUATING THE ETHICAL MANAGEMENT PRACTICES OF SMALL, MEDIUM AND MICRO-ENTERPRISES TO ENSURE EFFECTIVE BUSINESS DECISION-MAKING IN THE ETHEKWINI MUNICIPAL AREA”** is my original work. All sources cited herein are indicated and acknowledged by means of 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 part for a degree in this or any other University. Where this work used information or writing that belonged to other people such as data, pictures and graph the source through which the information was acquired was acknowledged.

S. E Ndlaazi

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ABSTRACT

This study is premised on the understanding that the democratic government of South Africa has made use of many initiatives to sustain the development of SMMEs. This is due to the fact that this sector has the potential to develop the country's economy. The study then aimed to explore the effect of a knowledge of ethics and its management on the business decisions of entrepreneurs. This research examined the potential of SMME managers and business owners in terms of how they can use their ethical management knowledge to ensure effective decision-making which can make their enterprises promote viable economic growth.

The basis on which this research was initiated was that of the human behaviour of SMME managers, operators and business owners in relation to how they can contribute to economic development and survive the competitive market using ethical management practices to make good decisions. The data of the study was accumulated from different SMMEs in the eThekweni Municipal Area using simple random sampling. A total of 200 entrepreneurs answered to the questionnaire, which comprised the sample of the study. This data was captured and evaluated on the Statistical Package for the Social Sciences (SPSS) Version 28 and yielded the descriptive statistics.

Significant findings of this research were that to add positively to economic development, SMME owners, managers and operatives must be equipped with knowledge to run their operations with elements of trustworthiness and values of honesty, integrity, fairness accountability, loyalty and empathy if they are to succeed in their choice of operation. The constraining factors that stemmed from the answers of the respondents were that they did not give preference to the legal standards and ethical ideas that regulate their operation with results that end up affecting their ability to make good decisions.

The main recommendation is that prospective entrepreneurs must be equipped with knowledge to understanding of how to cope with the changing risks encountered in the process of operation, as well as how to come up with emergency plans that can mitigate this problem. This could also be an avenue for further research.

Keywords: Ethical management, decision-making, trustworthiness, accountability, and loyalty.

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LIST OF ACRONYMS

| | |
|--------|---------------------------------------|
| DTI: | Department of Trade and Industry |
| NEPA: | Nstika Enterprises Promotion Agency |
| SEDA: | Small Enterprise Development Agency |
| SMMEs: | Small, Medium and Micro Entrepreneurs |

CHAPTER ONE

ORIENTATION AND OVERVIEW OF THE STUDY

1.1 Introduction

This chapter provides an overview of the study. It introduces the reasons for ethical management practices in SMMEs being remarkable for decision-making and a significant subject to study. Ethical management, according to Jooste (2013), is a collection of moral guidelines that regulate how businesses work, make decisions and how people are treated. It is the assessment of suitable corporate policies and practices about possibly critical issues, such as corporate governance, insider dealing, corruption, bigotry, corporate and social accountability, and trust challenges (Sulemana and James Jr 2014; Veríssimo and Lacerda 2015).

Ethical management, as stated by Trevino and Nelson (2016), presents an essential structure that businesses observe to earn social recognition. Likewise, it includes the moral principles employed in running business activities and safeguarding the legal rights of people, development, and the whole environment. Examples of these are integrity, honesty, trust, fairness and transparency (Yang 2014; Trevino and Nelson 2016).

Earlier surveys on ethic management are confined to examining statutory regulations, but typically they did not address the behaviour, prospects and requirements of societies and patrons. Investigations into practices, openness and trustworthiness have been more commonly overlooked. Enterprises must realize that the reward of abiding by ethics is accepted as heightening stakeholders' trust, improving productivity, preserving high-quality workers, safeguarding customers' trust, greater proficiency and extending conformity efforts (Van Akkeren and Buckby 2017).

In business, ethical management for decision-making has gone beyond a state where issues can be handled with levity hands. This is the reason for organisations often establishing rulings and policies so that infringements will be impossible. Enterprises will be obliged to observe ethics otherwise their continued existence will be difficult.

The purpose of this chapter is to give an overview of this study and determine why this study of ethical management in SMMEs will be a fascinating and crucial subject to research. The section below provides a brief literature review and the bases of this thesis.

1.2 Brief Literature Review

Ethical management for decision-making is wider than is commonly assumed. Elements such as improved backers' trust, greater productivity, maintaining quality personnel, preserving consumer's trust and better efficiency are also incorporated in the real possibility of ethical matters (Kolk 2016; Mayanja and Perks 2017). There could be varying levels at which ethical problems evolve, classified as personal, industry, corporation, organisation and national (Dion 2017; Hassmiller and Bilazarian 2018). Ethical matters at the organisational level are commonly associated with monetary fraud, forgery, duplicity, surcharging of costs and buying, phony repayments, and a sign of reduced proceeds (Suriyankietkaew and Kantamara 2019). These issues shift a clear and direct loss to entrepreneurs, financiers (smaller gain on invested funds) and clients (inflation on goods and services). Consequently, corruption is advanced, and the trust of stakeholders (investors, employees, customers, suppliers, communities, governments, or trade associations) wanes (Ryan 2020).

According to Schaefer and Bouwmeester (2021), the image of the businesses may be impaired and the business may be wounded-up. Staff members can feel pain from ethical issues such as persecution, unfairness, inequality, poor well-being and porous safety (Abildgaard, Nielsen and Sverke 2018; Hawkins 2021). Bias may also go on due to people's age, gender, race and colour, nationality, religion, ethnic, amongst others. Other serious issues such as operatives' delinquency, untrustworthiness and violation of service regulations, as deemed by the management, are springing up and placing businesses in a complicated position (Ermasova 2021). These problems are persisting virtually every day. Many personnel are put at risk and experience occurrences and disorders associated with work conduct and processes, while a huge number of them give up their best effort for their enterprises, which cannot be compensated at any cost (Carroll and Brown 2022). Hauser (2022) suggested a change of regulations of business on the use of ethical management for decision-making. This is essential for managing different ethical concerns where the most fundamental needs are to clear the understanding of major problems and failures.

1.3 Rationale for the study

In recent decades, there has been a slight increase in the knowledge of how ethics in decision-making drives the practices of behaviour within the business community. Khokhar and Zia-ur-Rehman (2017) note that when ethics and management are linked, this could influence managerial performance either positively or negatively. Ethical management may lessen accountability or improve it, increase revenue or result in loss (Jordaan, De Klerk and de Villiers 2018). It can also increase or reduce the motivation of workers. However, a study that could help in forming a set of principles for training ethics is lacking. It is significant to know the drivers of ethical management and decision-making in business settings and what initiates measures, such as the behaviour of leaders, encouraging good conduct, ethical reliability, development of moral value, resolution in ethical management, ethical matters, and implementing good behaviour (Shareef and Atan 2019).

Perry, Zambo and Crow (2020) note that people follow leaders for guidance to expedite the practices that allow them to reach their goals. They also imitate the manners of leaders by accepting their lead, especially when confronted with ethical concerns. Therefore, the conduct of leaders is crucial in championing good behaviour and promoting an ethical doctrine because the intimacy between the leaders and people's opinions about morals, values and management has become noticeable as an important focus in practice.

1.4 Relevance of research area

This study will provide an understanding of Ethical Management, in particular how the behaviour of entrepreneurs can influence their service to the public. In the view of Demirtas (2015), understanding ethical leadership is one of the essential precepts of management needed to appreciate the underlying impact of ethical success or glitches. Entrepreneurs and their managers would be able to recognize the risk of immoral conduct and how to curb them via the suggested schemes proffered by the researcher.

Furthermore, entrepreneurs will have ideas of what embroils ethical and unethical behaviour in their establishment and the effect thereof on the lives of their followers. Employees will also be able to recognize that managing ethics in the work system requires their active allegiance and

awareness to realize business achievements. Their commitment to service and knowing the right things to do in line with their work ethics will enable them to offer quality services to people competently and successfully. Additionally, patrons will be enlightened on the rights accrued to them when patronizing the service of the entrepreneurs. The study will also be important to other researchers who have an interest in governance and the role of leadership in society.

1.5 Research Problem

Zwane and Nyide (2017) emphasized that SMMEs have received vital attention from policymakers because they offer higher labour-penetrable control than other big businesses. Due to their nature, SMMEs are easy to manage, with a lower minimum cost of capital than the large business sector. Furthermore, they can adapt rapidly to changing environments and provide business prospects to anticipated entrepreneurs, in particular jobless people, to earn a living. Despite their significant roles, SMMEs are confronted with business management challenges such as ethical management, financial management, poor access to markets, taxation and a lack of management skills, amongst others. To boost their efficiency, initiatives such as the Department of Trade and Industry (DTI), Ntsika Enterprise Promotion Agency (NEPA) and the Small Enterprise Development Agency (SEDA) were established by the government of South Africa to assist SMMEs in different areas of operations management.

Despite the established agencies, Zizile and Chimucheka (2018) note that SMMEs are deficient in the business ethics required to manage their operations. The effect of this is stalling their growth and their contributions to economic development. The author revealed that amongst the issues that have unpleasant impacts on the activities of SMMEs in South Africa is the challenge of ethical issues. Ethical issues in business affect a variety of areas correlated to an enterprise's overall functioning standards. As a result, the impact on the business cannot be over-emphasized, particularly in political precision.

Hiller and Woodall (2019) add that ethical impasses in business are to some extent many and, if not, the entirety of business owners will encounter these ethical dilemmas at some stage in their profession. Even if business owners fulfil all of the necessary safety measures and follow the recommended steps, they should always be prepared to cope with the ethical concerns in business appropriately and productively. When hurdles evolve, entrepreneurs must perceive them as

chances to learn and build a safer, better and more ethical business. Examples of ethical issues confronting businesses include partiality, accounting practices diversity, discrimination and social media, amongst others.

Haque, Fernando and Caputi (2021) conclude that unethical conduct triggers considerable costs for the organization. Studies, according to these authors have proven that organizations with dishonest histories have not only been forced to pay for examinations and penalties by the government but because of unscrupulous behaviour, many enterprises operating with dishonesty experienced sharp sales drops, higher equity costs and severe damage to their reputation amongst customers and other stakeholders. Increased reports on unprincipled conduct by employees have created a question as to whether ethical management in SMMEs impacts business decision-making, despite the provision of the necessary facilities and training on ethical conduct.

Based on the above, this study intends to assess the ethical conduct of entrepreneurs and the impact thereof on business decision-making.

1.6 Aim of the study

The research aim, according to Jankowicz (2013), is to discover the scope within which the investigator desires to reach some reasonable conclusions. In following this author's advice, the current study aims to explore the effect of a knowledge of ethics and its management on the business decisions of entrepreneurs.

1.7 Research Objectives

Jankowicz (2013) advises that objectives are identifiable elements that specify measures that are expected to attain the aims or objectives which were primarily set. To realize the aforementioned, the objectives of this study are:

- To assess if SMME managers comply with the legal standards of conduct in running their businesses;
- To establish if SMME managers can form ethical ideas of a larger vision for the common good;

- To analyze whether the ethical attitudes of SMME managers influence the people they direct;
- To ascertain whether the managers can achieve goals from their values; and
- To determine whether SMME managers can achieve greater efficiency in decision-making with their ethical values.

1.8 Limitation of the study

As a result of financial constraints, only the region of the eThekweni Municipal Area will be the area of concentration. The effect of this can inhibit the overview of the outcomes and generalisability of the study.

1.9 Structure of the thesis

This thesis comprises five chapters, where:

- i. Chapter One explicates the introductory overview of the study. It explains why ethical management in the business of SMMEs can be used in making striking decisions that contribute importantly not only to the business alone, but to the eThekweni Municipal Area of KwaZulu-Natal in South Africa. This chapter also presents the statement of the problem, study objectives, relevance and limitations of the study. This thesis takes cognizance of reviewing only literature that is relevant to this study.
- ii. Chapter Two reviews the constructs of the study by providing a comprehensive look at Ethical Management and its sub-components, namely trustworthiness and values such as honesty, integrity, transparency, fairness, accountability, loyalty and empathy. Additionally it discusses the concept of decision-making and components that are aligned to it, such as planning, organising leading, and controlling, that influence how managers and business owners can relate ethical management to enhance business decisions.
- iii. Chapter Three describes the research methodology employed to complete this study. The selected research design is explained because it is descriptive and quantitative in nature. This

survey uses a probability sampling design to ensure that SMMEs on the Municipality's list have a well-known and equal probability of being chosen. The research uses the questionnaire as an instrument to accumulate data through simple random sampling. Statistical methods and analysis are initiated for this research study through SPSS the Statistical Package for the Social Sciences.

- iv. Chapter Four presents and interprets the findings of the research.
- v. Chapter Five concludes the study and makes recommendations for future research.

1.10 Concluding summary

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

CHAPTER TWO

LITERATURE REVIEW

INTEGRATING ETHICAL MANAGEMENT PRACTICES WITH DECISION-MAKING

2.1 Introduction

At present, businesses are making unending attempts to preserve permanence in their relationships with the society they serve. In addition to the effort they make are the ethical, social and environmental responsibilities and the underlying quest for profits (Goel and Ramanathan 2014). Regardless of the effort made, the survival of a growing number of businesses and organizations is at risk as they are unable to fulfil these responsibilities (Berry and Junkus 2013; Xu and Ma 2015). Consequently, the significance of the management principles of ethical management, which returns corporate earnings to the shoppers, personnel and community, inhibits the risk and strengthens the survival of businesses and organizations. Management, according to Denzin and Giardina (2016), is a collection of processes and principles that can be used to oversee an enterprise or a class of individuals. Instigating an approach to management requires assembling people and physical resources to realize a goal (Burcea and Croitoru 2014; Nasibulina 2015; Trevino and Nelson 2016).

In the observation of Gambetti, Melewar and Martin (2017), Ethical Management (EM) is slightly more explicit. It compels those who commit to the organisation to conduct honest habits and approaches. Such approaches must stimulate the success of the business's organisation and its employees. The purpose of ethical management is to establish cooperation and promote team coherence and respect between workers and their leaders, and vice-versa. In the broadest terms, further moral conceptions such as integrity, fairness, honesty and mutual respect are unified in managing ethics. Knowledge of these ideologies gives people the opportunity to create a constructive image of the enterprise they work for, as well as promote work efficiency (Gambetti, Melewar and Martin 2017).

Duan, Liu and Che (2018) view ethical management as a process of being legally liable for more while administering an establishment. This practice enables managers to concentrate on the comfort of the workers, patrons and society while taking into account the enterprise's bottom line. By sticking to a firm's basic values and creating difficult decisions on an individual footing, an ethical management group can nurture standards such as honesty and fairness (Duan, Liu and Che 2018).

Crane, Matten, Glozer and Spence (2019) state that ethics in management refers to a business's shared openness. It is the norm that deals with what is decent and spiteful, or just an immoral or moral obligation and liability. In another view, ethics in management could be characterized as a series of moral tenets. Tenets are actions that regulate the conduct of an individual or group of persons. A tenet is a standard of comportment that leads managers and pilot other people in their everyday activities. Enterprises' basic values structure business ethics. Organizations with ethical cultures depend on leadership. This is remarkably real for leaders that exhibit integrity, unity and respect (Crane *et al.* 2019).

Samul (2019) notes that like any other moral discussion, Ethical Management may have ambiguities where the decision-making process is more complex than what is right against what is wrong. For different motives, embracing ethical standards is crucial. Training in the organization where the knowledge, skills and behaviours of people are improved will help an organization with this and formulates a healthier atmosphere. Consequently, leaders must take the lead to encourage ethical management in their work systems. Doing this will not only improve the brand image of their establishment, but ethical management will also make them feel good. Overall, people will be able to make sensible decisions (Samul 2019).

Virtually every business gets complaints from the shoppers at one time or the other (Constantinescu and Kaptein 2020). Treating customers with care is essential to the success of a business. An establishment that treats the protests of the clients fairly can gain the customer's loyalty and improve its product. However, a company that addresses customer complaints disproportionately may impair the standing of their business and lose important customers as well

as profit. Understanding the importance of ethics as suggested by Constantinescu and Kaptein (2020), and its application to manage customer complaints, can help a business grow and employ a suitable approach to dealing with complaints.

As explained by Brendel, Mirbabaie, Lembcke, and Hofeditz (2021), EM has always been a concern in many organizations. Managing ethics becomes more considerable when information about corporate outrages such as hypocrisy, monetary treachery and the gluttony of people arise from businesses and organizations. Brendel *et al.* (2021) suggest that taking business ethics seriously while setting up and imposing ethical standards for existing and impending employees can promote operational efficiency and curtail offensive misconduct.

This chapter discusses Ethical Management, which has been defined as a management responsibility to control the behaviour of employees from top to bottom to enforce good decisions whether encoded regulations are present or not. People will be able to adhere to acceptable ethical standards that suggest what people must do and not do. To unload the factors that form the constructs of this study, which are ethical management and decision-making, the theories that underpin this study are discussed below.

2.2 Theoretical framework

This research is based on the theories of acceptable behaviour and decisions in the working environment, a few of which have existed for centuries. It is imperative to understand that people who reflect on ethics have intensely held theories about which stance is best.

Aristotle (350 B. C. E) established Virtue Theory to proffer an understanding of how people can live a life of moral character. Virtue theory in his valuation underlines the value of virtuous abilities rather than prescribed guidelines. This quality-based method of ethics presumes that people can gain virtue by practice. By way of practicing honesty, transparency, courage, fairness, kindness, abstinence, devotion, etc., people can build ethical and principled personalities. Through the sharpening of virtuous behaviours, individuals will tend to make the right decision when confronted with ethical trials. Consequently, virtue principles help people to understand what it is like to be a decent person. It provides people with a guide for living life, without any definite regulations for settling ethical quandaries. Aristotle proposed that virtue cannot be understood just

by learning a discourse about virtue. According to Aristotle, the virtuous spirit incites in a person through the observation and behaviour of a moral person.

Jeremy Bentham (1789) developed Utilitarianism Theory with the notion that behaviours should be deemed right or wrong to the point that they improve or lessen social comfort or utility. Utilitarianism as an ethical theory controls right from wrong by concentrating on the outcomes of actions. This practice recounts a person making a fair decision on the event of occurrence or reaction to attitude. Behaviour or group conduct is considered good or right if it increases satisfaction or pleasure in society. Based on Bentham's idea, utilitarianism avers that the most ethical decision is the one that will bring the utmost gain to a substantial number of people. Bentham (2007) found that if the effects of behaviour are right, then the action is right. Inversely if the effects are dishonest, the action is immoral.

Marx (1961), through Social Justice Theory, used distributive justice to explain the improvement of society through a state of social justice. The principle of social justice in the view of Karl Marx is that if an organisation has set up introspection by empathy, teamwork is an egalitarian society with no resentment and with no repression, and people are free from any kind of estrangement. According to Karl Marx, social justice is the type that hinges on the influence that controls groups who are experiencing unfairness, which defines individuals' lives in political, economic, social, cultural, legal and ethical aspects. Social justice in society applies to all spheres of life, both physical and mystical items. This means that justice does not only apply to the rich but also applies to the poor, not only to officials but also to ordinary people. The quest for social justice implies that matters must be taken care of through the effort to improve social structures that are not fair. The crux of Marx's theory is the claim that people's existence and the changing of their needs cling to resourceful behaviours where people ardently partake in reforming their environment. The employment of social justice is exceptionally reliant on the design of fair social structures. If there is social injustice, the reason for it is an inequitable social structure.

Immanuel Kant (1998) deontological insight purported that having an honest intention and adhering to fair rulings is a better trail to an ethical demeanour than realizing the right outcomes. According to the author, ethical action emerges from performing one's responsibility, rule-based

ethics and commitment. This commitment is expounded by rational thought. In the opinion of Kant, commitment is not limited to certain categories of people but is owed unanimously to everybody. Kant employs “universalizing” as a method of impartial belief that undertakes the intrinsic fairness of people in general. This regards people as being equal. The fundamental belief of equality means that people should be able to universalize any specific rule or behaviour to ascertain if it is ethical. In his quest for the rule of behaviour, Kant considers two rations of action to be universal. These are reversibility and consistency. The first condition for an action to be universal is the quest for reversibility. If an individual decides on an action with no understanding of what will ensue after the decision, such an individual would be making unbiased choices. This implies that a person would decide on an event that would be most fair to people, not just him alone. Moreover, deontology entails that responsibility or commitment must be put first, act rationally, and give ethical weight to the intrinsic fairness of people. The second condition for an action to be universal is the quest for consistency. Under this classification, the author expressed that if an individual is deceitful, such a person must be ready to state that deceit is tolerable. Nevertheless, if people are deceptive, it will be pointless to lie because no one would have faith in believing one another. Since honesty is wholly acceptable by society and is practiced, deception even becomes probable. This implies that deception cannot be universalized, for it hinges on the pre-existence of honesty. Kant found that the overall capacity of people to think must be the source of ethics and that it is the propensity to think that makes people ethically important. In addition to his findings, Kant suggests that ethical standards should speak to people as a concerted group. People must be treated as means and not ends. When emerging ethical codes, leaders must not exploit others for personal gain or their advantage.

Josephson (2012) introduces the core value analysis and decision process to assert that values can evocatively be used to deal with a variety of personal and corporate decisions. In his analysis, when people are questioned about what kind of abilities they appreciate in others or themselves, their response may include affluence, authority, competence, good guise, smartness, or some other good qualities. They may as well itemize honesty, fairness, bravery, willpower, assiduousness, loyalty, or integrity. The potentials on the second list have similar things in common. This implies

that they are idiosyncratically ethical features. That is, they are perceived as having ethical potential, different from the qualities on the initial list. The findings from the author have pinpointed six core values that people often wish to be known with, or how they expect others to exhibit their actions in a consistent turn-up. These are trustworthiness, respect, responsibility, fairness, caring and citizenship. The relevance of individuals having these invariable potentials as a character is well known. Often, as an individual, one recollects the former dreadful thing a person did rather than some previous good acts accomplished. For a corporate entity or an institution, virtuous standing has unmeasurable worth when a mishap happens. It involves a boundless period to work or redeem the image. Businesses and institutions of today have observed that there is a market for ethics, although this can be hard to ration. Companies not giving considerable thought to business ethics can encounter stern consequences. When this occurs, companies' reputations may not recuperate reiteratively. Nonetheless, the image must be pursued proactively.

Considering the above, one of the greatest challenges for living a better life as an individual and established organisation is successfully managing ethics that govern the approach of existence in an organisation. The effect of discrimination, harassment, unethical accounting, health and safety, abuse of leadership authority, nepotism and favouritism and corporate espionage necessitate ethical management as a measure to control behavioural attitudes and the lavish use of resources and build a healthier environment (Aguinis 2019). It is appropriate that entrepreneurs and managers hold people responsible for unethical acts while also behaving ethically themselves.

2.3 The conception of Ethical Management

Before dealing with ethical management, which is one of the constructs under study, it is important to explicate management in general because this variable pertains to all individuals, not just managers.

2.3.1 Defining management

Management is a concept that is wide in meaning. As a result, it is difficult to give a standard definition to state what it connotes because it constantly changes with the evolution of management theory, methods and traditions. De Roeck, El Akremi and Swaen (2016) view management as the procedure of making people undertake some tasks perfectly and thoroughly. Although, the

definition streamlines the connotation of management, some of the scholars provided newer definitions of management.

Jaimes-Valdez, Jacobo-Hernandez and Ochoa-Jimenez (2017) define management as an approach or structure of work that includes the supervision and direction of a set of individuals to realise a particular set of goals or objectives. This means that management is a targeted pursuit that has a focus on realising certain objectives. The achievement or failure of management is quantified by the extent to which it can arrive at the desired objectives. Thus, the organizational goals must be properly outlined, comprehensible and conveyed by managers across the three levels of the organisation.

Madhanga (2018) adds to the view of Jaimes-Valdez, Jacobo-Hernandez and Ochoa-Jimenez (2017) that management is the process of planning, organising and controlling the behaviours, events, functions and activities of people of the organisation by making use of all other needed and available resources to accomplish the implied organizational goals. An endless process, management is observed to be such because it is made up of planning, organizing, controlling and leading the resources (human, physical and financial) of an organization. This continuing process is a set of vibrant elements and is open-ended. This implies that leaders or managers can at the same time accomplish these tasks continuously.

Ott, Tolentino and Michailova (2018) assert that management is the creation of an environment for the team's work in a manner that will make people influence the set objectives with minimal effort, such as time, materials and money. An organization needs team effort as opposed to personal effort. Organizations are composed of individuals with officially delegated duties and functions. Such people cooperate for a common purpose. For instance, when an organization is keen to design a cognitive initiative, the human resource manager will discuss with other managers in other units to parse the knowledge required by the employees. These line managers must also interact with their subordinates to meet their learning needs. In the same vein, the human resources manager has to talk with the senior managers about such a learning plan. Thus, the organisation needs to engage a team of interested workers rather than an individual pursuit.

Management, according to Dorda and Shtembari (2020), is multifaceted and has three core magnitudes of work supervision, the management of people, and operations. Each organization survives because of the demonstration of some work. The role of management is to understand this work and invent the strategy to complete it. To do this, management is about understanding problems, decision-making, instituting plans, making budgets, assigning tasks and responsibilities, and delegating authority. Human resources are the biggest resource of an organization. Even with all the developments in technology, ensuring that work to the organisation's strategy via people remains the key responsibility of managers. An instance of this is the case of networks. Networks produce a huge benefit to supplying or disseminating information in the organization. How employees share information and promote individuals' skills to acquire understanding are the most important tasks of managers. The management of operations connects the administration of work with the administration of people. Every type of organization has goods or services to offer to the customers. This involves a creative process which requires the role of input material, skill, and the preferred result.

The definitions provided above on management underscore the four sides, which is the systematic approach of getting things done through planning, organization, leading and controlling. Other elements added by scholars include inventing, forecasting, supervising, motivating and coordinating. These components are not deployed consecutively. The managers practically partake in more activities simultaneously and will frequently navigate amongst those activities in an unstable way (Malek, Sarin and Haon (2020).

In this light, management represents both a function and the individuals (managers) who carry it out. Each accomplishment of management is the accomplishment of a manager and every disappointment, disaster or crash is the breakdown of a manager (Wang, Farag and Ahmad (2021). Management is about coordinating people, physical and financial resources in the society or environment to gain the desired outcome. If people can use available resources judiciously and achieve results, then people can positively control the resources. Management acts concerning the objectives to be reached. Although management is a method, the accomplishment of objectives is continually perceived as the end-product of success. The objectives incorporate the members' objectives, aspirations and ambitions, as well as the overall organizational objectives. This

underlines the assimilation of these two purposes, and those waiving individual objectives when it clashes with the organizational objectives.

2.3.2 Specific levels of management and the organisational function

Organisations of today, as opined by Fernández and Pinuer (2016), are directed under the supervision of three main levels of management. These are the top or strategic level of management with the example of people such as the chief executive and board of directors. The next level of management is the middle-level or tactical management. People or employees in these categories include line managers, departmental managers and functional managers, while the last stage of management is the lower level or operational management.

According to Baumgartner and Rauter (2017), the strategic level of management is the type that exemplifies the fairly small team of managers. They regulate the organization with supreme authority for implementing the management process (Vellas 2016; Siam 2017). They are also responsible for the organization in general and administer its whole vision and mission and total approaches of the entire organizational system (Hirsch 2018).

Shao (2019) describes tactical management as middle management that is liable for particular units of the organization. The managers under this level are mostly related to fulfilling the initiatives, regulations and plans devised by strategic management, and directing them to operational management.

Operational management, as stated by Grigg, Goodyer and Frater (2020), is in control of the daily operations of their respective sections or units. Their key undertaking is to enforce standards, set up and decreed by the tactical management. Operational managers spend a large part of their time supervising the work of subordinates.

From the above, three crucial elements that can influence greater achievements are individual, organizational and opportunity factors. All these elements rest heavily on an individual in the course of making decisions, particularly in the workplace where operatives and organizations may just not be a good fit. In this instance, management must imbibe ethics as a corrective implement ranging from corrective to termination, subject to the gravity of the problem and the probability of it being solved to the satisfaction of those affected. This type of management may have an adverse

impact on the respective employees affected, but realizing that this approach solves employee and organisational problems promptly and efficiently may have a positive influence on the organisation (Frederiksen, Gottlieb and Leiringer 2021).

2.4 Ethical Management

Ferrero and Sison (2014) define Ethical Management as the necessary behavioural standards of business ethics that businesses must firmly comply with in their dealings with the workers, buyers, suppliers, investors and local communities. Examples of these principles comprise honesty, integrity, fairness and trustworthiness, amongst others. Even though businesses are making ceaseless attempts to ensure a steady relationship with all stakeholders, the legal, ethical and socio-environmental obligations of organizations are of great value, in addition to their quest for profits. The very survival and growth figures of firms are threatened as they lose control in fulfilling these duties. The valuable controlling beliefs of ethical management revert business profits to shoppers, workers and organizations, prevent threats and strengthen the very survival of businesses.

Kim *et al.* (2015) view ethical management as the type that deals with moral beliefs; social behaviour in enterprises; management problems; corporate social duty; and organization governance. The managerial system of governance forms the moral awareness of managers. The world of work can be seen as an environment where daily ethics has no place other than to fulfil the interests of civic relations. In the view of the authors, people are further influenced and work more astutely if they believe in what they are doing and have confidence in the organisation they are working for. The effect of this is to make the organization earn its employees' loyalty and commitment (Kim *et al.* 2015).

Ferreira, Jalali and Ferreira (2018) conclude that the credence that ethical leaders will influence subordinates' comportment by being a model to them emphasizes the importance of ethics in terms of control. According to the authors, ethical leaders are honest and fair in their decisions. They form a fair and moral organization; attend to underlings' opinions; partake in their decision-making exercise; and as such, share control. Ethical leaders encourage followers' thoughts and form an environment of shared respect. The workers or followers in such work environments express their views and feel safe (Ferreira, Jalali and Ferreira 2018).

The above discussion illustrates that ethical management is an essential base for SMME undertakings to thrive. To add positively to economic development, SMME operatives must be equipped in their operations with trustworthiness and values of honesty, integrity, fairness, accountability, loyalty and empathy if they are to succeed in their choice of operation. All these components will be expounded in the sections below.

2.4.1 Trustworthiness as a tool for successful Ethical Management

When people have trust in an establishment, leaders or a random person, they give autonomy because they think that there is no need to supervise them to guarantee that such people or organisations meet their expected obligations (Grimmelikhuijsen 2012). People or society have faith in such individuals because they accord them higher regard. This is inspiring and poses the reason why an organisation or the appointee, managers or employee looking on must repetitively live up to what society or people expect, and desist from subterfuge or conduct that can abruptly break their relationships in their service.

On the above reference, Grimmelikhuijsen and Meijer (2014) describe trustworthiness as the exhibition of standing for or holding onto one's statement or expression, obligations and accountabilities to make people have faith in a person or organisation in doing what has been promised. Trustworthiness, according to Cherry (2015), is a fundamental representative of an ethical life that impacts the whole facet of private, public and most corporate relations. In business, establishments with a solid ethical doctrine are more lucrative than those that do not have it (Schnackenberg and Tomlinson 2016). A trustworthy establishment or individual is the kind that will not unjustly manipulate the susceptibilities of others in a relationship.

According to Linnenluecke (2017), individuals with trustworthiness recognize their concern for others and also their accountability in their dealings in their organisations. People like that are diligent and always opt to achieve their objectives and fulfil their obligations, irrespective of conditions that may turn out to be challenging.

Korstjens and Moser (2018) describe trustworthiness as the key to instituting an ethical enterprise environment. This drives the decisions of people, as well as their behaviour. In the corporate world, it is the basis of relationships with patrons, dealers, workers and other people who have relationships with an organization. It is gained when people abide by moral objectives with ethical

action. Although trustworthiness becomes widespread when the organization's values are rightly observed and backed by the top management, leaders must be transparent in sharing information that can be supportive to people in making decisions.

Dahmardeh and Nastiezaie (2019) further explain that trustworthiness is a feature that expresses a person's morals. Organisations and people with trustworthiness show honesty by being straight and cautious, to being realistic and precise. They analyse things as they are with honesty, authenticity and sincerity, and do not magnify the practicality.

Based on the above conceptualization, an organisation or individual with ethical trustworthiness relentlessly acts according to ethical standards. They exhibit ethical valour by being loyal to ethical morals under temptation and harsh conditions, and implement these standards (honesty, transparency, genuineness and sincerity) to the condition they found themselves. Regardless of the public and emotional pressure, such an organisation or individual will implement what they speak and are always ready to be accountable for their deeds (Ryan 2020).

2.4.1.1 Honesty (quality) as a good tool for Ethical Management

In implementing ethics, there is no further essential ethical value than honesty (Rosenbaum, Billinger and Stieglitz 2014). Honesty performs a vital role in assisting to preserve ethical conduct since it offers the basis of ethical performances. Society attributes honesty to the establishment or people of integrity that they can place reliance on. Since honesty is broader than what it connotes, many may not have an idea of what it represents.

Honesty, according to Schnackenberg and Tomlinson (2016), is an aspect of ethical conduct that implicates both communications and comportment. Honesty in communication implies voicing the truth just as it is and not expressing it to either con or betray people. It is a constructive value with good elements such as truthfulness, sincerity and candour, together with the dearth of deceit, fraud, larceny, and etcetera. Truthfulness in this regard is the ability of people to express their certainties to the best of their knowledge. Sincerity is authenticity, that is, a state where a person relates or operates with others without scam or unfaithfulness. This disqualifies the whole conduct of half-truths, out-of-context declarations, report speeches and quietness, which are meant to establish opinions or leave imprints that are false or incorrect. Candour comprises real hopes of belief, honesty can likewise entail candour, candidness and bluntness, imposing the responsibility to offer

evidence that people desire to understand. On the other hand, honesty in comportment is abiding by the instructions, guidelines or directions exclusive of larceny, duplicity, fraud, ploys and other deception.

A deception is a blasphemous form of untruthfulness because a person does not only try to mislead but to exploit those who are not dishonest. The more honest an organisation or individual is, the more comfortable it is to trust in such a person or organisation.

van Zyl, Mathafena and Ras (2017) posit honesty as the value that promotes legitimacy, empowers people and allows them to maintain steadiness about how they display their certainties. This attribute refines the insight of people and enables them to perceive things around them with precision. Honesty as a significant trait in business gives direction about the kind of work precept that work leaders or managers desire to form. In the workplace, superiors can inspire subordinates and motivate them to upsurge in life. If leaders must gain reverence and acceptance from their subordinates, they must be honest and value integrity. In the opinion of van Zyl, Mathafena and Ras (2017), when leaders relate honestly with employees, employees will be encouraged to push the business forward.

McClain, Gulbis and Hays (2018) postulate that honesty adds value to the business. It put the reputation of an organisation operating with it ahead of other contemporaries in the same line of business. As opined by McClain, Gulbis and Hays (2018), many people (managers, employees and patrons) give credence to honesty in many business aspects (operations, finances, distributions etcetera) because it hones people's sensitivity and enables them to see a thing around them with transparency. Likewise in a team, honesty is known to be a necessary quality. Organisations cannot endanger performing dishonesty, as staff will not desire to labour for dishonest companies and managers. Acting dishonesty will impair any business's image and unpleasantly blight its sustainability. The honest ideas that businesses or organisations applied to their patrons is a service that gives them substantial worth. This honest conduct in business will always keep the organisation afloat in a position of strength rather than weakness when competing with rivals (McClain, Gulbis and Hays 2018).

Kim, Choe and Kaufman (2019) describe honesty as the presentation of what people say or what they do. This influences the organisation or people's culture, people's employment, attitudes, beliefs and opinion on actions they take, as well as their relationships. Businesses or industries that encourage honesty fulfil the function of their ethical responsibilities. Addressing workers, partners, stakeholders and purchasers with honesty in the manner that the organisation desires to deal with helps to create a working community of certitude and care. It constitutes a long successful interaction and certifies that people sidestep the atrocious deception that may likely spring up when deceit and selfishness **overcast insight.**[A1]

From the indication above, honesty represents the value of being objective and reliable. It breeds trust and long-term relationships amongst people within and outside the business. Regardless of whether a top-down or a bottom-up system of governance is adopted in an establishment, honesty is amongst the most efficient means to lay down a work culture which will drive a company or organisation to long-term success (Indradevi 2020). It will enable a person or an organisation with it to have constant behaviour of integrity, sincerity, trust and directness. To succeed in the line of business, the organisation must endeavour to set honesty as the work culture. This will enable others to feel encouraged and corroborate in the organisation's endeavour.

2.4.1.2 Integrity as a tool for successful Ethical Management

In today's organization, integrity is the utmost quality because no matter what other helpful attributes exist, people are not going to go along with a person or leader unless they have trust in such a person (Hassan, Wright and Yukl 2014).

In lieu of the above, Veríssimo and Lacerda (2015) describe integrity as entirety or totality and the exemplification of the evenness and consistency of moralities and values. It is doing what is appropriate, regardless of whether there is supervision or not. A person of integrity goes with good moral principles and encourages others via their ethical conduct. Such a person is courteous, and never dishonest. The person is consistent and acts on what he or she trusts. There is no discrepancy in the manner in which he or she makes choices from time to time.

Similar is the case of the business or corporate world. An upright organisation, as stated by Hoekstra (2016), can stimulate others to accomplish organizational aspirations through their ethical conduct and interaction with others. The organisation lives an exemplary life that others

can emulate. Consequently, the ethical code is used to preach and practice what is expected from others.

Integrity in workplaces, stated that by Tremblay, Martineau and Pauchant (2017) is about making use of creativity, acting honestly and remaining connected with one's responsibilities and job values. An organization with integrity establishes shared trust and assertively influences trustworthiness, social-interaction with others, organizational authenticity, reputable societal legitimacy of caring, and knowledgeable guidance. In leadership, integrity is appropriately and reliably observed and correlated with ethics and civility. Integrity is based on trust and guides people (leaders and subordinates) on how they desire to be related. That is, treat others as those others wish to be done unto; treat people with nobility, and deliver services on trust in, of, and for the organisation (Tremblay, Martineau and Pauchant 2017).

Bushardt, Young and Bari (2018) suggest that integrity in people involves reliance on the trustworthiness and fairness between the implemented values and comportment. Employees who are obligated to believe management in an established form, trust the acuity of their superiors. They share a value structure and superiors will unswervingly and with integrity hold to these collective values in their judgements and conducts. In the opinion of Bushardt, Young and Bari (2018), a low-integrity organisation will usually experience poor retention rates, trust issues, broken promises, disrespectful conduct between staff, a blame culture and information concealment. Invariably, integrity influences trust positively, and trust requires shared integrity.

Vodă and Florea (2019) add to the opinion of (Bushardt, Young and Bari 2018) with the affirmation that integrity entails securing solid ethics and values, which an individual can exemplify through his or her manner in the working community. According to Vodă and Florea (2019), integrity is the basis of firm ethical ideals and the cause under which an organisation, employees and leaders build a reputation such as loyalty, trustworthiness, accountability, fairness and empathy. With integrity, leaders generally can guide others to perform resourcefully. They can launch extreme security for their workplace; establish an operational statute; teach others and build a framework beneficial for their business growth. Moreover, they provide others with a sense of belongingness that everyone can be delighted about. Under leaders where integrity is deficient, the consequences are analogous in the resultant manners. There will be less empathy as staff will be delivering less in their performances. In their supervision, administration falls into a poor condition

as operations become more difficult. The pursuit of business prosperity slows, delinquency rates increase, the rate of corruption becomes prevalent and total security becomes weaker (Vodă and Florea 2019).

The view of the scholars pinpointed that high-integrity organisations have better performance in areas such as collaboration and worker support. The extreme level of integrity will improve the reputation of an organisation as a trustworthy, unswerving and valued operative. In establishments with high integrity, people care and assist themselves to accomplish their key responsibilities by sharing time, resources, productive feedback and information (Tshibangu 2020). High-integrity leaders and employees are dependable, truthful and trustworthy. They are fair and do what they promise they will, even if there are other urgencies to solve.

2.4.1.3 Fairness as a tool for successful Ethical Management

Fairness is something more than merely a decorative organizational catchword, which is why many of people and organisations would concur that it includes elements of non-discrimination, impartiality, proportionality, honesty and justice (Tricoles 2012). Most people would have the same opinion that it would be unfair to deal with similar issues unevenly, while some would agree that it is unethical to enforce a sentence that is not proportionate to the violation (Goldman and Cropanzano 2015). The basic notion sounds easy and very much instinctive, yet implementing it in everyday routine can be remarkably challenging. Fairness is a complicated concept, possibly more relevant to relatively engage in discussions and understanding than all other ethical values. Opposing parties are inclined to support that one equitable position (their own, believably). Basically, fairness indicates keeping a reasonable standard of justice with no significance to people's emotions or likings (Cui and Mallucci 2016). It involves giving the audience or people the opportunity to express themselves as to what impact them, guaranteeing that rulings are made with no favouritism, and abiding by the regulations or rulings that apply.

Kennedy, Elgesem and Miguel (2017) view fairness as a dominant ethical leadership quality that makes ethical leaders cognizant in decisions, unselfish and open, especially when observing issues around the world. Being fair enables them to have profound knowledge of different settings and environments and learn how best to deal with different conditions with a decent approach that meets the needs of society, standards and aims. The ability of leaders to be fair

enables them to face every circumstance and pursue organisational goals in alignment with the organisation's values. According to Kennedy, Elgesem and Miguel (2017), when leaders fail to be fair, they are faced with biases, customs and conducts that cannot promote their image and operations. They hunt for goals that are not advantageous to the health and happiness of the business or organisation they work for, while performing in ways that they end up regretting and yielding outcomes that hurt them and those they lead or govern. Above all, they will not be able to acquit themselves according to the set ideologies and values such as integrity, honesty, transparency and trust, and give a proper account of their stewardship.

Amos, Zhang and Read (2019) add that leaders demonstrate decisive roles in establishments, as they have been designated to direct others. The ability to understand their core values and practical responsibilities is part of the ethical qualities an ethical leader has to hold. By recognizing their values and ethics, they can make themselves noticeable to others, take stances, and steadily enter concessions. Managers or workplace leaders are susceptible, as the belief that others have put in them can immediately devalue if they behave badly, regardless of how they have formerly acted. They have to show uninterrupted signs to let others know that they can continue to rely on them. By instituting an instance and providing the direction for ethical behaviour, other people will follow and behave in the same way. In this regard, ethical leaders can have a positive influence on many people by providing them with a variety of actions which they can embrace for the greater good.

Fairness is crucial for entrepreneurs and the businesses they run in order to gain trustworthiness and maintain good standing. However, acting unethically can take entrepreneurs and their personnel out of business and may severely destroy both their personal and corporate identities. Moreover, unfair conduct can wane a person's or company's loyalty and trust. The effect of this can lead to a sub-standard result and a lost prospect to convey full capacity. Ethical workers and managers are vital drivers for success (Kovach 2020). Entrepreneurs and their employees can make their businesses grow through fair business ethics by considering people based on virtues, potential and abilities. Importantly, they should endeavour to deal with all the situations they encounter with non-discrimination, impartiality, sense of balance, honesty and justice. They must make all the decisions based on fitting standards, exclusive

of unjustifiable preferences where they can give a proper account of their actions, thoughts and decisions.

2.4.1.4 Accountability as a tool for successful Ethical Management

Accountability, from the perspective of ethics as described by Suter and Mallinson (2015), can be characterized by responsibility, collaboration, commitment and the act of account-giving. It can otherwise denote the implied or clear positivity with which a person, organisation, manager or employee may be called upon to defend what is believed as true thoughts and behaviours to others (Harrison, Paul and Burnard 2016). In a work institution in public and private organisations, accountability is about setting up and holding individuals to a shared belief by transparently specifying the organization's ideals, objectives and purpose (Irene 2016; Kennedy, Elgesem and Miguel 2017).

Kurland (2017) defines accountability as the recognition and belief of commitment of efforts, choices, plans, control and application within the likelihood of the role or job position, encompassing the obligation to report, explain and be answerable for resulting consequences. Accountability generates trust in teams and organizations because people understand that they can place reliance on themselves. Accountable individuals are liable to be dependable and valued because others know that they will always keep to their word. They work to save resources such as time and money while assuming responsibility for their actions. They stand up for what they believe to be true and form solutions when issues arise to stop the problem from getting worse and to avoid costs and postponements from mounting. These people do not make excuses or shift their blame for the fault they commit to others. They make amends when things go wrong. To be more accountable, Kurland (2017) entrepreneurs can make sure that their roles and that of the employees are well-defined in order to avoid misconceptions and failure.

Dahlin, Chuang and Roulet (2018) share similar thoughts, that it can be difficult to be accountable when people have no idea of what they are liable for. If employees encounter such an occurrence in an organisation, they can ask for a guide or clarity from their superiors to give an account that visibly sets out the responsibilities. Likewise, during teamwork when obligations are indistinct, the team members can ask their managers to define who is answerable for varied responsibilities, and circulate the needed information to the people involved. Although people are not born with the trait of accountability, they can learn and live with it as a way of life. According to Dahlin,

Chuang and Roulet (2018), entrepreneurs and their subordinates can become more accountable by being honest. The success of accountability is achievable when people are honest with themselves. This implies that people (managers and employees) must put away their egotism and acknowledge their mistakes when this happens. When people fail in the process of accountability, they must learn to seek help from those who can be of assistance to avoid letting others down.

Wright, Forray and Lund Dean (2019) expound that accountability does not stop with trustworthiness. When a mistake is committed, those that are guilty of it must learn to be remorseful and tender their apologies for their misconduct. At that juncture, what is important is that the offender must make an effort to make amends and reveal what can be done to right what is wrong. Taking such a step will not only permit people involved to move ahead but assist them in concentrating on reaching objectives instead of the problem. Employees and their managers must seek advice from their leaders or a legal consultant if they are to act contrite on behalf of their organization and find means to do things in a better way.

The essence of accountability is to generate trust and ensure proper conduct that leaves no room for deception, dishonesty and fraudulence, whereby people are responsible and answerable for their actions. For entrepreneurs to maintain control in their enterprises, they must encourage the spirit of accountability in their ventures. Importantly, they must define roles and responsibilities that others will undertake to avoid any misapprehension of ideas. Entrepreneurs must be loyal to themselves and others, to encourage others to admit to their wrongs. When an error is committed, the felon must learn to be remorseful, apologize, and move on. Finally, entrepreneurs and their employees must think rationally about the circumstances where they have failed to be accountable but should have. The errors and blunders committed can be a remarkable illumination instrument if they have the gallantry to learn from them.

2.4.1.5 Loyalty as a tool of Ethical Management

Operational processes, irrespective of whether the business is at the early stage or maturity or going to the delineating stage, need loyalty to maintain their survival (de Leaniz and del Bosque Rodríguez 2016). The concept of loyalty as noted by Ganiyu (2017) denotes the demonstration of the behaviour of devotion and faithfulness to oneself, a team or a civic society by expressing what is believed to be true in conduct. For the reason that loyalty is relational, it can be extended to other

people which, when imbibed over time, becomes a practical way of living (Gandhi, Sachdeva and Gupta 2018).

Undertaking loyalty, according to Dilham, Sofiyah and Muda (2018), is a pivotal goal for all businesses to sustain their existence in the long-run. To maintain an open structure of directing social and orderly activities, the value of loyalty is essential for a leader and followers (employees and clients) as a transformational implement of certifying proactive change (Dilham, Sofiyah and Muda 2018). This is to support improving the effectiveness of any respectable organisation that earns loyalty. Leaders like entrepreneurs can earn employees' loyalty as well as the customers' by satisfactorily meeting their needs and according them the respect they deserve. In addition, business owners or organisations as an entity can gain the loyalty of their employees by motivating them, which can be a benefit in cash or award of recognition, training and development programmes to show appreciation when they perform beyond the set goals or expectations (Dilham, Sofiyah and Muda 2018).

In a business enterprise, loyalty in the opinion of Han, Yu and Kim (2019) goes beyond points drivers or compensation. It is a fathomable linking attained when all feat, exertion and communication that people obtain from an organisation or enterprise make them feel respected. The formation of a connection between a service and the patron is the definitive goal for any enterprise or organisation because it establishes a continual relationship that makes patrons trust the enterprise and be keen for more patronage. Trust as suggested by the authors is the basis of loyalty. When patrons feel valued, their preparedness to trust rises dramatically. Patrons will be loyal to the enterprise if the business dealings can display genuine conduct.

To thrive in business, loyalty will momentarily progress unifications and all other linking, whether it is a personal relationship or a specialized relationship. To earn people's loyalty, it is pertinent that entrepreneurs care for others, respect and show commitment in their discharge of duties if they are to gain the same (Leninkumar 2017; Magno and Cassia 2022). People (subordinates and customers) will reciprocate in good faith if entrepreneurs can empathize with them and demonstrate good conduct that others can reflect.

2.4.1.6 Empathy as a tool of Ethical Management

The ongoing existence of people and organisations hinges on how their numerous needs are met. The effort introduced by each member of the public directly or indirectly relates to the need and its satisfaction (Duarte, Pinto-Gouveia and Cruz 2016). To directly give back to the people and community, it is important to understand what they feel as customers or shoppers about what they need or desire, which is empathy (de Waal and Preston 2017).

Empathy, according to Shin (2018), is the ability to fathom or sense what another person is undergoing in a particular situation, event or incident. That is, putting oneself in other people's situation, condition or place to experience how they feel. It is an approach to identifying the emotions of other people, combined with envisaging what somebody else might be thinking or feeling. The strategic types of empathy in the view of the author can be classified into affective and cognitive kinds. The effective type of empathy denotes the feelings recognized in reaction to the emotions of other people. The instance of this comprises replicating what another person is feeling, such as pressure, joy, tension, fright or nervousness. Cognitive empathy fitfully can be considered as "perspective-taking", which represents the ability to spot and realize what other people might be thinking. As the environment is constantly changing daily, the effect it has similarly distresses both businesses and people forcing them to the direction of the event. For this reason of that, the persistence of problems faced by business and people expose them to opportunity nearby. A reformist entrepreneur unlocks the problems and makes the most of opportunities. Gaining an understanding of what people need can enable business people like entrepreneurs to form decisions on how to react to their needs. Entrepreneurs must take cognizance of changes in the environment if they are to respond to the needs of the people they serve (Shin 2018).

Yitshaki and Kropp (2019) describe empathy as an observation of an idea ascertained by way of feelings from the standpoint of other people in order to sense how they feel as a guide to take actions or decisions. It is a description of feelings with people by placing oneself in their position to witness what they undergo. In the view of authors, empathy can be divided into three types, namely, cognitive, emotional and compassionate. Cognitive empathy, which is otherwise known as 'perspective taking,' is the type demonstrated by one's self in the position of someone else to understand effects from their perspective without basically engaging with their feelings. Cognitive

empathy, is a reaction by thought, rather than sentiment. Emotional empathy, which is the same as emotional contagion is more sensitive, revealing how the emotions of other people are felt along with them just as if they were caught in the act of emotion. In the case of compassionate empathy, it is the kind of empathy that is generally understood by people. Compassionate empathy is a type whereby one feels the pain of others and action is taken to sympathize with them and to help them out of their distress. It is the most pertinent empathy whereby the people who need sympathy expect others to understand them, feel their pain, sympathize with them, and take action to help relieve them of the pain they are experiencing. A person's understanding of the correct use of empathy and sympathy can increase his satisfying advantage (Yitshaki and Kropp 2019).

Finally, understanding the environment from the perspective of others is one of the key implements to making strategies achievable in business. In this regard, business owners and managers must learn how to walk in the way of empathy as a key to productivity, while acting with compassion to ensure business maintenance that is capable of increasing sales and earning loyalty from both the employees and clients. Entrepreneurs must truly understand the needs of people around them, especially the most irresistible needs if they are to take advantage of opportunities and fulfil the desires of people.

The conduct exhibited by entrepreneurs and their employees in their enterprise will state if their business thrives or fails. The conduct of an entrepreneur must be demonstrated to infuse trust in people to respect his decision. SMME managers, employees and entrepreneurs must embrace trustworthiness and values of honesty, integrity, fairness, accountability, loyalty and empathy to deal with different happenings they encounter by implementing ethics to manage the affairs of the organization. To this end, all these qualities need to be accepted, not only by the entrepreneurs for reaching good decisions alone, but also by the employees and patrons to ensure that all efforts bring the greatest desired result integrated to accomplish the calculated objectives of the business.

2.4.2 Decision-making

Brous, Janssen and Vilminko-Heikkinen (2016) describe decision-making as the rational system that results in the choice of opinion or a course of action amongst many potential substitute options so that the preferred result may be realized. The objective of making decisions in management is

to direct social conduct and commitment to an imminent goal. It entails committing the organisation and its resources to a certain course of action, through which it is capable of realizing some programmed objective.

Trieu (2017) describes a decision as a vital part of management functions such as planning, organising, staffing, directing and controlling. All the management functions are performed through the standard of a decision. The managers are doubly benefitted when they face problems and try to find their solutions. Firstly, by finding out an effective solution, they serve the organisation and secondly, they are personally satisfied. Thus, the success of an organisation depends on the manager, and a manager succeeds only when s/he possesses the quality to take effective decisions (Trieu 2017).

Decision-making, according to Chiheb, Boumahdi and Bouarfa (2019), can be defined as the process of selecting a course of action from numerous alternatives to ensure that the anticipated result is accomplished. The objective of decision-making is to direct social conduct and commitment towards realizing anticipated goals. It involves committing the organisation and its possessions to a certain choice or course of action, and can achieve some pre-determined objective. Decision-making is a symbolic system of planning. It encompasses selecting the optimum substitute amongst many substitutes to realize certain ideas. A decision signifies a conclusion or a commitment to act convincingly under any given conditions. In the view of Chiheb, Boumahdi and Bouarfa (2019), a decision is a mental exercise that expresses what a person decides to do.

In lieu of the above, it can be deduced that the heart of management functions is decision-making. For entrepreneurs to arrive at a valuation conclusion, it is pertinent that they engage in good planning, organising, leading, controlling, coordinating and commitment. Entrepreneurs must be intelligent to ponder any circumstances and choose promptly what action to take because any act of obscurity in decision-making may generate irresolution, a loss of confidence and misconception in the work system, which may end in their undertaking failing. An exhaustive analysis of the factors making up the concept of decision-making is presented below.

2.4.2.1 Planning

To navigate today's turbulent environment, entrepreneurs need to understand what to do to sustain their environment, as well as to develop their businesses. The basis of what to do and how to do it is planning, which is a starting point for the rest of the management functions and incorporates all goals. Planning indicates how an entrepreneur and the organisation will achieve corporate goals (Musvoto, Lincoln and Hansmann 2016).

For the reason that planning guides the organisation, Chetana and Mohapatra (2017) define it as the method of reasoning about the activities needed to accomplish the preferred objective. Planning is built on prescience, which is why it is the development of expectation and the ability to think before the future time. When planning is accurately performed, the rest of the management functions get involved such as organising, leading, controlling, and without planning, organising will not take place. If entrepreneurs have no planning, any measures of control will be worthless since there would be no goals in opposition in order to determine the efficacy of what has been done (Chetana and Mohapatra 2017).

Gilson and Agyepong (2018) define planning as the management function that includes designing goals and deciding a specific course of action for accomplishing the set goals. It states how to efficiently organise the business. It also promotes cooperation between different organisational units and personnel in the business. The moment corporate goals have been clearly expressed and plans were designed on how to get them realized, it will be simpler to describe to the employees how they would collaborate to reach the goal set for the business. When all members of the organisation are conscious of the goals they need to meet up, they can organize their activities. This will promote cooperation and coordination.

Ali, Mahmood and Mehreen (2019) note that a significant number of small business ventures do not have a suitable business plan, which is why some of them are failing. Terrible planning in business management is one of the biggest mistakes that leads to their failure. Having a badly devised business plan, or none, can be cataclysmic, even when a basic business concept is feasible. The absence of planning can lead to poorly made successors and awkward connections between people who are and are not participating in daily business operations. Harmonious relationships, legacy and monetary potential are dependent on healthy business

decisions. For a prosperous business, planning should be a part of the daily practice and become part of the company's culture. To avoid business failure, entrepreneurs can make planning workable by liaising with their team members to obtain feedback on their present business position, the direction, problems encountered in their venture and the possible way out for future development. In addition, a monthly review of the enterprise's action plan must be made as the follow-up to make adjustments where necessary once the planning has been implemented.

Planning is the function of management that requires goal-setting and defining a particular course of action to achieve these goals. It enables managers and entrepreneurs to be conscious of the ambient conditions confronting their organizations and predict future conditions. It also helps entrepreneurs, managers and their personnel to be good decision-makers. Planning provides the direction of where a business or individual is heading (goals), as well as how the plan will be reached. It defines the 'what' and 'how' people and entrepreneurs function in an establishment. The 'what' of planning implies the different objectives of the business and the 'how' of planning describes the plans to achieve these objectives. The prime aim of planning for entrepreneurs is to incite the attention of prospective backers and direct them on how businesses can be effectively managed. A well-formed business plan can offer entrepreneurs the likelihood of greater accomplishment. To execute the planning successfully, entrepreneurs must be competent in organising, directing and controlling business resources to reach the lasting and transient goals of the organisation (Abdul-Mohsin 2020).

2.4.2.2 Organising

After the planning stage, the function of management that follows is organising (Maas, Schaltegger and Crutzen 2016). When planning is undertaken, the goals to be achieved are stated according to the nature of the ideas that are planned. Once these objectives have been planned, the management or the executives must organise resources that will facilitate the achievement of the outlined objectives.

In light of the above, Davila and Ditillo (2017) describe organising as a management function involving developing the structure of the organization and apportioning human resources to realize the achievement of the goals. According to the author, organising can be viewed as the process of specialising, departmentalizing, delegating, decentralising and coordinating. Management when

organising a business, is building up a structure for the business. However, this is based on the organized effort of all and is depicted by the organizational chart, to give a pictorial description of the chain of command in a business and to give clarity to people on where they fit-in and what is expected of them as a role to perform to ensure that the set objectives are achieved as designed. Decisions taken on the structure of an organization are often known as organizational design decisions (Davila and Ditillo 2017).

Organizing also means the pattern of different jobs in the establishment (Geissdoerfer, Vladimirova and Evans 2018). Decisions have to be taken regarding the tasks and obligations of different jobs, and how the responsibilities should be performed. Organising is carried out to control, eradicate or diminish the rate of uncertainty, vagueness and ambiguity in the conduct of people (workforce, managers, business owners and customers) in the discharge of their roles. Decisions that work out about the type of careers or professions in a workplace are commonly referred to as “job design” decisions. Giving people a chance to partake in making business decisions shows them a sense of belonging. An individual employee or team will perceive their achievement as that of an organisation. The success of an organisation will be the success of all, while organisational failure will be perceived as the failure of all. When business owners respect the decisions of the people they govern, people will reciprocate to put in their best effort to ensure that the designed goal of the business is realised (Geissdoerfer, Vladimirova and Evans 2018).

Otley and Berry (2019) attest that organising is founded on ideologies of the division of labour and specialization, which imply that the more acceptable the job content, the more skilled the employee could become. This outcome is the formation of a mechanism for coordinating the work of the entire business. The idea of organizing, according to the authors is vital if a business is to accomplish the goals it has set by itself.

As stated by the scholars above, organising implies controlling the manner through which responsibilities and resources are assigned to people to execute the plan in the most competent and effective ways. It defines who is accountable for executing the task. It fosters teamwork and ensures that the workload is impartially shared according to employees' abilities (Acquier, Daudigeos and Pinkse 2017; Kotter 2019). Organising permits the correlated tasks to be convened and composed to realize the benefits of specialisation. This promotes competence in people as they can be equipped with knowledge, skills, talent and experience in the work system. Entrepreneurs

must be fair in leading others as well as organisational resources if they are to thrive in the choice of their business.

2.4.2.3 Leading

One of the most explored focuses in management is leadership. The description of leadership from a decision-making point of view, as noted by Miller (2015), is the technique or manner of persuading workforces to function enthusiastically towards fulfilling organizational goals. In an enterprise, business owners and other work executives such as managers and supervisors assume the responsibilities of bridging the differences between developing plans and goal achievement. They convert plans into reality by impacting people, parties or teams in the establishment by working together with them, communicating and making the working environment favourable to motivate workers (Ocasio and Radoynovska 2016).

Leading is perceived by McNulty and Brewster (2017) as social and intrinsic sources of control or influence that leaders employ to arouse action implemented by others. Influence is the practice that leaders undertake when they communicate opinions, the increasing belief of them, and motivate people to support and carry out their ideas via change. Influencing is about the link between leaders and those that are following them. Leaders may compel people to change their conduct, but leaders themselves do not. If leaders are the active type, their underlings will be passionate about exercising effort to realize organizational goals.

Pisar and Bilkova (2019) note that to lead a successful business enterprise, entrepreneurs must be dependable rulers who can take active charge and can motivate others to perform excellently. In fulfilling this obligation, entrepreneurs as leaders must be able to judiciously exercise abilities such as authority, power, delegation and accountability. Firstly, the ability to exercise the authority of an entrepreneur empowers them to exercise control, command orders and call for good conduct from other people. Authoritative leaders are clear in thought and expression. They are real and have the charisma to encourage, persuade and control their team. Commonly, this commitment emerges from their ability to realize a business's tactical goals and communicate them easily for people to emulate. However, when employees perceive that their leaders are embracing an authoritarian leadership style, they will feel disloyal and uncommitted to the corporation because they are not permitted to speak, express their thoughts, or reason with their exploitive leader.

Consequently, they might feel like losing dissimilar qualities that they appear to be wicked people only. Secondly, power is the ability of a leader to control the conduct of people without the actual use of authority. Nevertheless, a leader's misuse of power can destructively affect an operative's performance, commitment, morale and competence. Thirdly, influence is the ability of a leader to apply both power and authority in a manner that the subordinates will adhere to what the leader would like them to. Delegation which is the fourth component, is the ability of a leader to bestow his or her power to the subordinates or employees to act on his behalf. Leaders often delegate their power or duties to promote competence in their workers, prevent time waste, cover up the loss of resources and continue the business operations in their time of illness. Lastly, accountability is the ability of leaders to accept responsibility for faults or errors in how duty is performed under their control. They give credit for success where it is due. The extreme rate of accountability in leaders encourages trust in an organization. Realising that leaders will take on liability for decisions encourages high levels of reliance on team members.

Each workplace, regardless of size, can gain from procuring very good leadership. A good leader can make a positive turnaround on how a business is administered, as well as how harmoniously employees collectively work to realise a common goal (Alsharari, Al-Shboul and Alteneiji 2020). With good leadership, workers can be thrilled with their work with confidence and trust that they have a leader who is ready to assist them in their time of need. Thus, for entrepreneurs and their managers to lead their enterprise to the greater height of achievement, they must be careful when exercising their right of authority, power, delegation and accountability to eliminate all elements of misappropriation. Doing this will not only enable entrepreneurs to gain control of the enterprise they oversee, but to also build a supportive work environment that employees will appreciate.

2.4.2.4 Controlling

Organisations implement control measures to certify that they are advancing towards the set goals and that their resources are suitably and efficiently used. However, not all people do what they proclaim they will do and abide by what they are expected to do. This conduct includes what forced many organisations of today to embrace the function of controlling to avoid gaffes and maintain orderliness. According to Barlan, Cetera and Horne-Badovinac (2017), controlling implies the

standard formulated to keep non-conformities from planned actions to the least, to certify that the set goals of the organisation are accomplished with as little or no disorder as probable.

Otley and Berry (2019) posit controlling as reducing the difference between what is pre-arranged and the actual performance of the organization, and certifying that all activities are performed as they should be. Controlling ensures that the activities do not diverge from standards. Controlling a business involves carrying out four steps: Firstly, establishing the standard of operations of the business to ensure that they are aligned with the set objectives. This infers precisely stating the nature of the services or goods to be offered. It is palpable that control commences at the planning point, and that there is a close connection between planning and control. Planning expresses the ideas, aims or goals. It set the procedure or yardstick needed if control is to be practiced. This further implies that in the absence of planning of goals or achievements to be realised, organizations, leaders or business owners cannot initiate the right control. Control can only be activated when the goals or target is determined. To make this process meaningful, the standards set by the entrepreneurs, or the organisation must be truthful, realistic and assessable. Secondly, the manager or entrepreneur must scrutinize what is truly accomplished. Under this stage, an assemblage of information about definite performance is an unceasing motion, while the intricacy of evidence and reports will increase as activity increases. The valuation of actual performance can be made more byzantine by what it is that needed to be quantified. When assessing performance, it is significant that all activities being evaluated should be weighed before effective contrast can be done between them and the set standard. Thirdly, entrepreneurs must observe what has been accomplished with the set standards and evaluate the differences that occur. Lastly, entrepreneurs must take a counteractive step if the standards have not been met. This can be done by enhancing actual performance to correspond with standards. Furthermore, the performance standards can be modified to make them more realistic.

Performance standards, according to Otley and Berry (2019), are commonly expressed in cash such as income, expenditures or revenues, but may as well be conveyed in another vein, such as units of production, number of faulty materials, the level of quality or customer service. The measurement of performance can be carried out by various methods depending on the performance standards, as well as the financial statements, sales statements, manufacturing outcomes, customer satisfaction, and representative performance assessments. Leaders at all levels in the organisation

take part in the management role of controlling to some extent. Even at that, the management role of controlling should not be misinterpreted with that in behavioural sensitivity. This role, as viewed by Otley and Berry (2019), is not to say that entrepreneurs should make an effort to control the behaviours, morals, opinions and feelings of their underlings. Rather, this controlling function involves the entrepreneur's responsibility to take necessary measures to make sure that the work-connected activities of subordinates are consistent with and influence towards the achievement of managerial and divisional objectives. Controlling is also defined by Corsi and Arru (2020) as the function that helps to seek proposed outcomes from the subordinates and executives at different stages of management in an organization. Controlling can also connote the procedures instilled in a business or organisation to lead staff towards the objectives and track performance to goals. In addition, control is employed to normalize irregularities that may arise in the course of carrying out their obligations and suggests relevant corrective measures to be used to redress committed mistakes. Putting in place effective control of an enterprise enables entrepreneurs and delegated managers to oversee the operational efficiency of planning, organizing and leading actions.

From the aforementioned facts, controlling evaluates the performance of action. Coordination of events and actions will be achievable if entrepreneurs can maintain and minimize the contradictions, competitions, and rivalries with the correct implementation of the management function of planning, organising, and leading. Entrepreneurs can end wastages, interruptions, irrelevances and other organizational problems if they understand how to control and coordinate the management functions, such as planning, organising and leading to the advantage of their operation (Stefan Schirmer and Visser 2021). This will not only ensure the smooth functioning of the organization, but will as well help to accomplish its goals promptly.

2.4.2.5 Coordination

Paramonova and Thollander (2016) state that co-ordination is the process of incorporating the goals and performance of different units in such a way that the aims and aspirations of the overall business can be accomplished optimally. Once the enterprise is split into departmental units and the goals and responsibilities to work on are defined, enterprises must ensure that the designed departments work in unison. Each department must be updated about the pursuits and goals so that they could all collaborate and work collectively. The non-existence of coordination in a business

or organization can decrease efficiency, impede procedures and slow down the decision of tasks. To constructively coordinate the activities of the whole business, leaders must meticulously merge a process that establishes accountability in the organization. Leaders of organisations and managers can avoid loss or damage if the early perception of a lack of coordination is known (Paramonova and Thollander 2016).

Organisation, as posited by Acosta, Crespo and Agudo (2018), implies splitting the overall role of business into smaller portions to take advantage of specialization and accomplish the objectives of the business as productively as possible. This breakdown of effort into smaller works instantly raises the issue of collaboration, or the coordination of split tasks and different divisions into a comprehensive unit to accomplish the objectives of the business. The approach of maintaining each department centres on the set goals and how these are coordinated to ensure their achievement, or the approach of connecting action that is expected for the performance of different departmental units in the organisation into one unified division. The prime objective for coordination is that work units and teams are mutually dependent. They rely on each other for help to fulfil their obligations. The deeper the interrelationship between the divisions, the greater coordination the business attains (Acosta, Crespo and Agudo 2018). Hence, when there is no coordination, people and departments will miss the focus of the business's main objectives and their involvement in that effort.

Okamuro, Nishimura and Kitagawa (2019) view coordination as a fusion of diverse divisions into uniformity and, as such, it is the linking influence in the management process. This connotes the merger of objectives and responsibilities at different levels of management, as well as the merging of all divisions and roles to empower the business sector to function as a unit. Moreover, the aspect of control is essential because the different smaller tasks must be organized to weave with each other. Consequently, coordination is an effort made by management to draw up the standardization of goals by organising. Other activities that stimulate coordination in business are graphs, accounts, a working group, the overarching plan and practices according to the tasks performed, as well as the accountability context of the business.

Umar, Hasbi and Yusriadi (2019) state that the type of coordination needed in a business involves teamwork. Leaders must encourage the other people to work as a team to realise the corporate goals. Even though each worker as a team member may have an explicit role to carry out in the

team, a leader must find means to coordinate his/her actions with another individual employee and the team as a whole. The volume of coordination required rests on the nature of communication essential to complete a particular duty, as well as the degree of mutuality of individuals or departments undertaking a task. If good communication and flow of ideas are necessary for employees or departments to execute specific tasks, high amounts of coordination will be essential.

Leaders spend out much of their time educating their employees and responding to problems about their responsibilities. They also spend a great deal of time coordinating business operations to ensure that there is little or no error. In their coordination, they interact with people to understand their needs and make decisions that affect the business as a whole. In this course, they must be skilled in communication to avoid misleading or misrepresentations of an idea and to give people clarity on what to do and how to properly get things done. Moreover, leaders must learn to motivate and acknowledge their followers for their invested effort in getting goals attained.

2.4.2.6 Commitment

Cantele and Zardini (2018) describe commitment as the degree of dedication and allegiance that people (managers, employees, customers and other stakeholders) feel towards the services or responsibilities of an organization or business. Commitment also outlines the distinctive purpose of why experts stay with an employer instead of looking for greener pastures in another place. Employees will stay and desire to work with an employer that can boost their career growth and development; offer them the chance for work-life balance; incorporate the value of integrity as culture; appreciate their trustworthiness and give them a sense of belongingness. Leaders who appreciate the essence and strength of the commitments can employ them more efficiently all through the business's lifespans. Cantele and Zardini (2018) suggest that to make employees committed to the enterprise, entrepreneurs can evade taking measures that mark their enterprises with a dysfunctional character. Examples of these include injustice, inequality, discrimination, intolerance, and any other corruptible actions that can dent the image of their business.

Commitment as observed by Curado and Vieira (2019) is fundamental to management. It represents the approach through which an enterprise acquires the needed resources for its continued existence. People will steer clear of any business whose management cannot commit honestly to policies and truly stand by its decisions. Commitment from another angle can be effectively implemented to assist a business to defeat challenges. Tactical investments in

manufacturing ability or product awareness can dissuade prospective competitors from going into a marketplace, and considerable investments in sturdy, driven and unvendable resources can be complicated for other businesses to reproduce. Occasionally, a signal sent from great commitment can halt business entrants in their paths. In a business enterprise, commitment can offer a significant advantage. It can provide members with a sure idea of emphasis and focus on or align the business activities.

In the view of Ionescu (2021), commitment can be inspiring. It can develop zeal and strength during challenging periods and encourage the workers to endure, regardless of suffering and impairments. Leaders in the founded enterprises can strengthen earlier commitments which are still promoting the business and can also learn how to understand when earlier commitments have emerged as cordons to the changes needed and substitute them with new-founded or innovative, refreshing commitments.

From the aforementioned points of the scholars, commitment describes persons just as they do to organizations. They support and restrict (Hyland 2017; Ikebuaku and Dinbabo 2018). They provide continuity as time goes by and make people or organisations what they are (Jean, Ngui and Robert 2017; Young, Hassan and Hatmaker 2021). The commitment to actions undertaken at present connects a business to tomorrow's course of action (Liu, Zhou and Xuan Che 2022). Regardless of variations or distinctions in personal characteristics, effective entrepreneurs always succeed in creating, fulfilling and re-shaping commitments. Entrepreneur's commitments may take a variety of forms, from equity investments to employment decisions, to open proclamations., However, every commitment applies to both an instant and continuing impact on a business. To thrive in time and structure, the commitments of entrepreneurs must be capable of influencing their corporate image, describing their strengths and vulnerabilities, determining business opportunities and restrictions, setting the direction for people and motivating their employees. Understanding what commitment is and how to use it to positively influences businesses and people, and is what allows good entrepreneurs to become great leaders.

2.5 Concluding summary

Ethical Management is an extremely important element of protecting people and organisations from possible adverse effects of bad management decisions. In business, ethical management is associated with how enterprises or organizations process the circumstances that demand ethical decisions. For the reason that conducting business calls for making decisions every day, part of which is who to contact as a supplier for different services, how are customers going to be reached, the medium of advertisement to use and what to do to achieve long-term goals, many of these decisions do not need right or wrong thoughts; as they are ethically impartial.

Not many decisions require choices that could influence people inside or outside the organization in potentially negative ways. Under such circumstances, businesses must acquire leaders that can make ethical decisions that put individuals unclear of the bottom line. Managing ethics needs leaders that can protect the welfare of employees, customers and society as a whole from any negative encounter that people have in the world of today.

Ethical Management is capable of dealing with matters such as promoting interactions amongst workmates, dealing with conflicts of interest, ensuring the safety of employees, customers, and the organisation as a whole. It provides honest, fair and transparent information to the public to enable users to make good decisions, as well as the prudent usage of business resources.

The influences of decision-making include some inaccessible choices. Entrepreneurs and other ethical leaders in the organisation must make the right decisions about the respective condition that happen. Nevertheless, many consequences are at risk when business leaders make both ethical and unethical conclusions. How the leaders respond to ethical impasses moves how other people they govern will react to the same problems in the nearest future. Entrepreneurs can set the norms for their managers and the managers can also establish a comparable guide for the operatives' conduct. When the workers and the customers observe that the people leading them are behaving ethically in trying times (and getting backing from their management for doing so), they may be influenced and thrilled to make ethical decisions. On this premise, Ethical Management will have a good influence on general business ethics in an organization.

Furthermore, entrepreneurs and other managers delegated with responsibilities can take helpful steps to groom ethical workers. They can intermittently appraise the establishment's codes of

conduct with their employees, or inspire the workers to create their ethical codes for department operations and other explicit circumstances.

Entrepreneurs can inspire transparent communication about moral concerns amongst their employees and institute ways for them to express the problems they encounter with no embarrassment of reprisal. Through regular working assessments of business ethics, entrepreneurs can assist in developing their workers and improving their teams.

Finally, Ethical Management is the duty of every manager, leader and business owner. Ethical decisions stimulate and build trust. It establishes honesty, integrity, fairness, transparency, respect, accountability, loyalty and empathy, and is dependable with social responsibilities. These values offer a basis for making healthier decisions by setting the laid down guidelines for conduct. Behaving ethically is the right thing to do, even though adhering strictly may not be interesting. Habitually, imitating the extreme standard of conduct is not about blue-penciled proper and improper decisions, it is about doing what is right. Some choices demand that events of occurrence must be ranked and selected between the contending ethical values. Making appropriate ethical decisions is based on the core characteristics of trustworthiness and values including honesty, integrity, fairness, transparency, respect, accountability, loyalty and empathy. If entrepreneurs can make good decisions by conforming to the ethics that manage their conduct and operations, they can build a working community that people will desire to emulate.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter explains how this study was designed and the methodology employed in this research. It outlines the research design, the sampling procedure, the data collection methods and the research instrument used. It likewise broadly illuminates the statistical methods and data analysis procedures that were applied in the research.

Jankowicz (2013) further advises that objectives are identifiable elements that specify measures that are expected to attain the aim or objective which was primarily set. To realize the above-stated aim, the objectives of this study are:

- To assess if SMME managers comply with the legal standards of conduct in running their businesses;
- To establish if SMME managers can form ethical ideas of a larger vision for the common good;
- To analyze whether the ethical attitudes of SMME managers influence the people they direct;
- To ascertain whether SMME managers can achieve goals from their values; and
- To determine whether SMME managers can achieve greater efficiency in decision-making with their ethical values.

3.2 Rationale for the Focus Area

In recent decades, there has been a slight increase in knowledge of how ethics in decision-making drives the practices of behaviour within the business community. Dowd and Burke (2013) note that when morals and values are linked, this could influence managerial performance either positively or negatively. Moral values may lessen accountability, improve revenue and reduce the motivation of workers (Christen, Ineichen and Tanner 2014). However, a study that could help in

forming a set of principles for training in ethics is lacking. It is significant to know the drivers of ethical decision-making in business settings and what initiates the measures such as behaviours of leaders, encouraging good conduct, ethical reliability, development of moral value, resolution in ethical management, ethical matters, and implementing good behaviour (Asaju, Arome and Mukaila 2014).

Demirtas (2015) notes that people follow leaders for guidance to expedite the practices that allow them to reach their goals. They also imitate the manners of leaders by accepting their lead, especially when confronted with ethical concerns. Therefore, the conduct of leaders is crucial in championing good behaviour and promoting an ethical doctrine because the intimacy between the leaders' and people's opinions about morals values and management has become noticeable as an important focus in practice.

3.3. Research design

Sekaran and Bougie (2009) view a research design as a complete framework of how the research will be done. This study aims to explore the effect of knowledge of a ethics and its management on the business decisions of entrepreneurs. To define such qualities, a descriptive design was selected for this study. A descriptive research design expresses the characteristics of an existing phenomenon to find answers to problems involving the research subject (Saunders, Lewis and Thornhill 2012). The research design is also quantitative because data was ascertained by a questionnaire in which the participants documented their understanding and was evaluated using quantitative tools.

3.3.1. Target Population and Sampling Method

According to Hair Jr *et al.* (2015), a target population is the whole number of components such as an assemblage of people or objects to be examined under a study. All the SMMEs in the eThekwin Municipality were targeted in this study. This, according to Yelloso (2021), forms the SMME sector from divisions of logistics companies to travel agencies, construction companies, cleaning companies, IT companies and Insurance companies. All these produce the total aggregate sum of 827 633 registered companies under the eThekwin Municipality Area and will thus be the target population of this study (Yelloso 2021).

The method of sampling can be sorted into two main classifications, namely, probability sampling and non-probability methods (Zucker 2009). Walliman (2011) describes the probability method of sampling as the category that permits all the components that make up the population an equal opportunity of being used for the examination under study. Non-probability on the other hand is the choice that is made in the position of the preference of the investigator. Nevertheless, the method of sampling of this study is a probability type, where a respective small business that forms a collective number of SMMEs or population has the equivalent opportunity of being tested. Furthermore, the choice of sampling for this study was based on simple random sampling. With a simple random sample, every member of the larger population has an equal chance of being selected from the total number of listed registered SMMEs under the eThekweni Municipal Area.

3.3.2. Selection of the Sample

Bell, Bryman and Harley (2018) view a sample as a small number that typifies the whole form of the population under study.

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

Where n = Sample size

N = Total Population

α = The degree of confidence level

N = Number of SMMEs in the eThekweni Municipal area, which was 827 633 as obtained from Yelloso (2021).

The Degree of confidence level = 0.05 or 5%, as advised by (Khademi 2018: 2)

$$n = \frac{827\,633}{(1 + 827\,633 (0.05)^2)^{1/2}}$$

$$n = \frac{827\,633}{(1 + 827\,633 \times 0.0025)^{1/2}}$$

$$n = \frac{827\,633}{2060.5575 \times 2}$$

$$n = \frac{827\,633}{4121.115}$$

$$n = 200$$

From the total number of listed registered SMMEs (827 633) under the eThekweni Municipal Area, a sample size of 200 was employed for an equitable appraisal of the variables under study. Based on the calculation above, this embodied the target population from which the inferences were drawn.

3.3.4. Characteristics of the Sample

The sample was made up of:

- a) Male and female respondents;
- b) Employees aged 20 years and older
- c) The race of the respondents was also stated;
- d) The educational background of the respondents was mentioned to understand the level of exposure;
- e) The years in business were considered to recognize the in-depth understanding of the participants;
- f) The type or mode of business which the respondents operate was examined, whether they operate micro-enterprise, small or medium enterprises;

g) The ownership type of the business was considered to determine their capacity level of operation, whether, sole-proprietorship, partnership, joint venture business, a private company Pty (Ltd) and others; and

i) Lastly, the number of people employed in the business operation was also considered.

3.4. Data Collection Methods

To collect enough information about Ethical Management employed for decision-making by SMMEs in the eThekwin Municipality, a structured questionnaire was applied as a research instrument.

3.4.1. The Research Instrument

The instrument chosen for gathering data for this study was a structured questionnaire with a 5-point Likert scale because it is cost-effective and facilitates the procurement of data from a large number of participants. The questionnaire has been designed with a 5-point Likert scale with strongly disagree; disagree; uncertain; agree and strongly agree to responses. Fundamentally, the choice of this type of instrument is placed on easy understanding and was primarily a common approach of analysis that makes data evaluation easy to be subjected to statistical assessment (Sekaran and Bougie 2009). Moreover, in the event of the inability to ascertain the addresses of the SMMEs on the Municipal list, the questionnaire will be circulated in person to the participants. The questionnaire was divided into the following two sections: Section A of the questionnaire focused on the biographical data of the participants, such as age, educational level, gender, marital status, number of years in which entrepreneurs have been operating, and their race. Each of these aspects was divided into categories and a specific number was allocated to each category. The respondent was asked to make a cross (X) in a box next to the aspect that described him or her accurately.

Section B of the questionnaire consisted of four statements under Part A. This part of the questionnaire aimed to examine the extent to which SMME managers comply with the legal standards of conduct in running their businesses. The third section comprised of five statements under section C. This part of the questionnaire aimed to establish if SMME managers can form ethical ideas of a larger vision for the common good. Section D of the questionnaire consisted of five statements where the aim was to ascertain whether the managers can achieve goals using their

values. Section E was formulated to determine if the values of entrepreneurs have a significant impact on their success or failure. The last part of the questionnaire, which was Section F, was devised to determine whether SMME managers can achieve greater efficiency in decision-making with their ethical values.

3.4.2. Administration of the Questionnaire

The questionnaire was hand-delivered to SMME managers and operators. Similarly, the consent letter requesting the contributor's permission on the basis for which the research was led was enclosed. This letter further explained that the contributors may retract their involvement in the study where they feel disconcerted, with the prerogative and the assurance that information provided by them will be well-kept in the strictest confidence.

Correspondingly, the questionnaire was recovered through how it was dispersed and preserved in a carton to avoid any alteration or intrusion till the time of valuation.

3.5. Analysis of the Data

The assessment of the data was made using the Statistical Package for the Social Sciences (SPSS) Version 28. Similarly, the use of quantitative methodical implements was applied where applicable to ensure that data generates descriptive and inferential statistics, examples of which are frequencies, percentages and cross-tabulations. Additionally, measures of central tendency and dispersion was employed to give the obtained information a broader scope of being analyzed. In the aspect of inferential statistics, T-tests and analysis of variance (ANOVA) were used to collect the necessary information with which to elicit valid results from the data under observation.

3.6. Limitations of the study

As a result of financial constraints, only the region of the eThekweni Municipal area was the area under concentration. The effect of this can inhibit the overview of the outcomes.

3.7. Delimitation

The purpose of this research is to examine whether Ethical Management practices in the operation of SMMEs can influence effective decision-making. On this basis, many entrepreneurs who are within the grouping of SMMEs were reached.

3.8 Ethical considerations

In the process of this study, the subsequent ethical considerations were carried out:

3.8.1 Voluntary participation

Through contributors' participation, the researcher projected to know the influence that the Ethical Management practices of SMMEs operators on ensuring effective decision-making in the eThekweni Municipal Area. The discoveries from this research are to contribute to the present body of knowledge about entrepreneurs by suggesting and recommending ideas that can improve their roles in the economy of the eThekweni Municipality and South Africa in general. On this notion, the respondents were told that they could discontinue their involvement in the study anytime they felt inconvenient about their commitment to this study.

3.8.2 Anonymity

Preserving the image of respondents is extremely pertinent if honest evidence were to be attained from the contributors (Wiid and Diggins 2013). For this study, a consent letter that explained the objective for which this research was conducted was offered to the contributors. It also explained the institution and department from which the investigator came. These extended to requesting the contributor's clemency by primarily presenting the theme of the research, which is — Evaluating the Ethical Management Practices of Small, Medium and Micro-Enterprises to ensure effective Business Decision-Making in the eThekweni Municipal Area. This was followed by the objective through which the research study was designed. For this study, the research aims at determining the basics that contribute to the Ethical Management and decision-making approach of the entrepreneurs in the eThekweni Municipal Area.

3.8.3 Confidentiality

In lieu of the above section, the contributors of the questionnaire were convinced that all the information they supplied about this research will be conserved with the strictest confidence and without any prejudice.

3.9 Concluding summary

This chapter outlined the methods employed in the research design and methodology of the study. It outlined the research procedure, how the sample was retrieved and the method by which the

questionnaire was prepared to capture all the information required to evaluate the replies. This chapter likewise presented the statistical tools adopted to examine the data.

The discoveries and outcomes of this research are presented in tabular and graphic arrangement and are discussed in the subsequent chapter.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF RESULTS

4.1. Introduction

This part of this research establishes and reflects on the findings of this study. The required data for this research was assembled from 200 contributors from registered SMMEs across the eThekweni Municipal Area. The accumulated data was evaluated through the Statistical Package for the Social Sciences version 28 to interpret the objectives of this research. Additionally, all the outcomes obtained from this research are conversed according to each section of the questionnaire. Hence, they set out to reveal the under-listed objectives:

- To assess if SMME managers comply with the legal standards of conduct in running their businesses;
- To establish if SMME managers can form ethical ideas of a larger vision for the common good;
- To analyse whether the ethical attitudes of SMME managers influence the people they lead and direct;
- To ascertain whether SMME managers can achieve goals based on their values; and
- To determine whether SMME managers can achieve greater efficiency in decision-making with their ethical values.

4.2 Results

To substantiate these aims, the questionnaire of this study had six parts, with every division having representation in a 5-point Likert scale structure, which seeks to obtain information from the entrepreneurs. The questionnaire was led by Section A which asked about the biographical data of the entrepreneurs that took part in this research.

The findings are therefore presented below.

4.2.1 Demographic information

i. Gender

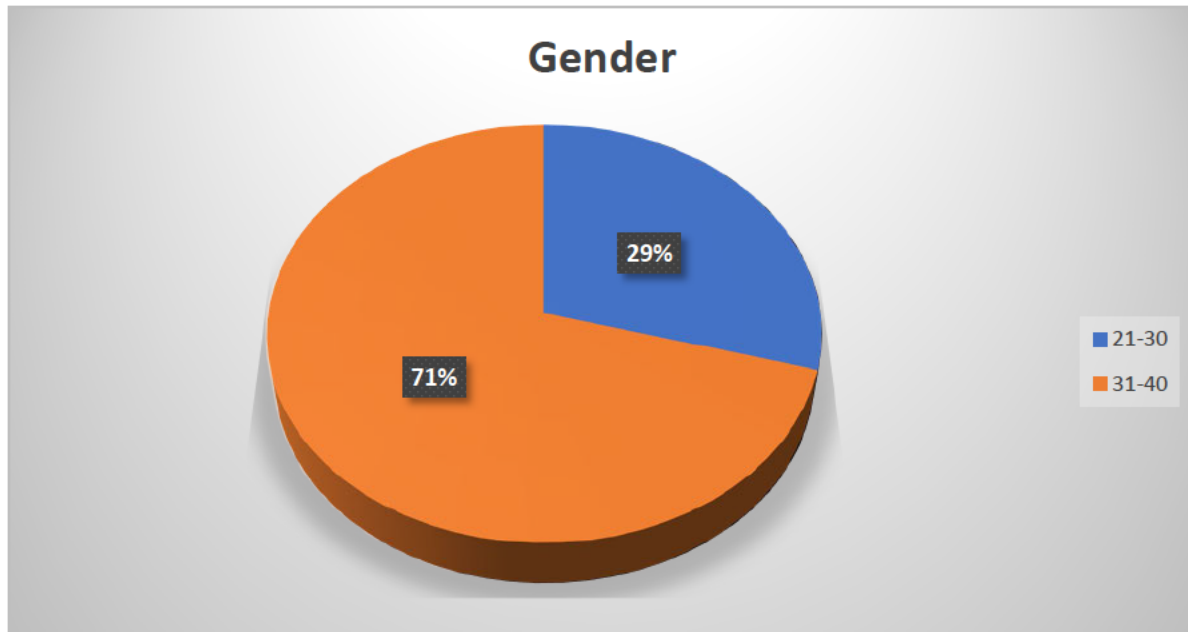


Figure 4. 1: Respondents' Gender spread

Interpretation: The chart above displays that women presently are more into entrepreneurial activities than male entrepreneurs.

The common challenge faced by women entrepreneurs as noted by Meunier, Krylova and Ramalho (2017) is that the SMME sector is subjugated by men. Women entrepreneurs were discriminated against based on their appearance (Solesvik, Iakovleva and Trifilova 2019). They were not heard nor given decision-making authority like their male equals (Cruz-Ros, Garzon and Mas-Tur 2017; Alene 2020). It is important to realise that the racialized, indigenous and disabled tend to face such difficulties more often. One of the key details for this is that entrepreneurial accomplishment has usually been distinct in the male-ruled social sector as creating initiatives that trail a franchise model; assessing influence based on the sum that affects rules and procedures; and influencing mindsets, values and schemes. These types of influences habitually led women entrepreneurs to strive for success (Meyer and Krüger 2021).

ii. Age

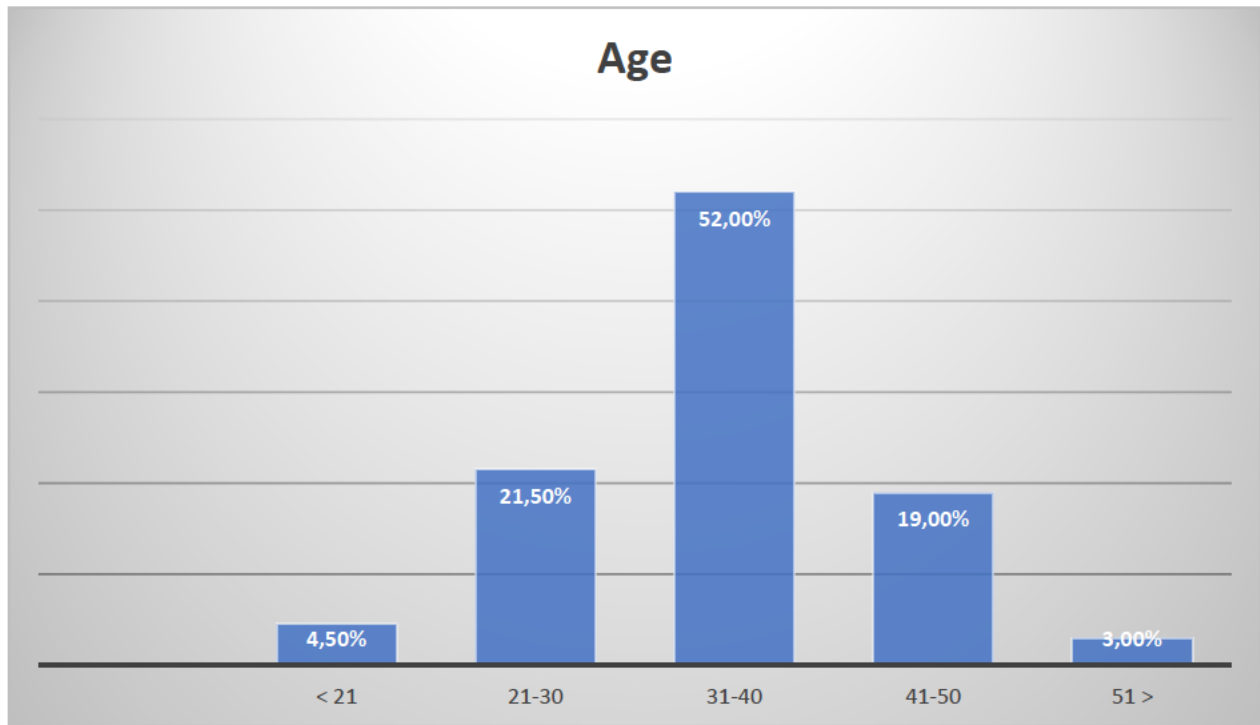


Figure 4. 2: Respondents' Age.

Interpretation: The above chart displays that most entrepreneurs fall within the age bracket of 31-40 years, whilst a smaller number of people are less than 21 old years. The same relates to the age bracket above 50 years of age. It can be observed that entrepreneurs and their underlings between the age grouping of 31 to 40 years have no expectations or have earlier had problems in securing jobs in the formal sector. Hence, they have resorted to entrepreneurial operations to provide occupations for themselves.

Bansal, Garg and Sharma (2019) opine that the vitality of younger generations can be ascribed to the changeability of factors such as joblessness, as well as the reluctance to work under anybody. The authors have attributed other reasons to include the unfair distribution of environmental resources and social disparities.

iii. Race

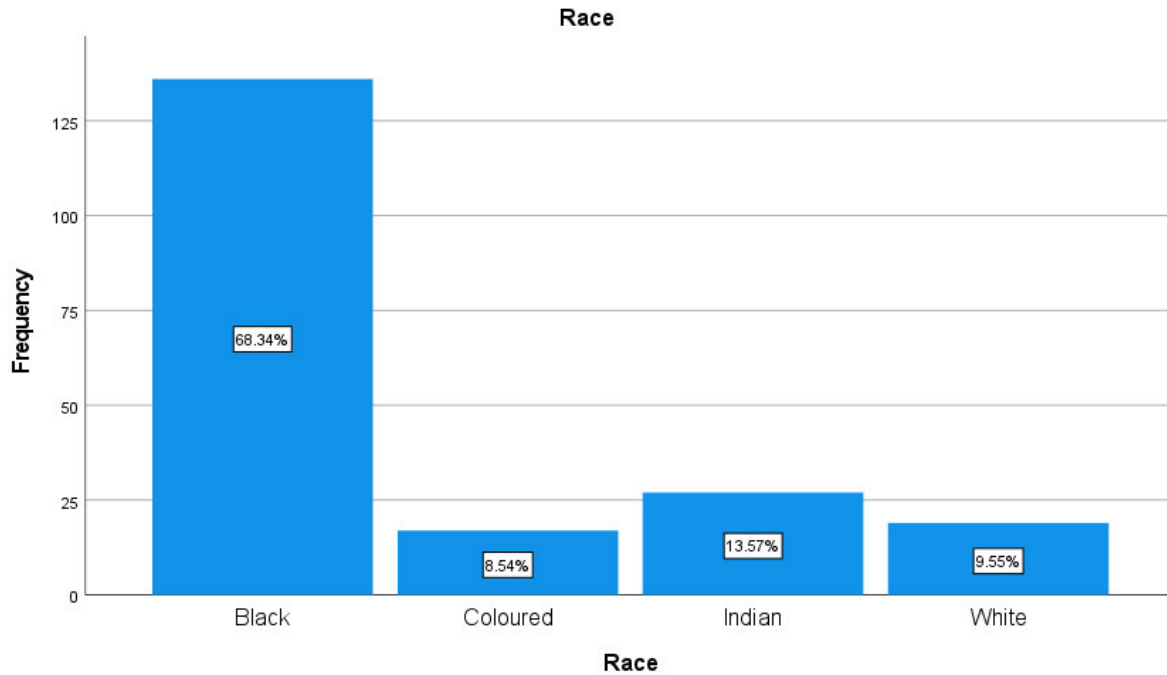


Figure 4. 3: Respondents' racial spread

Interpretation: Blacks produced the largest number of respondents, with Coloureds making up the smallest number of respondents.

This affirms an understanding by Victor Bekun and Akadiri (2019) that Blacks have lately turned to business, seeking to be reasonably valuable. Issues such as destitution, famine, inflation and economic downturn are the striking causes that led people to SMME businesses.

iv. **Highest Educational Qualification**

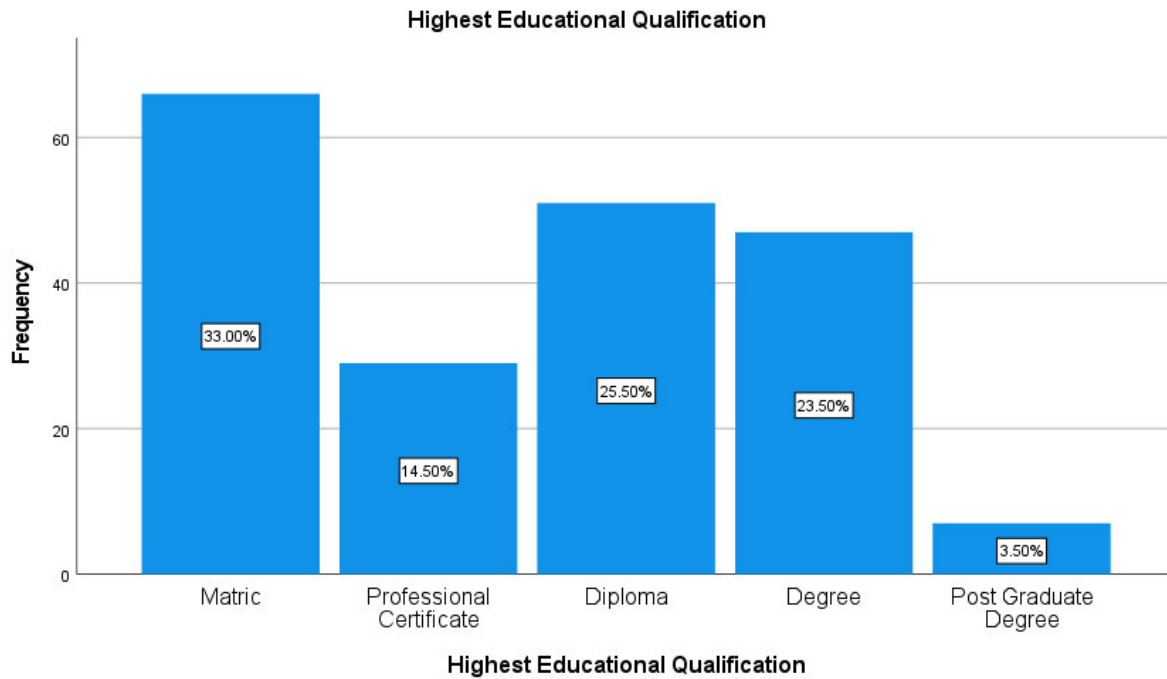


Figure 4. 4: Respondents' Educational Level

Interpretation: This discovery brings hope that SMMEs will move in the right direction because 67% of the entrepreneurs have tertiary qualifications.

Zhou (2018) describes education as a crucial part of business operations that acts as an enabler for performing management duties. Correspondingly, it offers an opportunity with which to hone business experience and competencies in all areas of business. Examples of these include monetary management, interpersonal skills and other areas of specialty that distinguish an expert from a trainee.

Table 4. 1: Respondents' Years in Business

| Years in Business | | | | | |
|--------------------------|-------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 1 – 10 yrs | 128 | 64.0 | 64.3 | 64.3 |
| | 11- 20 yrs. | 60 | 30.0 | 30.2 | 94.5 |
| | 21-30 yrs | 7 | 3.5 | 3.5 | 98.0 |
| | 31-40 yrs | 4 | 2.0 | 2.0 | 100.0 |
| | Total | 199 | 99.5 | 100.0 | |
| Missing | System | 1 | .5 | | |
| Total | | 200 | 100.0 | | |

Interpretation: 64% of the respondents agree that their business is operating at the initial stage of growth. Hence, they are striving to survive in the world of business, while fewer have been in operation for a prolonged period.

To grow a surviving business can be time-consuming according to Vodă and Florea (2019). Therefore, collaborating with experienced entrepreneurs to tap from their wealth of knowledge, skills and experiences is necessary for aspiring and prospective entrepreneurs to thrive. Frequent communication and regular brainstorming with professional entrepreneurs can go a long way to acquiring the needed resources, and beneficial information can go a long way to make the aspired dream of developing entrepreneurs come through.

Table 4. 2: Type of Business

| Type of Business | | | | | |
|------------------|-------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Micro-enterprise | 50 | 25.0 | 25.0 | 25.0 |
| | Small enterprise | 143 | 71.5 | 71.5 | 96.5 |
| | Medium enterprise | 7 | 3.5 | 3.5 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: A high number of 71.5% of the businesses indicate that they are small enterprises.

Small business is the source of whole businesses (Koyana and Mason 2017). They boost economic growth through job provisioning for those who cannot be hired by bigger businesses. They make the world turn around (Nassiuma 2017; Yitshaki and Kropp 2019). They also promote local markets, keep back income closer to the home environment and provide for communities. Many people operating small businesses venture into it because of the flexibility, less recruitment and the ability to develop close contacts with shoppers (Tshibangu 2020).

Table 4. 3: Type of Ownership

| Ownership | | | | | |
|------------------|-----------------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Sole Proprietor | 129 | 64.5 | 64.5 | 64.5 |
| | Partnership | 47 | 23.5 | 23.5 | 88.0 |
| | Joint venture | 16 | 8.0 | 8.0 | 96.0 |
| | A Private Company Pty (Ltd) | 6 | 3.0 | 3.0 | 99.0 |
| | Others | 2 | 1.0 | 1.0 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: The majority of the businesses 64.5% are individually owned.

Guerriero and Hopkins (2018) define sole proprietorship as a business type that is operated by an individual who makes all the decisions. The proprietor has full control over business operations and performance. They are directly eligible for the total proceeds of the business. Many people undertake a sole business because it is fairly easy to register and run.

Table 4. 4: Number of Employees

| Number of Employees | | | | | |
|---------------------|---------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | <5 | 105 | 52.5 | 52.5 | 52.5 |
| | 5 – 20 | 75 | 37.5 | 37.5 | 90.0 |
| | 21 - 50 | 17 | 8.5 | 8.5 | 98.5 |
| | > 50 | 3 | 1.5 | 1.5 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: The legal standard for an enterprise to be considered a small business is that it has to hire between 5 - 99 people as workers, and to be classified as a Micro business, the figure of workers must be between 1- 4. To be considered a medium enterprise, the total number of employees should be between 100 - 200. In this current study, there were 90% of fully fledged SMMEs. Cesaroni, Pediconi and Sentuti (2018) note that the ability to recruit many workers can be impeded by causes such as limited access to finance, poor work-life balance, poor decision-making, limited skills, liabilities and debt, amongst others.

4.2.2 LEGAL STANDARDS

The ensuing findings are related to questions that are meant to assess the respondents' legal standards.

Table 4. 5: The personal values and beliefs of an entrepreneur influence his/her feats in the enterprise

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 5 | 2.5 | 2.5 | 2.5 |
| | Neither | 23 | 11.5 | 11.5 | 14.0 |
| | Agree | 138 | 69.0 | 69.0 | 83.0 |
| | Strongly Agree | 34 | 17.0 | 17.0 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: It is obvious that the majority of the entrepreneurs at 86% were in agreement that the personal values and beliefs of an entrepreneur influence his/her achievements in the business.

Constantinescu and Kaptein (2020) illuminate that to ensure proper conduct and maintain orderliness in the business, entrepreneurs and their subordinates must be profound with a knowledge of ethics to make decisions that can facilitate efficiency in the work system. This will assist entrepreneurs to perfectly observe their business activities while at the same time absorbing the spirit of restraint to put consecutive conflicts of desires to an end and to give literal demands the greatest attention.

Table 4.6: The leadership style of the owner plays a major role in the success of the enterprise

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 6 | 3.0 | 3.0 | 3.0 |
| | Neither | 11 | 5.5 | 5.5 | 8.5 |
| | Agree | 131 | 65.5 | 65.5 | 74.0 |
| | Strongly Agree | 52 | 26.0 | 26.0 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: A significant 91.5% of the respondents agreed that the leadership style of the owner plays a major role in the success of the business. Efficient entrepreneurial leadership, according to Salazar (2016), is turning out to be progressively significant in certifying that organisations speedily be accustomed to variations in today's rapidly changing global economy. Entrepreneurial leaders are aimed at improving the people closer to them (Shaked and Schechter 2017). They build a sense of determination in the organisation they govern and a quest that deserves to be achieved. They establish objectives that extend people's skills, enhance a spirit of cooperation, and create confidence (Singo 2018). The most crucial and significant aspect is that they care about their businesses and those they govern. To gain the respect of others, entrepreneurs as leaders must be welcoming and friendly and take care of others like peers. Simultaneously, they must be duly distant to exert their authority (Tshibangu 2020). They should endeavour not to enforce their decisions on their employees or reject or stifle their abilities. Instead, they must motivate their workforces to be creative and to always find their way out of problems (Wasim and Rehman 2022).

Table 4.7: When I do not know something, I do not mind admitting it

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 2 | 1.0 | 1.0 | 1.0 |
| | Neither | 4 | 2.0 | 2.0 | 3.0 |
| | Agree | 148 | 74.0 | 74.0 | 77.0 |
| | Strongly Agree | 46 | 23.0 | 23.0 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: A total of 97% confirmed that when they do not know something, they do not mind admitting it. Serwaa (2018) notes that exploiting opportunities from expertise in a workplace is a good approach to capitalize on business potential. Corporations have a fountain of undeveloped knowledge in their workers which lies latent or isolated to the specific employees or divisions in a workplace. With appropriate governance structures in place, this knowledge can be established, saved and made available to the broader personnel, which offers substantial business advantages.

Table 4.8: I make sure that I maintain high standards of morality

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Neither | 5 | 2.5 | 2.5 | 2.5 |
| | Agree | 134 | 67.0 | 67.0 | 69.5 |
| | Strongly Agree | 61 | 30.5 | 30.5 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: Many of the participants agree that they maintain high standards of morality.

Saah (2018) posits that the moment the workers acknowledge and realize their business's devotion to high moral standards, they could become more committed to their duties and be proud of being a member of such an establishment. This kind of conversion can be crucial in advancing organizational efficiency.

Table 4.9: The mean of Legal Standards

| | Mean |
|------------------------|--------|
| Legal standards | 1.0381 |

Interpretation: The mean of the construct “**Legal standards**” is 1.0381, which is below 2. This implies that most of the respondents agreed that the knowledge of and the implementation of legal standards is a strength which makes them oversee the internal affairs of their business diligently.

4.2.3 ETHICAL IDEAS

The understated findings correlate to subjects that intended to examine the participants’ ability to recognize ethical ideas.

Table 4. 10: I am capable of making ethical choices that are free from favouritism.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Neither | 10 | 5.0 | 5.0 | 5.0 |
| | Agree | 131 | 65.5 | 65.5 | 70.5 |
| | Strongly Agree | 59 | 29.5 | 29.5 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: As high as a 95.5% percentage of the respondents agree that they are capable of making ethical choices that are free from favouritism. Suriyankietkaew and Kantamara (2019)

found that when leaders direct an establishment, the employees ethically replicate their footprints. With business ethics as a driving principle, employees can make good choices in less time. This increases productivity and general workplace morale.

Table 4. 11: I hold myself responsible for my actions so that other co-workers can learn from me

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 1 | .5 | .5 | .5 |
| | Neither | 20 | 10.0 | 10.0 | 10.5 |
| | Agree | 115 | 57.5 | 57.5 | 68.0 |
| | Strongly Agree | 64 | 32.0 | 32.0 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: The information above shows that 89.5% alluded to the fact that they hold themselves responsible for their actions so that other co-workers can learn from them.

According to Suriyankietkaew and Kantamara (2019), responsibility in leadership is crucial to success in business. Leaders lay down the regulations for others that they govern to follow. Without responsibility from the leaders, people (employees and customers) will feel directionless and lost. As a leader, it is essential to employ responsibility, training and motivation in the organisation to promote team success. When there is an absence of precise clarity of what business demands from leadership, people in management positions will have no leadership standard to hold onto. The outcome is disjointed governance when orientation is more significant than ever for a company's achievement.

Table 4. 12: I comply strictly with the laws regulating the operational activities of my business

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 19 | 9.5 | 9.5 | 9.5 |
| | Neither | 100 | 50.0 | 50.0 | 59.5 |
| | Agree | 56 | 28.0 | 28.0 | 87.5 |
| | Strongly Agree | 25 | 12.5 | 12.5 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: Regarding the statement above, 40.5% of respondents agree that they comply strictly with the laws regulating the operational activities of the business.

Karplus, Shen and Zhang (2020) define compliance as the process of abiding by regulations, standards or codes that control the living style of people, businesses or the public at large. Compliance decreases the risk in the enterprise by promoting the right conduct and clear perception. Non-observance to rules or regulations will make people or businesses face illegal charges. By monitoring different compliance conditions and making sure that they are met, businesses can prevent the dangers of fines, punishments or proceedings. Businesses that conform to rules are typically more reasonable than those that do not because they can provide their goods through any market with no lawful limit. Punters are inclined to trust these businesses more since they know that they adhere to quality regulations (Karplus, Shen and Zhang 2020).

Table 4.13: I offer quality services to my clients as a symbolic representation of truth and accurate valuation of my business.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 3 | 1.5 | 1.5 | 1.5 |
| | Neither | 8 | 4.0 | 4.0 | 5.5 |
| | Agree | 148 | 74.0 | 74.0 | 79.5 |
| | Strongly Agree | 41 | 20.5 | 20.5 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: A large number of respondents (94.5%) agree that they offer quality services to their customers as a symbolic representation of truth and accurate valuation of the business. Villi and Koc (2018) state that consumer satisfaction lies at the heart and soul of every profitable successful business. Understanding how to generate constructive customer service while preserving the business's ethics is essential to its success. Quality service is what distinguishes a business from its competition. When customers are satisfied, they will inform others about the business' existence. The reverse is the case when they are not happy about the service obtained from the enterprise.

Table 4.14: I can build a credible character through my words and actions.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 13 | 6.5 | 6.5 | 6.5 |
| | Neither | 12 | 6.0 | 6.0 | 12.5 |
| | Agree | 127 | 63.5 | 63.5 | 76.0 |
| | Strongly Agree | 48 | 24.0 | 24.0 | 100.0 |
| Total | | 200 | 100.0 | | |

Interpretation: In the statement above, 87.5% of the respondents agree that they can build a credible character through their words and actions. Meng and Berger (2019) describe credibility as the key foundation of building trust. Credibility in a leader enables subordinates to recognize a leader as a trusted information resource and decision-maker. A leader can gain credibility and regard from his contemporaries and employees by exhibiting the strong positive qualities of honesty, integrity, fairness, transparency, competence, and results. Similarly, leaders can build credibility through their words and actions by staying current with changes in their line of work, valuing respect over geniality, inspiring career development in others, making well-informed and explored decisions, while at the same time nurturing teamwork and collaboration.

Table 4.15: The mean of Ethical Ideas

| Mean | |
|----------------------|--------|
| Ethical Ideas | 0.8042 |

The mean of the construct “**Ethical ideas**” is 0.8042, which is below 2. This corresponds to Agree; meaning that the majority of respondents agree that they have ability to recognize ethical ideas that direct their operations.

4.2.4 ETHICAL ATTITUDES

Table 4.16: It bothers me when things are not done very well.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 1 | .5 | .5 | .5 |
| | Neither | 11 | 5.5 | 5.5 | 6.0 |
| | Agree | 141 | 70.5 | 70.9 | 76.9 |
| | Strongly Agree | 46 | 23.0 | 23.1 | 100.0 |
| | Total | 199 | 99.5 | 100.0 | |
| Missing | System | 1 | .5 | | |
| Total | | 200 | 100.0 | | |

Interpretation: A vast 94% of the respondents expressed that they get bothered when things are not done very well. Only a small percentage of the respondents did not agree with this.

Cortellazzo, Bruni and Zampieri (2019) emphasize that mistakes are bound to happen in a work setting. However, when mistakes occur, it is pertinent as a leader that the problems are acknowledged and corrected as quickly as possible. Leaders must be good role-models through their conduct by visibly admitting to their mistakes. In addition, they must not constantly concentrate on blaming others but focus on resolving the problems and ensuring that they cease to happen in the future.

Table 4.17: I seek the advice of people who know a lot about the problems or tasks I am working on.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 1 | .5 | .5 | .5 |
| | Neither | 9 | 4.5 | 4.5 | 5.0 |
| | Agree | 137 | 68.5 | 68.5 | 73.5 |
| | Strongly Agree | 53 | 26.5 | 26.5 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: As many as 95% of the respondents affirmed that they seek advice from people who know a lot about the difficulties or tasks they are working on. Sampath (2018) observes that by asking the right people for the right advice and in a proper manner, a leader can devise brighter answers to difficulties, strengthen the idea, and hone decision-making. Additionally, by turning out to be a better adviser, a leader can extend his or her influence and learn from people who come to seek advice.

Table 4.18: I like challenges and new opportunities.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 7 | 3.5 | 3.5 | 3.5 |
| | Disagree | 63 | 31.5 | 31.7 | 35.2 |
| | Neither | 44 | 22.0 | 22.1 | 57.3 |
| | Agree | 60 | 30.0 | 30.2 | 87.4 |
| | Strongly Agree | 25 | 12.5 | 12.6 | 100.0 |
| | Total | 199 | 99.5 | 100.0 | |
| Missing | System | 1 | .5 | | |
| Total | | 200 | 100.0 | | |

Interpretation: Fifty-seven percent of the respondent stated that they do not like challenges and new opportunities. Elsbach and Stigliani (2018) describe organizational challenges are difficulties that business owners and their employees face that obstruct them from achieving their ambitions. In workplaces, examples of common problems that may prompt people not to want to encounter challenges and new opportunities include the fear of uncertainty about the future, not knowing when to embrace change, a lack of competence, a lack of financial strength to management work operations, limited innovation, inability to monitor performance, fear of how to maintain business's reputation, and interruption amongst work associates. A business's operations can vary over time, needing both business owners and their staff to adapt to environmental changes. It is thus pertinent that they find resourceful processes to deal with them and stop them from worsening.

Table 4.19: It bothers me when my time is wasted

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 4 | 2.0 | 2.1 | 2.1 |
| | Neither | 14 | 7.0 | 7.4 | 9.6 |
| | Agree | 134 | 67.0 | 71.3 | 80.9 |
| | Strongly Agree | 36 | 18.0 | 19.1 | 100.0 |
| | Total | 188 | 94.0 | 100.0 | |
| Missing | System | 12 | 6.0 | | |
| Total | | 200 | 100.0 | | |

Interpretation: Many entrepreneurs agree that they are bothered when time is wasted. Time wastage is quite common and surrounds people's life and organisation. Even at that, it is detrimental to promoting their development and effectiveness (Wakabi 2016). Examples of factors responsible for time wastage are excessive business meetings; the use of social media; congested emails; vague objectives or goals; multitasking; lack of planning and organizing; and the use of outmoded equipment and technology. In the observation of Randhawa and Ahuja (2017) timewasting at the workplace has a range of downsides that could harm business owners and workers alike. Not only might time wastage at work have financial repercussions for businesses, it can likewise result in employee annoyance, revocation, tension and even stress (Chuang and Huang 2018). However, a very good reason for wasting time can make leaders, managers and employees more productive as it allows them to rest their brains (Velasco and de Chavez 2018). When people are continually working, they often have no chance to relax. Wasting time doing something that needs very little intricate thinking can make people more productive (Batabyal and Bhal 2020).

Table 4.20: Displaying the attitude of plainness has attracted employees of a similar outlook to my business.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 1 | .5 | .5 | .5 |
| | Disagree | 56 | 28.0 | 28.0 | 28.5 |
| | Neither | 13 | 6.5 | 6.5 | 35.0 |
| | Agree | 96 | 48.0 | 48.0 | 83.0 |
| | Strongly Agree | 34 | 17.0 | 17.0 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: A slightly high percentage of the respondents indicated that displaying the attitude of plainness attracted employees of a similar outlook to the business. Amoozad Mahdiraji, Hafeez and Razavi Hajiagha (2020) explain that individuals trust corporate leaders to be plain and truthful. Presently more than ever before, plainness is a key obligation for accomplishment as a leader. A thriving leader is plain and will assume their workers to be plain as well. When workers observe that their leader is plain with them, they are far more likely to be trustworthy in exchange. A leader who displays plainness will inspire the people they govern to trust them. Therefore, when they provide them with information or something to ask of them, they will do what is right. This is an essential component of great business ethics and managerial accomplishment.

Table 4.21: The mean of Ethical Attitudes

| Mean | |
|--------------------------|--------|
| Ethical Attitudes | 0.7658 |

The mean of the construct “**Ethical attitudes**” is 0.7658, which is below ‘2’. This corresponds to Agree, meaning that the majority of respondents inculcate ethical attitudes into their businesses.

4.2.5 VALUES

Table 4.22: I motivate my employees by always appreciating their work

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 2 | 1.0 | 1.0 | 1.0 |
| | Disagree | 100 | 50.0 | 50.0 | 51.0 |
| | Neither | 22 | 11.0 | 11.0 | 62.0 |
| | Agree | 58 | 29.0 | 29.0 | 91.0 |
| | Strongly Agree | 18 | 9.0 | 9.0 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: The majority of entrepreneurs at 62% do not motivate their employees by always appreciating their work. Apart from the key importance of an organization’s achievement, accomplishment in business also required a level of dedication, effort and strength that employees bring to their daily roles (Rashid and Ghose 2015). Without this, businesses suffer decreased efficiency and reduced levels of production, and the business may fall short of achieving crucial goals. Cruz-Ros, Garzon and Mas-Tur (2017) attest that, in workplaces, motivating workers urges them to work efficiently and results in better revenue outcomes. However, many people do not know that a prolific approach of working also has a positive influence on employee involvement

as it encourages greater job satisfaction. More than a few problems may reduce leaders to motivate their subordinates and render them inefficient and a smaller contributing factor to the bottom-line. A few of these factors are poor leadership structure, lack of sureness, disruptive emotions and attribution errors (Duarte and Lopes 2018).

Table 4.23: I build communication processes that make it safe for employees to say what is on their minds.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 23 | 11.5 | 11.5 | 11.5 |
| | Neither | 17 | 8.5 | 8.5 | 20.0 |
| | Agree | 127 | 63.5 | 63.5 | 83.5 |
| | Strongly Agree | 33 | 16.5 | 16.5 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: A high percentage of 80% felt that they can build communication processes that make it safe for employees to speak their minds. Effective communication, according to Guerrero, Andersen and Afifi (2017), improves business success. It contributes greatly to the inner endeavours of the employee having a direct influence on customer relationships. As it stimulates trustworthiness, employee commitment and productivity, it increases innovation and resolves issues. Entrepreneurs can make a business environment conducive for airing objections and interests by going on a listening expedition with the workers. They can set a healthy perimeter; motivate employees to express themselves in their minds; and keep away from giving others the wrong opinion. In addition, they must establish a culture or seek feedback while hearing others without judging them.

Table 4.24: Treating my customers well and respecting them has earned me their loyalty

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 11 | 5.5 | 5.5 | 5.5 |
| | Disagree | 40 | 20.0 | 20.0 | 25.5 |
| | Neither | 23 | 11.5 | 11.5 | 37.0 |
| | Agree | 90 | 45.0 | 45.0 | 82.0 |
| | Strongly Agree | 36 | 18.0 | 18.0 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: A large number of respondents agree that treating their customers well and respecting them has earned their loyalty. As an entrepreneur, it is important to realize that customers are an integral part of the reasons for business existence (Elrehail 2020). This forms the reason why entrepreneurs must consider their clients in all that they do. The needs of the customers must be on the cutting-edge of every business. Not only will this attract multiple sales, but it will also develop the loyalty of customers over a long period.

Table 4.25: I impart knowledge my staff as a way of adding values to their lives

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 4 | 2.0 | 2.0 | 2.0 |
| | Neither | 6 | 3.0 | 3.0 | 5.1 |
| | Agree | 149 | 74.5 | 75.3 | 80.3 |
| | Strongly Agree | 39 | 19.5 | 19.7 | 100.0 |
| | Total | 198 | 99.0 | 100.0 | |
| Missing | System | 2 | 1.0 | | |

| | | | | |
|-------|-----|-------|--|--|
| Total | 200 | 100.0 | | |
|-------|-----|-------|--|--|

Interpretation: A significant 94% of the entrepreneurs were in agreement that they impart knowledge into their staff as a way of adding value to their lives. Morawiec and Sołtysik-Piorunkiewicz (2021) define knowledge sharing as the control process that provides information to those people who keenly strive for it and communicates it to those users who could implement it for the sake of the business. An establishment with a constructive knowledge exchange will be able to see the effectiveness and the greater innovation ability, amongst other gains. They will discover better means of boosting their operations and will build a learning community that collaborates, retains and preserves collective knowledge.

Table 4.26: The mean of Values

| Mean | |
|---------------|--------|
| Values | 0.9016 |

The mean of the construct “**Values**” is 0.9016, which is below 2. This corresponds to Agree, meaning that the majority of respondents believe that managers, operators and business owners can adhere to values that influence their business operations.

4.2.6 DECISION-MAKING

Table 4.27: My ability to make good decisions helps me to save time and the use of resources

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 1 | .5 | .5 | .5 |
| | Neither | 4 | 2.0 | 2.0 | 2.5 |
| | Agree | 150 | 75.0 | 75.0 | 77.5 |
| | Strongly Agree | 45 | 22.5 | 22.5 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: Many of the participants agree that their ability to make good decisions helps them save time and the use of resources. Cuandra and Tan (2021) discourse that decision-making is a process whereby meaningful information is taken into account and contemplated for possible results before making an informed decision based on a methodical approach. Leaders in organizations define the planned course of initiatives and implement them. Understanding why these are crucial helps them improve their decision-making processes. This makes them more practical and content at work. Skills such as proper time management, critical thinking, analytical thinking, active listening, investigation, being team-player and the quality of flexibility can help the entrepreneur make good decisions and resolve issues more realistically.

Table 4.28: I keep check of my actions to ensure excellent employee performance.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 2 | 1.0 | 1.0 | 1.0 |
| | Agree | 146 | 73.0 | 73.0 | 74.0 |
| | Strongly Agree | 52 | 26.0 | 26.0 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: It is evident that the majority of the entrepreneurs at 99% were in agreement that they keep check of their actions to ensure excellent employee performance. Boosting employees' performance for effectiveness can assist organizations to achieve the set goals promptly and in a reasonable way (Ishola, Adeleye and Tanimola 2018). The accomplishment of each organization counts strongly on its employees' performance. When employees are creative, committed and inspired, they can smoothly meet the goals set for them. Not only can enhancing the worker's performance help the organization attain its dream, but it can enhance contentment and reduce employee turnover over time (Ngwenya and Pelser 2020).

Table 4.29: I am able to make quick determinations on the course of action and exhibit sound professional judgement.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 2 | 1.0 | 1.0 | 1.0 |
| | Neither | 3 | 1.5 | 1.5 | 2.5 |
| | Agree | 149 | 74.5 | 74.5 | 77.0 |
| | Strongly Agree | 46 | 23.0 | 23.0 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: A very high percentage of the respondents can make quick determinations on the course of action. Rounpel, Rinfre and Grenier (2019) have observed that the ability of a leader to exhibit a properly formulated decision helps the organization and the administrator to move in the right path and sort out how these decisions are made to ensure that the options are beneficial ones.

Table 4.30: I own up to my mistakes and give feedback to people even when it is not convenient for me to do so.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 18 | 9.0 | 9.0 | 9.0 |
| | Neither | 17 | 8.5 | 8.5 | 17.5 |
| | Agree | 108 | 54.0 | 54.0 | 71.5 |
| | Strongly Agree | 57 | 28.5 | 28.5 | 100.0 |
| | Total | 200 | 100.0 | 100.0 | |

Interpretation: A vast 82.5% of the respondents agreed to owning up to their mistakes and giving feedback even when it is not convenient. By acknowledging a mistake, Newman, Fast and Harmon (2020) state that an individual is showing the right way to cope with the situation. This sets a good example to other people around that by admitting a fault as a leader, others do not have to worry about accepting their lapses. This is to make people feel much freer to open communication rather than attempting to cover themselves when they slip up.

Table 4.31: The mean of Decision-making

| | Mean |
|------------------------|--------|
| Decision making | 1.0406 |

The mean of the construct “**Decision-making**” is 1.0406, which is below ‘2’. This corresponds to Agree; meaning that the majority of respondents agreed and believe that managers, operators and business owners can make good decisions in their various enterprises.

4.3 Testing the reliability and validity of the scales.

Table 4.32: Reliability

| Constructs | Cronbach Alpha's |
|-------------------|------------------|
| Legal standards | .854 |
| Ethical Ideas | .750 |
| Ethical Attitudes | .595 |
| Values | .480 |
| Decision Making | .763 |

Legal standards, Ethical ideas and Decision-making have a good reliability level because Cronbach's alphas are above 0.7. This means that each of these constructs is measured at least 70%. For instance, the items used to measure **legal standards** measure it at 0.854%. However,

there is a reliability concern regarding the construct of **ethical attitudes and values** as its Cronbach alpha is below the acceptable threshold (0.6).

Testing convergent validity

Table 4.33: LEGAL STANDARDS

| | Correlation |
|--|-------------|
| The personal values and beliefs of an entrepreneur influence his/her feats in the enterprise | .750** |
| The leadership style of the owner plays a major role in the success of the enterprise | .750** |
| When I do not know something, I do not mind admitting it | .477** |
| I make sure that I maintain high standards of morality | .494** |

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

The legal standards correlation (r) for most of the statements are all below 0.05. These coefficients show that there is a strong and positive relationship. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05 thus implying that there is a statistically significant relationship (r=all below .05, p>0.05).

Table 4.34: ETHICAL IDEAS

| | Correlation |
|---|-------------|
| I am capable of making ethical choices that are free from favouritism | .517** |
| I hold myself responsible for my actions so that other co-workers can learn from me. | .517** |
| I comply strictly with the laws regulating the operational activities of my business. | .347** |

| | |
|--|--------|
| I offer quality services to my clients as a symbolic representation of truth and accurate valuation of my business | .269** |
| I can build a credible character through my words and actions | .377** |

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

The ethical ideas correlation (r) for most of the statements are all below 0.05. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05, thus implying that there is a statistically significant relationship ($r = .all\ below\ .05, p > 0.05$).

Table 4.35: DECISION-MAKING

| | Correlation |
|---|-------------|
| My ability to make good decisions helps me to save time and the use of resources | .760** |
| I keep check of my actions to ensure excellent employee performance | .760** |
| I am able to make quick determinations on the course of action and exhibit a sound professional judgement | .663** |
| I own up to my mistakes and give feedback to people even when it is not convenient for me to do so | .334** |

** Correlation is significant at the 0.01 level (2-tailed). These coefficients show that there is a strong and positive relationship. The decision-making correlation (r) for most of the statements is all below 0.05. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05, thus implying that there is a statistically significant relationship ($r = .all\ below\ .05, p > 0.05$).

4.4 Concluding summary

The findings of this research as stated above specify that entrepreneurs, managers and their employees are ethically driven. The influence of Ethical Management has enabled entrepreneurs, managers and their employees to make good decisions that not only positively contribute to their enterprise but also the eThekweni Municipal Area where they serve. Relevant discoveries from the study incorporate:

- i. The reality was that promoting gender equality is on track to being attained because by now a large number of female entrepreneurs exceeds that of male entrepreneurs.
- ii. The findings show that youth are passionately into SMME business, which is a great push to eradicate crises of joblessness, job loss, misconduct and other unethical beliefs.
- iii. Entrepreneurs have managed to pleasantly nurture a good bond with people in their environments using effective communication and their ethical values.
- iv. Ideas about ethics, according to the respondents, have improved the rational thoughts of the managers and business owners on the knowledge and skills required to manage their functional activities.
- v. Entrepreneurs, managers and their workers can address environmental issues that occur in their business through their values.
- vi. Building communication processes has made it safer for employees to say what is on their minds. This has also made SMME operators well-organized, retain a bulk of operational histories and accounts, reach customers regardless of where they reside, and attend conferences, meetings and interviews. In addition, the business of SMMEs can curtail various operational, administrative and other financial expenses.
- vii. Entrepreneurs and their managers can make good decisions that assist them to save time and use of resources.

- viii. Entrepreneurs do not like to encounter challenges and new opportunities.
- ix. Employees are not well motivated to the extent that they can put in their best effort for the achievement of corporate goals.

The next chapter concludes this study and makes recommendations where these are necessary.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

INTEGRATING ETHICAL MANAGEMENT PRACTICES WITH DECISION-MAKING

5.1 Introduction

This study aimed to explore the effect of a knowledge of ethics and its management on the business decisions of entrepreneurs. This research has presented ample proof that Ethical Management in the business of SMMEs impacts decision-making in the eThekweni Municipal Area. This chapter melds this study by delineating conclusions from the study objectives related to applicable literature, along with making recommendations to the SMMEs in the eThekweni Municipal Areas. The chapter concludes with suggestions for more research.

Conclusions and recommendations outlined in this chapter are the results of the findings and the assessments of the practical evaluation and outcomes. A quantitative research design was chosen for this study. The conclusions are done by following the objectives of the study as well as the effort respondents invested in answering the formulated questions. All the SMMEs in the eThekweni Municipal area were targeted in the study for the investigation. A closed-ended questionnaire, specifically the 5-point Likert Scale, was dispensed to the SMME operators. From the total number of listed registered SMMEs (827 633) under the eThekweni Municipal Area, a sample size of 200 was employed for an equitable appraisal. The answer ratio of completed assessments obtained was 100%. There were six sections in the designed questionnaire, namely the first section on biographical data; the second section on the legal standard; the third section on ethical ideas; the fourth section on ethical attitudes; the fifth section on values; and the last section centred on decision-making.

The services of a statistician were appointed to conduct the numerical assessment of the study. The data acquired from the investigation was captured to produce the dataset and subsequently evaluated using SPSS version 28. There were significant discoveries stemming from the observed examination of the data. The findings present momentous advice to the SMME on how to improve

their decision-making to ensure that they remain a contributory sector in the eThekweni Municipal Area, and the Republic of South Africa at large.

5.2 Research Objectives

The research objectives stated below have been assessed by using the structured questionnaire, to which 200 entrepreneurs replied. This therefore formed the sample used in this study. This has been the sample size of this study, the results of which were shown in the preceding chapter.

- To assess if SMME managers comply with the legal standards of conduct in running their businesses;
- To establish if SMME managers can form ethical ideas of a larger vision for the common good;
- To analyze whether the ethical attitudes of SMME managers influence the people they direct;
- To ascertain whether the SMME managers can achieve goals from their values; and
- To determine whether SMME managers can achieve greater efficiency in decision-making with their ethical values.

5.3. Addressing the research objectives

5.3.1. Research Objective One

The first research objective that the study aimed to evaluate was to assess if SMME managers comply with the legal standards of conduct in running their businesses.

i. Main findings

A large number of SMME owners and managers agreed that the knowledge of legal standards has made a significant contribution to their business success. As acknowledged by the respondents, having legal standard knowledge has assisted them in their business establishment. Furthermore, the proficiency of entrepreneurs, managers and their employees in legal standard management has

allowed them to maintain good moral conduct and update their track record on which decisions can be made for future forecasts.

ii. auxiliary findings

Legal standards, according to Vazquez (2018), are the benchmark by which ethics, values, procedures or codes of demeanour are assessed. It further provides the opportunity for inspired leadership and innovation because it assists in describing what a business does, the ways it does things and the reason for doing things. This enables people in the work system to make good and simple decisions. In business, legal standards lower or eliminate operational risks by expediting the proper behaviours and clear understanding (De Bakker, Rasche and Ponte 2019). It is the organization's responsibility to staff and patrons to conform with the legal standards by observing and controlling the behaviour in the work system (Ferrell and Fraedrich 2021). When an organisation or people (managers, workers and business owners) fails to abide by the legal standards that regulate the company, they will not be able to build up and sustain trust with one another. This will leave the management of the business at risk and cause reputational damage (Hauser 2022).

5.3.2. Research Objective Two

The second research objective aimed to determine if SMME managers can form ethical ideas of a larger vision for the common good.

i. Main findings

The assessment was conducted to determine if managers can form ethical ideas of a larger vision for the common good due to contingent events in the business community. Results from respondents disclosed that managers can make ethical choices that are free from favouritism. They can hold themselves responsible for their actions in a way that other people can learn from them. They follow the rules regulating their business and offer quality services to the clients as a symbolic representation of truth and accurate valuation of their business. The effect of this has enabled them to build credible characters through their words and actions.

ii. Auxiliary findings

Ethical ideas, as noted by Ermasova (2021), build and nurture trust. It commands respect, responsibility, fairness and caring in people and individuals, in particular those who are unswerving with good citizenship. These attributes offer a basis for making good quality decisions by setting up ground rules for conduct.

5.3.3. Research Objective Three

The third objective of the study was tested to analyze whether the ethical attitudes of SMME managers can influence the people they direct.

i. Main findings

From the view of the respondents, the majority accepted that they are capable enough to influence the people they govern ethically. They affirmed that it bothers them when things are not done appropriately. Likewise, they are not hesitant to seek advice from people who know a lot about the problems they work on. Even though they do not like facing challenges and are scared of embracing new opportunities, displaying the attitude of plainness has attracted employees of a similar outlook to their business.

ii. Auxiliary findings

Ayandibu and Houghton (2017) explain that leaders can inspire those around them to behave ethically. When leaders are fair and just, team members have one less incentive to move elsewhere. Ethical leaders provide the optimal setting for employees by inspiring, developing and establishing a culture of trust and respect. This leads to significant benefits like lower turnover, higher productivity and loyalty (Ann Roche, Haar and Brougham 2018). However, business owners may be dissuaded from facing challenges because of issues such as the discomfort of uncertainty, fear of taking responsibility, fear of taking a risk, fear of change, low self-esteem, and fear of disappointing others. Whether it is fear of disappointment, risks, responsibilities or apprehension of uncertainty, it is important to master these attitudes in order to be a productive business owner (Cortellazzo, Bruni and Zampieri 2019). Fear of failure as opined by Elrehail (2020) is commonly connected to self-esteem and dignity. Failure raises mental reflections of horrifying embarrassment and the pain of losing a lot of things. Even though failure is an inevitable part of living, the business

journey is no different. Entrepreneurs must not let failure or anxiety cause a stoppage to their business from taking the risk to expand their enterprise (Peterson 2021). Also important is that entrepreneurs must learn from their decisions, whether good or poor, and formulate an alternative plan. When the earlier plan does not go as planned, entrepreneurs will have the certainty or assurance to keep progressing (Hauser 2022).

5.3.4. Research Objective Four

The fourth objective of this study was to deal with the matter of whether SMME managers can achieve goals from their values.

i. Main findings

This objective captures the inquiry of building communication processes to make it safe for employees to say what is on their minds. Further examination was carried out on whether treating customers well and respecting them earns entrepreneurs' loyalty, and if imparting knowledge to the staff has a way of adding value to their lives. In addition, an investigation was carried out on whether managers motivate their employees by always appreciating their work. The outcomes revealed that the majority of respondents believed that managers, operators and business owners can influence others through the values imparted into their operations. However, a large number of respondents do not often motivate their employees.

ii. Auxiliary findings

According to Cruz-Ros, Garzon and Mas-Tur (2017), virtually all leaders endeavour to exercise what they speak. They established clear expectations and communicated proficiently with the individuals that make up their team. Leading others requires them to be truthful and transparent even when they feel helpless in the act. Collaborating visibly with people is attractive because they interact fairly, openly and genuinely, and are more dependable. They are regularly listened to and known to be trustworthy. They do not forcefully demand obedience or deference from their employees (Dahlin, Chuang and Roulet 2018). Respecting people (employees, customers and general society) under their care motivates people to reciprocate by giving back the same respect and loyalty (Farzana 2018). Kim and Hall (2019) describe motivation as the reason an individual does a thing or performs an action. As motivation is crucial for boosting efficiency in people in a working system, organisations are commonly at a loss on how to motivate uninspired members. It

is pertinent that management should primarily recognise the cause of workers' lack of motivation before employing a targeted strategy (Salijana, Toha and Helpiastuti 2020).

5.3.5. Research Objective Five

The fifth objective was to determine whether SMME managers can achieve greater efficiency in decision-making with their ethical values.

i. Main findings

The ability to make good decisions helps managers, business owners and employees to save time and use resources wisely. Entrepreneurs and managers can keep a check on their actions to ensure excellent employee performance. Moreover, entrepreneurs and their employees can make quick determinations on the course of action and exhibit sound professional judgement. In addition, they can own up to their mistakes and give feedback to people, even when it is not convenient for them to do so.

ii. Auxiliary findings

A good decision-maker prefers and chooses actions which provide the best result not only for themselves but for other people as well (Rijamampianina 2018). They make decisions with an open heart and do not let their personal preferences affect them. They make choices logically, after exploring options and knowing the effects (Udokporo, Anosike and Lim 2021). The better choices they make, the better decision-maker they become. For the managers and the subordinates to be efficient and productive in business, they must be proficient in making intelligent decisions as this will assist in their planning, organising, controlling and raising their composure (Paulus and Hermanto 2022).

5.4 Recommendations

Based on the founded discoveries of this study, the following are suggested to entrepreneurs and business managers:

5.4.1 Legal standard

To address the problem of ‘legal standards’, SMME managers, business owners and operators recommended the followings:

- SMMEs are called upon to give regard to fundamental rights in their practices, especially right to fair labour practices and the right to equality, the failure of which can lead to several challenges, such as lack of productivity among staff and business stoppages because of protests. These are the issues that can contribute to SMME failure if not properly handled, especially in South Africa where labour unrest is rife.
- Complying with the legal standard can be challenging, but with the attentive fusion of restraint and compensation, the organisation can stimulate people to embrace good conduct and actions that lead to a constructive work environment and satisfied customers.
- Motivation and retribution can produce conformity, but genuinely conforming to the legal standards hinges on a personal wish to do what is right. Entrepreneurs can encourage others to abide by the standards that govern the operation of their business as doing this will not only promote conformity but cooperation among the workers and patrons and the entirety of the business well-being.

5.4.2 Ethical Ideas

- Enterprises can promote workplace principles through training and supporting personnel to behave well.
- Decent plans and declarations are insufficient. Hence managers must both demonstrate and endeavour to offer incentives for ethical behaviour in workers.

5.4.3 Decision making

- Entrepreneurs and managers must plan and organise their activities to avoid failures. In addition, they must be cautious about being too opportunistic and often ask themselves if the innovative ideas fit their strengths and the complete dream of where the business is heading. They must remember that each new growth comes with changing risks. Hence, they must recurrently be evaluating the risks they encounter and come up with emergency plans.
- Acknowledging and overcoming the general difficulties connected with development is important if the business of SMMEs must continue to develop and flourish. Fundamentally, they must certify that the measures taken at present do not generate further issues in the future. Good leadership will help them to make the most of the opportunities and engender sustainable development for the future.
- As the business matures, entrepreneurs and managers must be attentive to new issues and priorities. Recognizing the crucial drivers of development is a good means of knowing what to concentrate on. A methodical attitude to administration centres on managing the organization, improving the employees, and developing the business plan. Rather than addressing challenges as a one-time event, entrepreneurs must create schemes and strategies that can make them simpler to cope with in the future.
- The resources that can assist business owners and managers to establish a business are not identical to those needed to make it develop. It is essential that entrepreneurs and managers do not fool themselves into valuing their skills too much. The likelihood is that managers or entrepreneurs need guidance to learn about the skills and attitudes needed by somebody who leads growth. To nurture the business, entrepreneurs and managers must understand how to delegate appropriately; trust the team members or employees assigned to carry out duties; and give up daily handling of all aspects by delegating.
- As operations become more complicated, business owners and managers must develop their time management skills and learn how to concentrate on what matters. When undertaking new opportunities, employees that have the dexterity of operation can be

crucial. Entrepreneurs must learn to listen and take advice from others if they are to exploit their maximum opportunities.

- Periodic re-evaluation and revising of a business plan can assist in understanding the changes in the market environment and the need to act in response to them. A timely plan can assist entrepreneurs to identify what steps need to be taken to change the operation and the way it works.
- Work managers and business owners must be fully devoted to their plan, even if it implies coming out of their comfort zone.

5.5. Proposed future research

The findings and the conclusion of this research have highlighted that further research should be done on the ensuing subjects:

i. **Legal standard:**

SMME failure originates largely from nonadherence of legal standard principles, hence failure must be preventable by adherence to legal standard principles. Thus, it needs to be ascertained what is preventing owner-managers from adhering strictly to legal standard principles. This will give enlightenment to business entrepreneurs, managers and operators on how they can build a viable business environment.

ii. **Ethical Ideas:**

Another suggestion is that researchers should investigate how through ethical ideas they can address the relentless rate of flagrant misconduct in the business environment to certify that people (SMME operators and customers) can freely enjoy their lives with ease.

iii. **Decision making:**

There is the need for personal development by the owners of new SMMEs, especially in management skills. Owner-managers of SMMEs must take greater responsibility for their decisions to found a positive attitude towards entrepreneurship.

5.6 Conclusion

This research has discovered that the majority of entrepreneurs and managers that went into entrepreneurship are the youth, and women carried a greater fraction of the respondents. This is not shocking due to reasons such as illiteracy and the unfair distribution of income, amongst others. It is not something new that businesspersons, regardless of the status or nature of their occupation, are challenged by constrictions such as the lack of a business plan, business organising and control; poor leading; lack of capital outlay, misconduct, incursions, and etcetera. The study conducted in the eThekweni Municipal Area on the Ethical Management of SMMEs revealed that managers, business owners and operators pay little or no attention to the legal standard which as a result of no ethical idea they make poor decisions. The cause for this originates from issues such as lack of knowledge, skills, experience, poverty levels, and a lack of passion for business.

Therefore, to redress the issue pertaining the legal standard, ethical ideas and poor decision making where SMMEs are motivated to function well, this study has suggested that education using the set qualities of planning, organising, controlling, and leading others without bias be adopted as a weapon. When managers and entrepreneurs are to implement the proper use of these management functions, they will be able to influence their resources to boost their operational performance and the environment where they serve. Moreover, institutes of learning should introduce corporate ethics as a course as part of their curriculum to groom young and ambitious entrepreneurs to the level of graduation. Enlightening knowledge will help them to brightly excel in their choice of business once they are in the labour market. To this end, SMME managers, entrepreneurs and operators can be self-motivated in positively contributing to their operations and the viable development of their areas if the suggested factors are suitably applied in South Africa

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APPENDICES:

Appendix 1: Letter of Information



20th April 2021

LETTER OF INFORMATION

Title of the Research Study: Evaluating the Ethical Management Practice of Small, Medium and Micro-Enterprises to ensure effective Business Decision-Making in the eThekweni Municipal Area.

Principal Investigator/s/researcher: Sandile Edwin, NDLAZI BTech: Human Resources MGT

Co-Investigator/s/supervisor/s:

Brief Introduction and Purpose of the Study: To examine whether ethical management practices in the operation of SMMEs can influence effective decision making.

Outline of the Procedures:

The study will comprise questionnaires. Questionnaires will focus on whether entrepreneurs have a practical understanding of how to improve their daily operational system by using their knowledge of ethical management to facilitate their approach to decision making. The interviews will focus on factors that prevent entrepreneurs from employing the knowledge of ethics to manage their Businesses. Questionnaires will either be hand-delivered or emailed to all respondents and an explanation given on the purpose of the study. The meeting will be conducted at a place, time and date that is convenient for you. The interview should be between 20 – 30 minutes. All respondents can withdraw at any time. All information will be treated as anonymous and confidential. Prior approval from each respondent will be gained before any names are used in the body of the research.

Risks or Discomforts to the Participant: There are no anticipated risks or discomfort by participating in the study.

Benefits: The study will make an important contribution to SMMEs operators as will be able to address areas of weakness using the knowledge of ethical management to make effective decisions.

Reason/s why the Participant May Be Withdrawn from the Study:

Participation is voluntary as the participants may withdraw from the research at any time and for any reason. There will be no adverse consequences for withdrawal.

Remuneration: There is no remuneration for participating in the research study.

Costs of the Study: No costs will be incurred by you for this study.

Confidentiality: Confidentiality and anonymity will be maintained, hence there is no name on the questionnaires. All information provided by respondents will remain confidential and be kept safe and destroyed after the study has been concluded.

Research-related Injury: There is no anticipated research-related injury expected in participating in the study.

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

Please contact the researcher (Sandile Edwin Ndlazi on 0793121904), my supervisor (Professor B I Dlamini (PhD) on 0725562801 or the Institutional Research Ethics Administrator on 031 373 2375. Complaints can be reported to the Director: Research and Postgraduate Support, Prof S Moyo on 031 373 2577.

Appendix 2: Letter of consent



CONSENT

- I hereby confirm that I have been informed by the researcher, (Sandile Edwin, Ndlazi), 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. Participant recruitment will only begin after full IREC approval is granted and the results will be available upon request.
-
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

**Full Name of Participant
Thumbprint**

Date

Time

Signature / Right

I, Sandile Edwin, Ndlazi herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Full Name of Researcher

Date

Signature

Full Name of Witness (If applicable)

Date

Signature

Full Name of Legal Guardian (If applicable)

Date

Signature

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 > | |
|------|--|--------|--|--------|--|--------|--|------|--|

3. Race

| | | | | | | | |
|-------|--|----------|--|--------|--|-------|--|
| Black | | Coloured | | Indian | | White | |
|-------|--|----------|--|--------|--|-------|--|

4. Highest Educational Qualification

| | | | | | | | | | |
|--------|--|--------------------------|--|---------|--|--------|--|----------------------|--|
| Matric | | Professional Certificate | | Diploma | | Degree | | Post Graduate Degree | |
|--------|--|--------------------------|--|---------|--|--------|--|----------------------|--|

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 | |
|------------------|--|------------------|--|-------------------|--|

7. Ownership

| | | | | | | | | | |
|-----------------|--|-------------|--|---------------|--|-----------------------------|--|--------|--|
| Sole Proprietor | | Partnership | | Joint venture | | A Private company Pty (Ltd) | | Others | |
|-----------------|--|-------------|--|---------------|--|-----------------------------|--|--------|--|

8. Number of Employees

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

For Sections B to F: Indicate the degree to which you agree or disagree with the following statements about your company/organisation

| SECTION B: LEGAL STANDARDS | Strongly Disagree | Disagree | Neither | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| | 1 | 2 | 3 | 4 | 5 |
| 9. The personal values and beliefs of an entrepreneur influence his/her feats in the enterprise | 1 | 2 | 3 | 4 | 5 |
| 10. The leadership style of the owner plays a major role in the success of the enterprise | 1 | 2 | 3 | 4 | 5 |
| 11. When I do not know something, I do not mind admitting it | 1 | 2 | 3 | 4 | 5 |
| 12. I make sure that I maintain high standards of morality. | 1 | 2 | 3 | 4 | 5 |
| SECTION C: ETHICAL IDEAS | Strongly Disagree | Disagree | Neither | Agree | Strongly Agree |
| | 1 | 2 | 3 | 4 | 5 |
| 13. I am capable of making ethical choices that are free from favouritism. | 1 | 2 | 3 | 4 | 5 |
| 14. I hold myself responsible for my actions so that other co-workers can learn from me. | 1 | 2 | 3 | 4 | 5 |
| 15. I comply strictly with 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 build a credible character through my words and actions. | 1 | 2 | 3 | 4 | 5 |
| SECTION D: ETHICAL ATTITUDES | Strongly Disagree | Disagree | Neither | Agree | Strongly Agree |
| | 1 | 2 | 3 | 4 | 5 |
| 18. It bothers me when things are not done very well | 1 | 2 | 3 | 4 | 5 |
| 19. I seek the advice of people who know a lot about the problems or tasks I am working on | 1 | 2 | 3 | 4 | 5 |
| 20. I like challenges and new opportunities | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|-------------------|----------|---------|-------|----------------|
| 21. It bothers me when my time is wasted. | | | | | |
| 22. Displaying the attitude of plainness has attracted employees of a similar outlook to my business. | 1 | 2 | 3 | 4 | 5 |
| SECTION E: VALUES. | Strongly Disagree | Disagree | Neither | Agree | Strongly Agree |
| | 1 | 2 | 3 | 4 | 5 |
| 23. I motivate my employees by always appreciating their work. | 1 | 2 | 3 | 4 | 5 |
| 24. I build communication processes that make it safe for employees to say what is on their minds. | 1 | 2 | 3 | 4 | 5 |
| 25. Treating my customers well and respecting them has earn me their loyalty. | 1 | 2 | 3 | 4 | 5 |
| 26. I impart knowledge into my staff as a way of adding values to their lives. | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|--|-------------------|----------|---------|--|-------|----------------|
| SECTION F: DECISION-MAKING | Strongly Disagree | Disagree | Neither | | Agree | Strongly Agree |
| | 1 | 2 | 3 | | 4 | 5 |
| 27. My ability to make good decisions helps me to save time and the use of resources. | 1 | 2 | 3 | | 4 | 5 |
| 28. I keep check of my actions to ensure excellent employee performance. | 1 | 2 | 3 | | 4 | 5 |
| 29. I am able to make quick determinations on the course of action and exhibit a sound professional judgement. | 1 | 2 | 3 | | 4 | 5 |
| 30. 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 |

THANK YOU FOR YOUR TIME!!

