

Creating sustainable entrepreneurship: Cross-sectional qualitative in-depth interviews to describe Durban SME entrepreneurs' perception of motivation for entrepreneurship using key success factors

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ABSTRACT

Studies from the Global Entrepreneurship Monitor (GEM) had shown, South Africa (SA) had a lack of entrepreneurship as it continued to drop below 38 percent from 2015, but SA was in desperate need for it to better South African lives through job creation and contributing to economic development (Herrington & Kew, 2016). South Africans were also said to lack motivation to achieve; as many people in SA needed only to survive, therefore understanding the key success factors for and finding ways to encourage entrepreneurship could have encouraged potential entrepreneurs to strive for success (Khan, 2014).

A qualitative, in-depth interview questionnaire was used to gather information from four successful entrepreneurs that had more than ten years' experience in entrepreneurship; because it was necessary to have gained a deeper understanding of the key success factors available to create a successful business and to find ways to encourage entrepreneurship. However, from this study, McClelland's Achievement Motivation theory was rejected in a South African context and the combination of the participant's responses could be used to form the key success factors that could guide potential SA entrepreneurs to success.

DECLARATION

I hereby declare that the Research Report submitted for the HBCM412 - Bachelor of Commerce Honours in Management to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

Shannah Kriel

Date

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1. INTRODUCTION

This section focused on the background of entrepreneurship in South Africa (SA) and Kwa-Zulu Natal (KZN), where Durban was situated, it looked at the relevance and rationale of the study, the problem with entrepreneurship in SA, purpose of the study, it looked at the research questions and objectives that the researcher wanted to achieve.

1.1 Contextualisation

Business owners have been around for centuries but the term 'entrepreneur' first appeared in literature in 1253 (Filion, 2008). From then, pioneers such as Cantillon (1755) and Schumpeter (1954) have changed how people defined entrepreneurship (Filion, 2008).

Studies from the Global Entrepreneurship Monitor (GEM) had shown SA had a lack of entrepreneurship within the country, but was in desperate need for entrepreneurship to better South African lives; through job creation and contributing towards economic development (Herrington & Kew, 2016). However, Low and MacMillan (1988) insisted entrepreneurs were crucial for society, not because they existed but because they created a successful business which effectively contributed to economic development and job creation (Aldrich & Martinez, 2001).

Most of the entrepreneurial theories and literature gathered was conducted in developed countries and it was necessary to test the Entrepreneurial Competence (EntreComp) Framework and Achievement Motivation theory from the responses of four successful entrepreneurs. Their responses were analysed to identify any similarities to the theories within a South African context, as some researchers said entrepreneurship varied in different countries (Aldrich & Martinez, 2001). The information interpreted from this study could help encourage potential entrepreneurs to strive for success.

1.2 Rationale and Relevance

The rationale for this study emerged after the researcher was forced to consider how many jobs to apply for, after graduation, in order to increase the chance of becoming employed. The statistics for graduate employment were less than impressive. The graduate unemployment rate in 2013 was 67 percent (Lehohle, 2013). Looking at the option of entrepreneurship created a fascination to understand, in a more detailed way, why

entrepreneurs were motivated to start their own venture. The unemployment rate of SA (25.5 percent) would not decrease on its own (KZN Treasury, 2016). Therefore, it was worth conducting this research, as understanding current successful entrepreneur's perceptions on key success factors could attract potential entrepreneurs to start their own business; to strive for success (Creswell, et al., 2016).

KZN had a high unemployment rate of 20.5 percent and a poverty rate of just less than 50 percent (KZN Treasury, 2016). Economists had said entrepreneurship could have been the answer to those problems, as it did not only create employment for citizens but it also contributed to SA's Gross Domestic Product (GDP) and overall economic development (Farr, 2015). However, SA's entrepreneurship rate was below 38 percent and was continuing to drop (Khan, 2014). The KZN province had the second highest population in the country after Gauteng and was in desperate need to create employment (KZN Treasury, 2016).

SA was a developing country; the economy was seen as weak according to most entrepreneurs and legislations that surrounded businesses were strict (Khan, 2014). A study was conducted where entrepreneurs suggested, that there were more restrictions for creating a business than there were government mentorships and initiatives available for entrepreneurs to succeed (Mahadea, 2012). Therefore, this study had been relevant as it was important to inform potential entrepreneurs that there were government initiatives and other key factors that could have helped a business grow and become successful (Acs, 2006).

Applying the Achievement Motivation theory together with the EntreComp Framework to a South African context could have contributed to the field of management academically (Bacigalupo, et al., 2016). This was said because by studying the key success factors, key competencies and identifying motivations of entrepreneurs in SA, could have helped describe how to encourage potential entrepreneurs to strive for success (Atkinson & McClelland, 1953). It was also important to grow the business status in KZN, in order to continue to create competition in each industry and increase innovation for the growth of the country (Mahadea & Pillay, 2008).

The Achievement Motivation theory from McClelland in 1961 was developed in the United States (Collins, et al., 2004). This theory was created in a developed country that one could assume many people aimed to achieve success, however in SA, a developing country, most of the population just wanted to survive instead of achieve success (Khan,

2014). South Africans were said to lack motivation to achieve; as many people in SA needed only to survive, therefore understanding key competencies and key success factors for entrepreneurship could potentially ignite a passion for potential entrepreneurs to want to succeed beyond the survival threshold (Khan, 2014). This study had the ability to test this theory and the EntreComp Framework from a South African perspective, and could potentially contribute to the achievement motivation theory for further study in SA (Khan, 2014).

This study hoped to contribute towards bettering the conditions of society by informing potential entrepreneurs of current entrepreneur's successful ventures to potentially encourage them to create their own business and strive for success. Furthermore, entrepreneurship would promote employment (allowing employees to provide for their families and reduce the poverty level) and contribute to the country's GDP.

1.3 Problem statement

In SA, entrepreneurship continued to drop below 38 percent from 2015 (Farr, 2015). A study done by the GEM concluded that 40.9 percent of South Africans identified quality business opportunities, however only 10.9 percent had the intention of becoming an entrepreneur in 2015 (Herrington & Kew, 2016). Entrepreneurial intentions were low in SA and Durban, even though citizens were aware that Small Medium Enterprises (SME) was crucial for building SA's economy (Khan, 2014). SA also had many initiatives to aid entrepreneurs in order to succeed, such as Incubation Support Programme (ISP), however Khan (2014), suggested not many were aware of these initiatives in KZN (Khan, 2014). (Mitchell, 2003).

South Africans were said to lack motivation to achieve but were rather motivated to survive (Khan, 2014). The Global Entrepreneurial Index (GEI) had rated SA's entrepreneurial ecosystem as 52nd of 132 countries in 2016 (Farr, 2015). This analysis described the country's abilities to accept entrepreneurial risk, identify opportunities and abilities to initiate a business start-up. It did not necessarily mean that the highest ranked country had high entrepreneurial activity; it meant that there was potential in the country to grow the entrepreneurial activity (Kgosiemang, 2015). Therefore, the entrepreneurial activity for KZN had no need to be low.

The study focused on addressing the issue of low entrepreneurship in SA and the low motivation to achieve success, by interviewing four current, successful entrepreneurs to create an in-depth understanding of how entrepreneurs viewed the key factors that contributed to the success of their business (Maree, et al., 2016). The problem of low entrepreneurship needed to be addressed to help the SA government to create jobs and to develop the economy. However, as Low and MacMillan (1988) stated, businesses need to be built to succeed, not merely to exist, to create long-term employment and effectively contribute to SA's GDP (Aldrich & Martinez, 2001).

1.4 Purpose statement

The purpose of this research was to utilise in-depth interviews to describe SME entrepreneurs' perceptions of the success factors that were needed to create prosperous businesses. The aim was to assist potential entrepreneurs to strive for success by establishing their own business; which could encourage sustainable entrepreneurship within Durban and essentially SA. Current, successful entrepreneurs in Durban were interviewed with qualitative, open-ended questions to create a detailed understanding of how entrepreneurs perceived success factors for starting a business. A qualitative content analysis was then used to test whether the EntreComp Framework and Achievement Motivation theories would have contributed to describing key success factors of entrepreneurship. The entrepreneur's responses were applied to the two theories mentioned above to help encourage potential entrepreneurs to strive for success and create businesses that could reduce the poverty and unemployment levels in Durban (Che Rose, et al., 2006).

1.5 Objectives

- To describe how current, Durban entrepreneurs perceived key success factors, to encourage potential entrepreneurs to strive for success
- To understand current, Durban entrepreneurs' motivations for establishing their own business
- To understand the key competencies needed to ensure a successful business venture
- To describe how current, Durban entrepreneurs would encourage entrepreneurship

1.6 Research questions

1.6.1 Research Question One

How do current, successful entrepreneurs in Durban perceive the key success factors that could potentially encourage entrepreneurship?

1.6.1.1 Research sub-question one

- Why were these current, Durban entrepreneurs motivated to start their own business?

1.6.1.2 Research sub-question two

- How do current, Durban entrepreneurs describe the key competencies needed to create a successful business?

1.6.2 Research Question Two

How would current, Durban entrepreneurs encourage entrepreneurship?

SA's low entrepreneurial activity encouraged the researcher to understand, in more detail, why current, successful entrepreneurs were motivated to start their own business and to describe the key competencies and key success factors that contributed to their success.

2 LITERATURE REVIEW

This section focused on the theoretical foundation, the previous literature and conceptualisation of the concepts used in this research report. Within the literature review, the link between literature and the research problem has been identified.

2.1 Theoretical Foundation

2.1.1 Entrepreneurial Competence (*EntreComp*) Framework

The *EntreComp* Framework, illustrated on Appendix A, was established by the European Commission, Joint Research Centre (JRC) in 2015 (Bacigalupo, et al., 2016). This framework showed it was important to possess key competencies to be a successful entrepreneur and that entrepreneurship was seen as a competence (Bacigalupo, et al., 2016). It was seen as a competence because entrepreneurship bettered the society by creating jobs, producing innovation and created a career for the entrepreneur (Bacigalupo, et al., 2016). Although this framework did not specifically mention personality traits, it did however imply that with some elements, perseverance, risk tolerance and self-awareness, mentioned in the framework that personality traits were seen as a key competency (Bacigalupo, et al., 2016).

This framework consisted of three interconnected competence areas: 'Ideas and opportunities', 'Resources' and 'Into action' (Bacigalupo, et al., 2016). Each of those areas had five competences that built the foundation of entrepreneurial competence (Bacigalupo, et al., 2016). The aim of *EntreComp* was to ensure that everyone had key competencies to create employment, personal development and address the skill challenges that entrepreneurs faced (Bacigalupo, et al., 2016). However, *EntreComp* was only established in 2015, leaving no time for proper testing of this theory on current entrepreneurs but researchers have known that competencies were important in the study on entrepreneurship (Bacigalupo, et al., 2016). Man, *et alia* (2002) suggested that entrepreneurial competencies affected the success of a business and according to Borjas (2003), competencies could be learned (Borjas, 2003). Therefore *EntreComp* could have helped create an entrepreneurial mindset by using these three areas of competences (Bacigalupo, et al., 2016).

EntreComp Framework has created a platform for the study, as the information gathered on how four successful entrepreneurs viewed their own competencies, could interpret whether those entrepreneurs identified the same key competencies as each other and the same as the framework. Readers could identify the common competencies and could learn and adapt them to their entrepreneurial situation to strive for success. EntreComp was also established in Europe and would therefore be necessary to interpret this framework to identify if it would be applied to a South African context (Bacigalupo, et al., 2016).

2.1.2 McClelland Achievement Motivation Theory

The EntreComp Framework illustrated key competencies to become a successful entrepreneur whereas the Achievement Motivation theory helped determine if an entrepreneur had the motivation to achieve success (Bacigalupo, et al., 2016). David McClelland's theory on achievement motivation, established in the United States, suggested that entrepreneurs should have the 'need to achieve' business success. In his theory on entrepreneurial motivation, he created a contrast from other studies of motivation; instead of behavioural attributes, McClelland looked at cognitive and social cognitive perspectives (Atkinson & McClelland, 1953). This simply meant this theory of motivation viewed the perceptions of entrepreneurs on what motivated them to succeed and how entrepreneurs viewed success (Atkinson & McClelland, 1953). This contributed to the research report as it also focused on entrepreneurs' perceptions rather than numerical data (Maree, et al., 2016).

In 1961, McClelland linked motivation and entrepreneurship (Johnson, 1990). McClelland was fixated on the problems with the behaviour of entrepreneurs and the economic issues from 1961 (Johnson, 1990). He went on testing that the need for achievement correlated with three behaviours, by using Thematic Apperception Tests (TAT); taking the responsibility to solve problems, setting achievable goals and taking calculated risks and thirdly, learning by gaining feedback (Johnson, 1990).

McClelland strongly believed and had tested the need for achievement correlated with the behaviours of entrepreneurs (Atkinson & McClelland, 1953). What this meant was the competencies and behaviour that entrepreneurs portrayed, helped them to create ideas and turn those ideas into action, linking to the EntreComp Framework as this framework also aimed to create an action (Johnson, 1990). Therefore it was important to study how current entrepreneurs viewed their motivations and gained an understanding of how

different each entrepreneur and their venture was (Gartner, 1985). His work had been criticised for not having a strong enough link between achievement motivation and entrepreneurial success (Johnson, 1990). However, Atkinson, *et alia* (1953) had illustrated the link. This was because they said entrepreneurs were risk takers therefore they did not take the risk to fail, they took the risk to succeed; therefore entrepreneurial motivation was to succeed and avoid failure (Atkinson & McClelland, 1953). This source was used to show that McClelland created the Achievement Motivation for ordinary people but shifted to a more interpretivist approach and discovered entrepreneurs were the people he should have focused on, as they usually had a strong need for achievement (Atkinson & McClelland, 1953).

The initial aim of McClelland's Achievement Motivation theory was to improve economic growth and therefore entrepreneurs were the target of McClelland's study, he showed that achievers were risk takers (Collins, et al., 2004). This theory was not the main theoretical framework as it would only interpret how entrepreneurs were motivated to start their own venture, as well as it must identify if entrepreneurs were motivated to achieve success (pull factor) and not just to survive in Durban's business environment (push factor). This theory helped understand the motivations of entrepreneurs and how one could have used it as a key success factor. Another goal of utilising this theory was to interpret that entrepreneurs in SA had the same or similar motivation as other entrepreneurs from developed countries, such as America (Atkinson & McClelland, 1953). Therefore, using an interpretivist approach was important in studying the participants, to describe what would have motivated entrepreneurs to succeed (Maree, et al., 2016).

2.2 Conceptualisation

Small Medium Enterprise (SME) was defined as non-governmental businesses that had restrictive thresholds on the size of the business, annual turnover and number of employees according to the National Small Business Act 1996 (NSB Act) and Amendments 2003/04 (Mahembe, 2011). Small Medium and Micro Enterprises (SMME) and SME are terms that were used interchangeably in SA, therefore the literature from SA used SME when describing very small businesses but in countries such as America, SME was different to SMME (Le Fleur, et al., 2014). This study used the term SME but had mentioned micro-enterprises to illustrate micro-business owners could be interviewed. The reason for including micro-enterprises was to show anyone could be an entrepreneur,

whether they were owners of spaza shops who produce a low annual turnover and employ less than five people, if any or they own multinational companies that were from a much bigger scale (Herrington & Kew, 2016). SMEs were said to have the most significant benefit to SA's economy, therefore it was important to focus on SME entrepreneurs to create an in-depth understanding of how those entrepreneurs viewed key success factors for their businesses in order to encourage potential entrepreneurs to strive for success (Brink, et al., 2003).

Key success factors were briefly defined as the entrepreneur's ability to survive and succeed in their business venture (Louw & Venter, 2013). Dickinson *et alia* (1984) understood key success factors to be in the form of a circumstance, activity or characteristic that would have needed special attention, for those factors could have either positively or negatively affected the success of the entrepreneur (Huan, 2016). It was crucial for an entrepreneur to identify those key success factors and ensure a positive result came from them (Huan, 2016). Therefore understanding the entrepreneurs' perceptions of the key success factors that helped their businesses succeed, could have helped encourage future entrepreneurs to find their own key success factors that would help them grow motivation to achieve and build key competencies in order to succeed (Huan, 2016).

Entrepreneurship was described as the intentional creation of a business through opportunities or necessity and was the exploitation of available resources (Fatoki, 2010). Entrepreneurship had shifted from a characteristic definition to a more social and economic focus, this was because entrepreneurship had the potential to reduce the level of poverty by creating jobs and contributing to the economic development of a country (Mitchell, 2003). This was researched using past literature to confirm whether entrepreneurship was in fact an important activity for SA's economy and social benefits. KZN was in desperate need of job creation, as the rate of population growth was much higher than the employment rate; as well as there was high poverty in the country (KZN Treasury, 2016). The GEM report recorded SA's entrepreneurial level to be low but the potential for entrepreneurial activity to be high and therefore encouraging entrepreneurship in SA was crucial (Farr, 2015). However, not everyone had the capability to become entrepreneurs and too many SMEs would saturate the SA market which could be detrimental to the economy and competition in SA (Brink, et al., 2003).

Motivation was seen as the positive or negative state of a person's mind which directed them towards an entrepreneurial mindset (Shane, et al., 2003). Motivation in terms of McClelland's theory of achievement motivation; was the positive entrepreneurial mindset that focused on achieving success in a business (Atkinson & McClelland, 1953). The term motivation allowed readers to understand why entrepreneurs started their own business by creating an understanding of the aspects that encouraged their business start up; whether they found an opportunity or they found it necessary to start a business to survive (Hytti, 2005). There was a possibility in this study that the participants would not view their entrepreneurial venture as a positive mindset of motivation, as some entrepreneurs might have been fired or unable to find a job and therefore start their own business to survive; push factor (Shane, et al., 2003). However, it was important to encourage a mindset change from survival instincts to a positive entrepreneurial mindset that strived to achieve success, pull factor (Atkinson & McClelland, 1953).

Key competencies were one of the main concepts used in this research and were described as elements that aided an entrepreneur in the start-up and running of a business; the competencies did not describe the tasks that needed to be carried out but rather the ability of the entrepreneur to complete the tasks with diligence (Mitchelmore & Rowley, 2010). Although one could have learned to become an entrepreneur and learned the type of competencies needed to become successful, it was crucial to identify which competencies were needed for an entrepreneur's particular situation and business type (Bacigalupo, et al., 2016). The EntreComp Framework was used to identify certain necessary competencies that would encourage an entrepreneur to strive for success whilst adapting to the dynamic business environment in SA (Bacigalupo, et al., 2016).

2.3 Thematic Literature Review

2.3.1 Introduction

Defining entrepreneurship in literature first emerged in the 13th century but had only become popular in the 1970s, 1980s and 1990s (Filion, 2008). Therefore this research uses some sources that may be considered outdated (older than five years), which is a limitation of this study on entrepreneurship, but understanding the theories behind entrepreneurship creates a platform to interpret how entrepreneurs view success factors.

The origin of entrepreneurship derived from a French verb “entreprendre” which initially means ‘to do’ and since then theorists have taken the interest to continually add to the definition of entrepreneurship, as times and situations change (Filion, 2008). Filion (2008) suggested that there were three pioneers that challenged the definition of entrepreneurship and created their own; Cantillon, Schumpeter and Say (Filion, 2008). According to Schumpeter (1954), Richard Cantillon understood the functionality of entrepreneurship, defining it as purchasing goods at a known price to sell it for an unknown price to make a profit (Filion, 2008).

Jean-Baptiste Say was an entrepreneur and therefore he tried to influence others to become an entrepreneur and to see the importance of entrepreneurship for economic improvements (Filion, 2008). He also suggested that ‘innovative’ is seen as one of the most important characteristics of an entrepreneur (Filion, 2008). Joseph Schumpeter added to Say’s definition and suggested that entrepreneurship is based on the perception of opportunities and how one exploits them (Filion, 2008).

In this study, the word entrepreneur has become bigger than a business owner; it has become about creating jobs, exploiting opportunities and striving for success (Che Rose, et al., 2006). Therefore literature has been studied to identify researchers’ views on how the motivation to become an entrepreneur and which key competencies contribute to building success factors (Filion, 2008).

2.3.2 Linking the problem to literature

SA in general has seen a fluctuation in the unemployment rate from 2009 to 2016, the unemployment rate is approximately 25.5 percent as of 2016 (KZN Treasury, 2016). SA has not been able to significantly create adequate employment for people in the formal sector, despite the government’s efforts to create jobs (Mahadea, 2012). In 2012, the finance Minister Pravin Gordhan said SA is not doing well enough to grow the economy and to create jobs (Mahadea, 2012).

Mahadea (2012) suggests that entrepreneurship is important for SA because it leads to economic improvements (Mahadea, 2012). However, the entrepreneurial level is also below average, according to the GEM (Herrington & Kew, 2016). Mahadea (2012) suggests the low entrepreneurial level is caused by strict legislations, also SA has a weak economy and seen as a high risk for investments; discouraging potential entrepreneurs (Mahadea, 2012). However, his study focuses on the problem and does not offer any solutions; therefore it is necessary in this study to look at how motivation, entrepreneurial

competencies and success factors are perceived by successful entrepreneurs to encourage entrepreneurship despite the negative environment.

To ignite the passion of potential entrepreneurs to build a successful business, this current study aims to understand, by using qualitative in-depth interviews to describe how current, successful entrepreneurs see the key factors that contribute to their success. The next few sections will look at how entrepreneurs around the world view motivations, competencies and success factors of entrepreneurship.

2.3.2 Motivation for starting a business

After gaining an understanding of the problem that SA faces with a lack of firstly, motivation to become entrepreneurs and secondly a lack of motivation of entrepreneurs to succeed beyond the survival threshold, it is important to gain an understanding of how entrepreneurs usually become motivated to help encourage Durban entrepreneurs to become more motivated (Khan, 2014). Collins, *et alia* (2004) conducted a meta-analysis study to emphasise the need for entrepreneurs to develop the economy; they therefore found the urge to study what motivates entrepreneurs and why some are more successful than others. The study does however question the relationship between motivation and entrepreneurial activity (Collins, et al., 2004). Therefore this study, conducted in the United States, aims to understand how motivating factors, such as the need for achievement, can have an effect on creating a successful entrepreneurial career (Collins, et al., 2004).

McClelland (1961) created the achievement motivation theory to suggest people with a high need for achievement prefer tasks that require skills, effort and will challenge them to take risks (Collins, et al., 2004). Although Johnson (1990) criticised this theory, saying there is no clear link to entrepreneurial activity, Collins, *et alia* (2004) agreed with McClelland (Collins, et al., 2004). However, this study did not interview entrepreneurs to see what motivated them; they studied literature to gain information on this topic (Collins, et al., 2004). The study was also conducted in the United States, which is a developed country: their motivations might be different to SA because of many different factors, such as the economic situation (Collins, et al., 2004). However, looking at a developing country, like Nigeria, could show similar entrepreneurial motivations to SA.

A study in Nigeria aimed to also prove the achievement motivation theory has a link to entrepreneurial activity (Jayeoba, et al., 2013). Their study was done in a developing country with a similar economy to SA and sampled 688 students, both male and female to see if their opinions differed, from two Universities (Jayeoba, et al., 2013). The outcome

was the sex of a person had no true significance on the ability of an entrepreneur (Jayeoba, et al., 2013). Jayeoba, *et alia* (2013) conducted the study to prove that entrepreneurship can better the economy and Nigeria can create entrepreneurs because they have a need to achieve (Jayeoba, et al., 2013).

Jayeoba, *et alia* (2013) agrees with McClelland that achievement motivation theory links to entrepreneurial activity even though studies disagree and they showed that entrepreneurs with a high need for achievement thinks differently to necessity entrepreneurs (Jayeoba, et al., 2013). However, the focus has only been on McClelland's theory and no focus was placed on other factors that motivate entrepreneurial activity.

McGowan, *et alia* (2012) conducted a study in the United Kingdom that disagrees with Jayeoba, *et alia* (2013) statement about the sex of a person has no connection to the entrepreneur's ability (McGowan, et al., 2012). This is because females have different motives for starting a business than males (McGowan, et al., 2012). Women are generally 'pushed' into entrepreneurship and are called necessity entrepreneurs, to balance personal life and business life, also a lack of recognition (McGowan, et al., 2012). Whereas, males generally are 'pulled' towards entrepreneurship called opportunity entrepreneurs (McGowan, et al., 2012). This study focused on women and therefore could not give a general idea of what motivates all entrepreneurs in SA (McGowan, et al., 2012). Therefore, Mitchell (2003) looks at motivation factors for entrepreneurship in a South African context.

Mitchell (2003) conducted a study in SA to understand entrepreneur's motivation for starting a business in rural areas (Mitchell, 2003). This study identified that black (Africans) South Africans were previously disadvantaged and therefore it is harder to become motivated and actually start a business (Mitchell, 2003). This study was conducted 14 years ago and it is used to show that there have been no improvements in the entrepreneurial level in SA, despite government initiatives to help Africans to build businesses (Mitchell, 2003). Mitchell (2003) found six factors that could motivate entrepreneurship; external approval, recognition, personal development, independence, security and pressure from the community (Mitchell, 2003). This study found that the most important motivation is to survive and not to succeed (Mitchell, 2003).

One cannot succeed as an entrepreneur if one is not an entrepreneur; Shane, *et alia* (2003) stated that entrepreneurial success is based primarily on the willingness of a person to start their own business (Shane, et al., 2003). Shane, *et alia* (2003) emphasised

the benefits of entrepreneurs; encourages innovation, improves the economy and it creates an equilibrium between demand and supply (Shane, et al., 2003).

The study looks at six motivations that quantitative research has discovered over the years; McClelland's need for achievement and risk-taking and 3 motivations discovered by qualitative research; independence, passion and drive (Shane, et al., 2003). However, Shane, *et alia* (2003) finds that there are problems when researching entrepreneurial motivations because every person is different, therefore there is not one set of motivations that will lead to entrepreneurship (Shane, et al., 2003).

Stephan, *et alia* (2015) conducted a mixed method study in the United Kingdom, to understand the motivations for becoming an entrepreneur (Stephan, et al., 2015). This study was conducted to move away from the typical motivations of entrepreneurship, Opportunity and Necessity entrepreneurs and start looking in-depth at motivations for entrepreneurship (Stephan, et al., 2015). The quantitative surveys revealed that there are four main motivations, namely aim for better work, for a challenge and opportunity, financial motives and legacy (Stephan, et al., 2015). Whereas the in-depth, qualitative interviews revealed the tipping points (changing motivations into action) are the loss or dissatisfaction of a job, inspiration from a friend, a change in the family or life stage and a chance to exploit an opportunity (Stephan, et al., 2015).

2.3.3 Key competencies

The behaviour of an entrepreneur is said to be caused by their motivations to achieve a goal but their competencies are necessary to achieve the goal (Robles & Zarraga-Rodriguez, 2015). Entrepreneurs are said to determine the success of an organisation by having the right competencies that are favourable to entrepreneurial activities (Robles & Zarraga-Rodriguez, 2015). Robles *et alia* (2015) conducted a qualitative research, in Prague on how 10 expert entrepreneurs perceived key competencies and identified which were necessary to create a successful entrepreneurial venture (Robles & Zarraga-Rodriguez, 2015). They agreed with Mahadea (2012), that entrepreneurship is important to create economic development and reduce social issues, therefore Robles, *et alia* (2015) utilised the Delphi method and found 20 competencies necessary for entrepreneurs to succeed (Robles & Zarraga-Rodriguez, 2015).

Robles, *et alia* (2015) suggested that competencies can be developed over time by learning, therefore their aim was to encourage entrepreneurship by ensuring lecturers teach students to become competent in entrepreneurship (Robles & Zarraga-Rodriguez,

2015). Majority of the participants agreed that being able to manage risk and having the initiative were the most common competencies an entrepreneur could have (Robles & Zarraga-Rodriguez, 2015).

Although Robles, *et alia* (2015) created a foundation on the necessary competencies for successful entrepreneurs, they did not create a deeper understanding of why these participants found these competencies necessary (Robles & Zarraga-Rodriguez, 2015). It was a basic study to focus on encouraging students to become competent, instead of potential entrepreneurs (Robles & Zarraga-Rodriguez, 2015). In the current study, the aim is to focus on the perceptions of successful entrepreneurs' perceptions of their own competencies to help potential entrepreneurs become successful. It is therefore important to study competencies in-depth.

Mitchelmore and Rowley (2010) conducted a study in the United Kingdom; that focused on competency in more depth than Robles, *et alia* (2015) but could not give a definite explanation of either entrepreneurship or competencies (Mitchelmore & Rowley, 2010). However, the study suggested the competencies of entrepreneurs created the success for their venture (Mitchelmore & Rowley, 2010). Hunt (1998) understood that the competent behaviour had resulted from the motivation to start a business as well as other factors (Hunt, 1998).

Bird (1995) suggested that it is the quality of the entrepreneur's actions that makes them competent and entrepreneurial competencies are created by underlying traits and motivations that can be learned to start, survive in or grow a business (Bird, 1995). Therefore, Mitchelmore, *et alia* (2010) can confirm Robles, *et alia* (2015) statement of how entrepreneurial competencies can be learned (Mitchelmore & Rowley, 2010).

This study does not take into account the competencies that current entrepreneurs view as relevant for the success, survival and start of a business; it focuses on past literature to understand the competencies (Mitchelmore & Rowley, 2010). However, they do suggest that the more an entrepreneur is competent, the better the quality of the chosen opportunities to exploit (Mitchelmore & Rowley, 2010).

There is a long list of competencies that entrepreneurs need to have in order to be successful. The EntreComp has tried to conceptualise entrepreneurial competence by splitting the competencies in three main areas; ideas and opportunities, resources and into action (Bacigalupo, et al., 2016). These three areas guide an entrepreneur to create a

successful business (Bacigalupo, et al., 2016). Therefore, theory of entrepreneurs having key competencies could contribute to the theory of entrepreneurial key success factors (Mitchelmore & Rowley, 2010).

2.3.4 Key success factors of entrepreneurship

How entrepreneurs are motivated and how competencies contribute to the success of the business could potentially form part of key success factors of entrepreneurship, therefore this section looks at whether these factors contribute to creating a successful business. In Australia, Walker, *et alia* (2004) conducted a mixed method, exploratory research to emphasise the shift from financial focus of small businesses to non-financial factors (Walker & Brown, 2004). They said this shift came about because people were not starting businesses for financial gain anymore, but for a better lifestyle or other personal factors (Walker & Brown, 2004). However, it does not mean that finance is not a factor of success; it is just not as important to entrepreneurs anymore.

The review mentions the difference between pull factors of entrepreneurship: independence and push factors: unable to find a job (Walker & Brown, 2004). The point of mentioning these two factors could help readers understand why people become entrepreneurs by identifying the type of motivation they experienced (Walker & Brown, 2004). Another factor that was picked up was only 50 percent of the participants had a tertiary education, this illustrated that not all entrepreneurs have to have a tertiary education in order to be successful (Walker & Brown, 2004). There are no contrasting views about education and therefore this will be tested in the current study by viewing the current entrepreneur participant's education qualifications.

The key success factor they identified was how the entrepreneur was motivated (Walker & Brown, 2004). However, this study was done in a developed country where laws, regulations and society are different to SA. It was also done 13 years ago and times could have changed. They also indicate that there is little research on entrepreneurs after a successful start to their businesses (Walker & Brown, 2004).

Therefore, it is important to look at Trang's (2015) research as he conducted a study on current entrepreneurs in Vietnam, he emphasised the importance of SME entrepreneurship, which creates 80 percent of their jobs in a developing country (Trang, 2015). The survey concluded that the success of entrepreneurship relies on the entrepreneurs' key factors; characteristics (flexibility, confidence and so on), skills,

knowledge of the business and demographic characteristics (age and gender) (Trang, 2015).

Again it is proven that SMEs are important to not only SA and Vietnam but also Malaysia as well (Che Rose, et al., 2006). The purpose of the study conducted by Che Rose, *et alia* (2006), was to identify if there is a relationship between venture growth and key success factors, by using a mixed method approach (Che Rose, et al., 2006). The study identified the initiative of the entrepreneur, their competencies, human resources and government support are key success factors of entrepreneurship, but did not show how these factors create successful businesses (Che Rose, et al., 2006).

Unlike Che Rose, *et alia* (2006) study, Ha, *et alia* (2014) conducted a study in Thailand to identify the causal relationship between entrepreneurial success and critical success factors (Ha, et al., 2014). They illustrated they understood the challenges faced when creating a business, as there are many obstacles, for example fear of failure (Ha, et al., 2014). However, it is important to have key success factors in order to be a successful business owner (Ha, et al., 2014).

Ha, *et alia* (2014) identified four broad categories of success factors; the overall business, entrepreneur's health, the entrepreneur's investment and profit and the reputation of the entrepreneur (Ha, et al., 2014). In order to provide guidelines to help potential entrepreneurs to create their own key success factors, more specific factors need to be identified; therefore it is necessary to look at Stefanovic's study.

Stefanovic, *et alia* (2010) aimed to identify key success factors, with a study conducted in Serbia (Stefanovic, et al., 2010). Success factors were identified as; the entrepreneurial traits and entrepreneurs skills, like Trang (2015) suggested, as well as the external environment (Stefanovic, et al., 2010). He added that risk aversion is another important success factor for entrepreneurship (Stefanovic, et al., 2010). Stefanovic, *et alia* (2010) then compared different countries' success factors and motivations and found that developing countries' businesses were mainly created to increase the entrepreneur's income and therefore their key success factors would probably not focus on growing the business but ensuring that the business will survive (Stefanovic, et al., 2010). However, the aim of this current study is to help potential entrepreneurs strive for success and not survival, by interpreting current entrepreneurs' perceptions of key success factors and showing potential entrepreneurs that with their competencies and having the need to achieve will contribute to their success.

2.3.5 Concluding remarks

Majority of these studies have been conducted in developed countries and only two reviews were conducted in SA. However, the developed countries aim to achieve in their businesses, whereas developing countries aim for their businesses to survive. This current study aims to create guidelines to succeed and achieve, therefore using developed countries are helpful to build a foundation for guidelines to encourage entrepreneurs in a developing country to succeed, not survive. Also some of the previous studies were conducted more than five years ago but it creates a deeper understanding of where these motivations, competencies and success factors come from and some of these elements have not changed.

Although there has been many studies conducted that has shown motivation and competencies proved to be success factors for entrepreneurship and have helped explain concepts, the current study is focused on finding the success factors in and test whether the two theories mentioned above can be proved within a South African context.

3 RESEARCH DESIGN AND METHODOLOGY

This section focused on the research paradigm, the design of the research, the population, the sample and the data collection and analysis methods that were used. This section was important because it illustrated the researcher's thinking of how to extract and interpret the data.

3.1 Research Paradigm

The aim of this study was to understand, in-depth, the perceptions of current entrepreneurs in Durban on how they viewed their competencies, motivations and key success factors that contributed to their success. This was a social science as it attempted to gain information about peoples' opinions and perceptions. Interpretivism was the paradigm used to gain the information, analyse it and report the findings (du Plooy-Cilliers, et al., 2014). Interpretivism was a paradigm created from the limitations of Positivism (objective study of the natural sciences) and it aimed to describe the experiences of social actions by having an in-depth understanding (du Plooy-Cilliers, et al., 2014).

The underlying assumptions of an interpretivist approach understood the subjective experiences of the four successful entrepreneurs could only come from within; one cannot view entrepreneurs' experiences externally, only the outcome (Maree, et al., 2016). Maree, *et alia* (2016) assumed interpretivism and social experiences were subjective and were created by human actions, for example there were many different types of entrepreneurial competencies for different situations but each competence could be learned (Maree, et al., 2016). The human mind was a tool to create meaning, as understanding the mind of the entrepreneurs and their perceptions of key success factors would be applied to the Achievement Motivation theory and the EntreComp Framework to interpret whether there were similarities between these three concepts. If there were, then this study could encourage potential entrepreneurs to strive to for success (Maree, et al., 2016).

Another assumption of interpretivism was, meaningful information comes from the social world of entrepreneurship (Maree, et al., 2016). This was because there was not one set of key success factors and therefore gaining input from all different entrepreneurs would help produce a comprehensive application of the theories to their responses of the most common key success factors (Maree, et al., 2016). The last assumption of interpretivism was the researcher's views and opinions would occasionally influence where the research was aiming to go and therefore was not independent of the social views of the

entrepreneurs' views (Maree, et al., 2016). An example, the researcher's interest in entrepreneurship had created a passion to ensure all entrepreneurs succeeded in SA.

One of the strengths of interpretivism was that it created an in-depth understanding of how entrepreneurs viewed their competencies and success factors to encourage potential entrepreneurs to strive for success (Maree, et al., 2016). However, all entrepreneurs were different and had varying views of how they became successful; therefore positivism would not have been suitable for this research because it focused on generalisation whereas interpretivism focused on understanding individual differences (du Plooy-Cilliers, et al., 2014). A downfall of interpretivism could be the subjectivity and the abundance of the information collected (Maree, et al., 2016). This was because there were many view points to consider when using the interpretivist approach (Maree, et al., 2016).

The reason for the use of interpretivism as the paradigm in the study was to gather information to help increase the entrepreneurial levels in Durban. The way in which to do that was by gathering information from current entrepreneurs on their perception of how they were motivated, which competencies were necessary and how they saw success factors to allow potential entrepreneurs to be encouraged to use some of these key success factors to strive for success. The way in which this paradigm was justified was by the five positions of interpretivism explained below (du Plooy-Cilliers, et al., 2014).

Epistemology was essentially the study of knowledge and that was when the researcher gained insightful information from the entrepreneurs and interpreted it to add to the body of knowledge of how to encourage other entrepreneurs to strive for success (du Plooy-Cilliers, et al., 2014). The next position was ontology, meaning the study of reality (Maree, et al., 2016). The researcher's view of the entrepreneur's reality was subjective and was rewarded with success after taking risks and exploiting opportunities (du Plooy-Cilliers, et al., 2014). Methodology was what created a bridge between the entrepreneurial knowledge (epistemology) and their reality of creating a successful business (ontology) (Maree, et al., 2016). The methodology that was used was qualitative in-depth interviews to gather information. This was because this type of methodology had the ability to gather insightful linguistic information that was gathered from the current entrepreneurs as qualitative focused on the opinion and perception of entrepreneurs.

Axiology was another position that described what an interpretivist study valued, in this case the value was how the researcher viewed the uniqueness of each entrepreneur's opinion on key success factors (du Plooy-Cilliers, et al., 2014). The uniqueness illustrated

to potential entrepreneurs from this study that not every situation or person was the same but finding their own uniqueness and using it to their advantage could create the motivation to achieve success and heighten their competencies. Lastly, a meta-theory showed that subjectivity was important and the theories mentioned above were used to research the participants and focused on understanding their subjectivity. The interpretation of the entrepreneur's responses were then analysed to provide a comprehensive story about the phenomenon being studied (du Plooy-Cilliers, et al., 2014).

3.2 Research design

The research design of the study utilised a qualitative methodology to collect the data through in-depth interviews, with open-ended questions to gain a detailed understanding of how current Durban entrepreneurs viewed key success factors (Maree, et al., 2016). The reason for a qualitative approach was to gain subjective linguistic information from smaller samples to ensure a more in-depth description of the phenomenon (du Plooy-Cilliers, et al., 2014). The aim of this research was to create sustainable entrepreneurship in SA but first, it was important to understand and describe how current entrepreneurs viewed the key factors that had contributed to their success (Maree, et al., 2016). This would then encourage potential entrepreneurs to aim to succeed in SA, not just to survive.

The type of reasoning used to describe this phenomenon was deductive in nature as the information moved from more generalised reasoning to a specific reasoning (Maree, et al., 2016). The deductive approach selected theories (such as EntreComp Framework and Achievement Motivation theory) and extracted concepts that were applied to the study to interpret whether the entrepreneurs' responses were similar to these theories within a South African context (Bacigalupo, et al., 2016).

The EntreComp Framework was a fairly new framework but some of the concepts were used to view any similarities of key competencies among entrepreneurs from the United Kingdom and SA (Bacigalupo, et al., 2016). Based on the framework, the study had the potential to be multi-disciplinary because skills, competencies and resources were not restricted to entrepreneurial studies (Maree, et al., 2016). Although this theory was entrepreneurial competencies, adjustments could be made to apply to many different fields (Bacigalupo, et al., 2016). Competencies could be learned and everyone had competencies that could turn into actions, not necessarily businesses but projects, market campaigns, and so forth (Maree, et al., 2016).

The McClelland Achievement Motivation theory was used to show if South African entrepreneurs were willing to strive for success or start businesses just to survive. The need to achieve was a broad topic to study and therefore had allowed this study to become a trans-disciplinary research to apply to any field, as motivation to achieve was again not restricted to one field (Maree, et al., 2016).

This study was done in 2017 at a single point in time, in a cross-sectional study design due to the researcher having to complete Honours within one year and therefore time constraints restricted the length of this study (du Plooy-Cilliers, et al., 2014).

3.3 Research population

A population was the total group of entities or people that information was required from (du Plooy-Cilliers, et al., 2014). To be more specific it was necessary for the researcher to identify the population parameters that guided the study and the sample of the population (du Plooy-Cilliers, et al., 2014). The following parameters were identified: SME entrepreneurs who had successfully started their business within SA. This study did not have an age limit as a person could be any age when becoming an entrepreneur; therefore entrepreneurs at all ages could be interviewed. Both men and women were included in the study; however this study was not be restricted to include both genders. The study included different races, as SA had a diverse population; however the study again was not restricted to equally include all races, as entrepreneurs were not defined by the demographic but rather by their ability to create a business. The last population parameter was necessity and/or opportunity entrepreneurs were interviewed; necessity entrepreneurs were 'pushed' towards entrepreneurship and opportunity entrepreneurs were 'pulled' towards entrepreneurship (Olivier, et al., 2011).

The target population was all South African SME entrepreneurs that were still running their own business, any age, gender or race, whereas the accessible population was SME entrepreneurs that operated within Durban that was chosen to be interviewed. The accessible population was accessible to this study as the researcher was located in Durban and was unable to travel to across SA to interview current entrepreneurs, as there was a time and financial constraint, discussed further under 5.6 Limitations.

3.4 Research sample

A sample was known as a subset of the population, the sample was the actual group of people that were purposively chosen to be studied (du Plooy-Cilliers, et al., 2014). The unit of analysis of this study was identified as the current entrepreneurs' responses that were studied and interpreted together with the Achievement Motivation theory and EntreComp Framework to encourage potential entrepreneurs to strive for success and not survival (Maree, et al., 2016).

Four current, SME entrepreneurs were chosen to be interviewed, by using non-probability sampling. Four current entrepreneurs were interviewed as it was a sufficient amount of participants to give detailed description of their views of key success factors. However it was crucial that the researcher ensured the questions asked would encourage elaborate, detailed answers. The limitations, time and resources restricted additional interviews to be conducted. The sampling methods that were used were purposive sampling, for participants were purposefully chosen based on the characteristics of the entrepreneur and where the entrepreneur was located in Durban (du Plooy-Cilliers, et al., 2014). This sampling method ensured easier access to the participants without wasting time and finances. Snowball sampling was also used, as participants referred other entrepreneurs that could be interviewed (du Plooy-Cilliers, et al., 2014).

3.5 Data collection method

Before the four participants were interviewed, it was important to conduct a pre-test, in this study the researcher used another participant as a pre-test and the participant was not asked to participate again for the actual study. It was important to conduct a pre-test because the researcher tested whether the questions that were be asked in the actual interviews, were effective. After the pre-test had been completed, the researcher was able to improve or remove questions; however, fortunately all questions were effective (du Plooy-Cilliers, et al., 2014).

The researcher conducted four one-on-one, in-depth interviews that had a series of open-ended questions with duration of approximately an hour. Using an interview setting allowed a more elaborative conversation as it created a safe space for the participant to be open to the questions and feel comfortable to answer them. This in turn allowed the researcher to gain insightful information from current entrepreneurs in Durban that could

be used as guidelines and contribute to society, to encourage potential entrepreneurs to aim for success. This could allow the unemployment rate to drop as more people see entrepreneurship as a viable career option (Acs, 2006).

An in-depth interview was used in qualitative research when a researcher aimed to find detailed analysis on the perspectives of the small number of participants. These intensive interviews allowed for more comprehensive information than other forms of data collection methods. Also the atmosphere tended to become more relaxed and comfortable in an interview setting, this was because the individual could talk about personal subjects without being embarrassed. However, in-depth interviews were time consuming, as time was allocated to each individual and not time allocated to a group of people at one setting (du Plooy-Cilliers, et al., 2014). Qualitative research was subjective as it required the opinions of the participants, therefore it was difficult to generalise the data as not everyone's opinion was the same (Boyce & Neale, 2006). Therefore in-depth interviews allowed each participant to meet with the researcher to describe their opinions without any distractions or judgement and allowed the participant the chance to think about the questions and their answer in great detail (du Plooy-Cilliers, et al., 2014).

With the consent from the participants, the interviews were video recorded, because the researcher did not have a Dictaphone and the researcher took notes in the interview. The types of questions that were asked were in a qualitative language, meaning the questions were asked in such a way that the current entrepreneurs were able to give long, detailed descriptions of their answers and therefore were called open-ended questions (Maree, et al., 2016). An example of a question that was asked was 'Describe how you were motivated to start your own business,' this question helped answer how these participants were motivated to start a business and whether they were forced into entrepreneurship or chose entrepreneurship. Another question was 'Describe the core competencies needed to help a person build a business,' this question allowed the researcher to see the types of competencies each entrepreneur had, which answered the research question of how Durban entrepreneurs describe the key competencies needed to create a successful business. Another example could be 'Describe which factors you believe to be the most important to become a successful entrepreneur,' this question helped answer the first research question where the researcher wanted to know the current entrepreneur's view of key success factors.

3.6 Data Analysis Method

Analysing the data was one of the most important steps in conducting research, as it helped make sense of the data and converted it into relevant information that could be used in further research (Jashapara, 2011). A deductive, qualitative content analysis was used to analyse the data, that was video recorded and then typed, collected from all four interviews (du Plooy-Cilliers, et al., 2014). Qualitative content analysis was used because it provided detailed insight into complex views of current entrepreneurs by looking at their responses to the questions (Wordpress, 2011). This was crucial for the study as entrepreneurship was a dynamic topic in SA and was necessary for the researcher to completely understand the complex views of current entrepreneurs in order to encourage potential entrepreneurs to strive for success. There were eight steps in the qualitative content analysis process and it prepared the data to be interpreted and reported to relevant parties (du Plooy-Cilliers, et al., 2014). This preparation allowed focus to be placed on key concepts found as it narrowed the information down by coding the data. A manifest content was the focus of this qualitative content analysis, as the information obtained was visible and obvious once collected and analysed (Creswell, et al., 2016).

The data was prepared in step one, by transcribing the data from a video recording to a written document (du Plooy-Cilliers, et al., 2014). After the preparation stage, priori coding was used as the meaning units were established before the data-analysis and the coding unit was then defined as phrases; key success factors, entrepreneurial motivation, key competencies and encouraging entrepreneurship. Phrases were used as it was a group of words to form a conceptual unit and there were four concepts, that were not single words or sentences, that were necessary to be identified in the responses of the entrepreneur participants (du Plooy-Cilliers, et al., 2014). The third step was to develop categories and a coding scheme to group related coding units together (du Plooy-Cilliers, et al., 2014).

The code was then tested and it was necessary to ensure consistency and clarity which was tested on the pre-test sample. Then the researcher coded the whole document using the priori thematic coding, which reduced the text by identifying themes of motivation, competencies and success factors (du Plooy-Cilliers, et al., 2014). This was the best option to use as it was less time consuming than line-by-line coding and the aim of the study was to interpret the entrepreneur's responses and see if their responses were similar to the elements in the EntreComp Framework and Achievement Motivation theory (Atkinson & McClelland, 1953).

It was crucial for the researcher to recheck all coding for any discrepancies and once the coding was consistent then the seventh step was to interpret the data by drawing a conclusion of the findings (du Plooy-Cilliers, et al., 2014). The information gathered was applied to the two theories mentioned above to understand if there were similarities that were found when using these two theories in a South African context. The final step was to report the data found, which was in the form of a research report (du Plooy-Cilliers, et al., 2014).

3.7 Trustworthiness

In this qualitative study, the researcher aimed to create an in-depth understanding of the phenomenon at hand and relied on trustworthiness of participants, researcher and most importantly the research content (Maree, et al., 2016). Trustworthiness to a qualitative study was crucial because there were many different opinions about how entrepreneurs viewed success factors but those opinions could be generalised, however the researcher proved to the readers that the data collected was credible and it contributed to the body of knowledge (du Plooy-Cilliers, et al., 2014). The participants were trustworthy to share information about entrepreneurship because each participant had been an entrepreneur for more than ten years. Lincoln and Guba (1985) suggested that trustworthiness could be divided into credibility, transferability, dependability and confirmability as criteria (du Plooy-Cilliers, et al., 2014).

Credibility of the research, related to the accuracy of how the researcher had interpreted the data collected from the current entrepreneurs (du Plooy-Cilliers, et al., 2014).

Credibility increased when the researcher spent an hour with the entrepreneurs to ensure they understood and interpreted the data correctly (du Plooy-Cilliers, et al., 2014).

However, the researcher enhanced the credibility of the research by creating questions that would encourage long, detailed answers that helped the researcher understand how the entrepreneurs viewed key success factors (Maree, et al., 2016). The researcher has also met with the supervisor to ensure the interpretation of the current entrepreneurs' answers were credible (Maree, et al., 2016).

The next criterion was transferability, which was the ability of the information gathered to be used in a similar study and still be able to produce similar results (du Plooy-Cilliers, et al., 2014). Transferability did not expect generalised claims about how entrepreneurs viewed key success factors of a business but it did however, allow a reader to connect

their experiences or their own research to the elements in this study, such as the theories, the methodology used and so on (Maree, et al., 2016). The way in which transferability was heightened was the researcher offered a detailed description of the type of participants, methodology and the purpose of this study (Maree, et al., 2016). Also the researcher ensured purposeful sampling by carefully selecting successful entrepreneurs (Maree, et al., 2016).

The third criterion was dependability, which described the quality of the process of integration between the in-depth interviews, the qualitative content analysis and the information gathered from the data (du Plooy-Cilliers, et al., 2014). Lincoln and Guba (1985) stated that there was a strong connection between credibility and dependability, as they said credibility was created to some extent to ensure dependability (Maree, et al., 2016). There were some changes in the data collection and analysis methods as new information was discovered, therefore it was necessary to keep a record of all the changes to allow others to understand the reasoning for the methodology (Maree, et al., 2016). To ensure dependability in the research, the researcher continued to motivate why those different methods were necessary (Maree, et al., 2016).

The final criterion was confirmability, which described the findings to be neutral as the current entrepreneurs strengthen and confirmed the findings from the data given and the researcher had no bias (Maree, et al., 2016). It would be unethical to show bias and therefore it was necessary to audit the research findings and allow the supervisor to help remove any bias (Maree, et al., 2016). These four criteria ensured the researcher would be fair and unbiased, ensured there was accuracy and information was able to be transferred to other studies (du Plooy-Cilliers, et al., 2014). Also these criteria ensured that this qualitative study aimed to contribute to businesses in Durban, the field of commerce management and Durban's society (Maree, et al., 2016).

The study utilised an interpretivist approach and chose four current, successful entrepreneurs by non-random sampling; purposive and snowballing, to conduct qualitative in-depth interviews to understand their motivations, competencies and key success factors. Qualitative content analysis was used for the collection method and for the analysis method; the trustworthiness of the participants and the interpretation of data was also tested.

4 PRESENTATION AND INTERPRETATION OF FINDINGS

Below was a brief discussion on the interview questions, the responses of the participants and the interpretation of the data. Data was presented in tables and interpreted in terms of themes.

4.1 Introduction

19 September 2017 the researcher conducted a pilot test with an entrepreneur to identify any discrepancies among the interview questions, fortunately no adjustments were necessary. The researcher interviewed four participants, instead of six as there was a two week time constraint on scheduling the different interviews on days that suited both participant and researcher, two potential participant's interviews were unable to be scheduled on time.

A significant finding was while all participants were from different industries; from wholesaling to event management, all had similar views that described entrepreneurship. Also all the entrepreneurs had been an entrepreneur for more than 10 years, therefore participants were seen as trustworthy. Three of the four participants grew up in disadvantaged households, but had used this as a determination for them to succeed. Each interview question with selected participant responses were analysed and applied to existing theories/concepts and past research in the literature review and theoretical framework sections.

4.2 Defining entrepreneurship

Table 1: Participant responses to "how would you describe entrepreneurship?"

Participant One	"It is calculated, identification of opportunities and deployment of resources to take advantage of the opportunities."
Participant Two	"Believing in yourself, taking chances and taking risks."
Participant Three	"An entrepreneur is anybody who uses their skill and product to firstly, earn money and secondly, actually offer jobs."
Participant Four	"It is having your idea and then backing yourself and believing in yourself to be able to follow through with it."

The question was written with the intention of understanding how successful entrepreneurs viewed entrepreneurship, however some of the participants rather focused on their belief in opportunity entrepreneurs that were pulled into entrepreneurship and necessity entrepreneurs that were pushed into entrepreneurship. This linked to question two on how they were motivated to become an entrepreneur.

Participant Three and Four believed that whether a person was starting a business to survive or exploit an opportunity, it was seen as entrepreneurship. However, Participant One argued that the problem in SA was that people viewed survivalists as entrepreneurs and starting a business was entrepreneurship. He/she argued, "A lot of people start activities because they need to survive, but they have not got a compelling value proposition, there is nothing on the table that differentiates them," he/she thought starting a business to survive and not prosper, was not classified as entrepreneurship, as he/she said activities, not businesses.

Participant One described entrepreneurship as being bigger than a business owner. This supported Che Rose, *et alia* (2006) research about entrepreneurship being an intentional business creation, that exploited available opportunities and resources (Che Rose, *et al.*, 2006) Participant One and Two both supported Atkinson, *et alia* (1953)'s view that entrepreneurship was about taking calculated risks; whereas Participant Three focused on

a more modern approach to describe entrepreneurship in an economic (to make money) and social perspective (to create jobs). Participant Four described entrepreneurship in terms of personal traits seen in the EntreComp Framework; self-awareness and perseverance.

4.3 Motivation for starting a business

Table 2: Participant responses to "describe how you were motivated to become an entrepreneur."

Participant One	"I felt like I was making a big contribution, the firms loved the methodology, I got a real buzz out of it, presenting to the firms where their competitors differentials were."
Participant Two	"I did not want to work 8 until 4 for somebody else; I wanted to be able to be around for my children when they were growing up."
Participant Three	"It was more being irritated or annoyed at the fact that every month I was in the red before I even got paid and I thought there has to be a better way."
Participant Four	"I think the need to succeed is what actually drove me, even from that young age. I suppose now is not wanting to work for anybody."

The intention of interview question two was to answer the research sub-question one; "Why were these current, Durban entrepreneurs motivated to acquire/start their own business?" The responses were different because Participant One invented an innovative methodology as he/she saw an opportunity in the market, Participant Two prioritised his/her family by working flexible hours, Participant Three was motivated by financial benefits and Participant Four had the need to achieve.

In this study, it supported Khan's statement that South Africans are said to lack motivation to achieve; as many people in SA need only to survive, because only one participant, Participant Four, mentioned that he/she had a need to achieve (Khan, 2014). Although Participant One exploited an opportunity, he/she did not emphasise the need to achieve. This participant mentioned in the interview that "In my case, the motivation was not money,

at all. I had a very nice job at a university,” whereas Participant Four said that entrepreneurship was in their blood. Therefore, according to this study, McClelland’s Achievement Motivation theory was restricted in a South African context because; like Khan (2014) said South Africans were survivalists rather than achievers. However, if there were platforms in place to support potential entrepreneurs then there could be a shift in the mindset of South Africans from a survivalist to an achiever.

An opportunist entrepreneur was one that was driven by an opportunity to exploit or to become independent and a necessity entrepreneur focused on surviving, for example not making enough money. Participants One and Four were opportunist entrepreneurs that were pulled into entrepreneurship and Participants Two and Three were necessity entrepreneurs as they were pushed into entrepreneurship.

Table 3: Participant responses to "describe your journey of becoming a successful entrepreneur."

Participant One	"I have my PHD; I studied for 11 years on the thing I was passionate about and developed methodologies that were commercially valuable."
Participant Two	"When I first started out, I obviously did not have financial means to do what I do now, so I found things overseas and I took them to retailers who then ordered them and then I placed orders."
Participant Three	"I started off putting my skill on the table by knowing all my strengths. Okay this is what I can do well and I think I used people around me to help me build up."
Participant Four	"I went around the world two years on a project; then straight after that I started my own software development business. I ran that for 18 months; then a company bought us out and started my second software business."

Interview question three focused on the positive or negative journeys of each participant. Participant One and Two had their current businesses from the start of their journey,

whereas Participant Four had numerous businesses in the same industry by intentionally selling most of them but Participant Three attempted many ventures before he/she became successful. However, a common trend was they all failed at some stage; Participant Four encouraged others by saying that most businesses fail but it was how many times a person gets back up that counted.

Table 4: Participant responses to "describe the advantages of being an entrepreneur compared to being an employee."

Participant One	"There are definitely advantages to becoming an entrepreneur because you make more money. You can drive the agenda and you also make a bigger contribution."
Participant Two	"Not reliant on a salary, not having to work 8-4, my biggest thing I get to travel for work."
Participant Three	"The advantages of being an entrepreneur are that you can write your own cheque."
Participant Four	"You have got the freedom to make decisions that you think are going to make your business more successful without having to try justify to your boss."

Interview question six was intended to gather information on key competencies but rather the participants emphasised, in more detail, the motivations for entrepreneurship. However, the interview question asked for advantages of entrepreneurship but all, except Participant Two, revealed disadvantages. Although it was not asked, it did reveal the difficulty of entrepreneurship and Participant Three stated: "it is very deceiving for people out there to look at me as a person and they say you always look so nice and you drive such a nice car and little did they know what one goes through to achieve that." The most common advantages were taking time off, independence and making more money. The most common disadvantage was sacrificing family time to work on the business

4.4 Key competencies

Table 5: Participant responses to “describe the type of characteristics that are needed to succeed as an entrepreneur.”

Participant One	“Perseverance, passion for what you do; integrity in relations to what you do and hard work.” “You have to be frugal.”
Participant Two	“Not to be scared, you need to be able to work with cash flow and stress.”
Participant Three	“I think you have got to have stamina, you have got to have strength.”
Participant Four	“You need to have the balls to go for it, thick skinned.” “Be lazy because when you are lazy you think about the easiest way to do something.”

Interview question four was intended to understand the characteristics the participants felt were necessary to succeed. Significantly all of the participants mentioned factors that made up a competent entrepreneur, according to the EntreComp framework, for example self-awareness and perseverance.

Participant Two supported Hornaday and Aboud’s (1971) study that stated locus of control, being risk tolerant and ambiguity tolerant were characteristics entrepreneurs needed to be successful (Hornaday & Aboud, 1971). Participant Three supported the EntreComp framework that one needed a plan in order to be competent. Participant One and Four also supported EntreComp framework that one needed to have perseverance to be a competent, successful entrepreneur.

This framework did not specifically identify characteristics as a competency; however this study confirmed that it was implicitly included. For example in the resource layer of the framework, frugality and perseverance were factors that contributed to a competent entrepreneur.

Table 6: Participant responses to "describe the core competencies needed to help a person build a business."

Participant One	"For me there are two layers to this, there are generic skills you need to have and there are the specific skills you need to have." (refer to Appendix C)
Participant Two	"For me it is purely financial, I am sure there are lots out there that do well at things it is just whether or not they have the money to do it. I wish I knew a little bit more about accounts."
Participant Three	"You have to have a general understanding of basic business skills."
Participant Four	"I think a very good one is decisiveness." "Leadership should be a dictatorial leadership style." (refer to Appendix E) "You have got to have a good understanding of business."

This interview question was asked to understand the general competencies needed, excluding personality traits, to succeed and it intended to directly answer the research sub-question two; "How do current, Durban entrepreneurs describe the key competencies needed to create a successful business?" Participant One focused on skills, he/she said there were two types of skills needed to succeed as an entrepreneur, generic and specific. They also said entrepreneurs needed to be tough with your employees, which Participant Two agreed with. Participant Three mentioned that potential entrepreneurs should have a mentor because a support system was crucial not only for motivation but also for sound advice. Participant Two and Four mentioned that a dictatorial and charismatic leadership styles were important because an entrepreneur must have their own vision, which employees needed to follow and most importantly, the entrepreneur should have the ability to inform and encourage employees to focus on the entrepreneur's vision.

Most of these elements were illustrated on the EntreComp Framework; therefore this framework could be applied in a South African context and could be adapted further to include unique circumstances in SA.

Table 7: Participant responses to "how do you feel about researchers suggesting tertiary education is a motivating factor to become an entrepreneur?"

Participant One	"Education is really powerful." "The more qualified you are, the more you have been exposed to that type of formal thinking, the better you are at adapting and responding to types of issues."
Participant Two	"I do not think you need to have tertiary education to be an entrepreneur, I think that if you have a love for something and you do it."
Participant Three	"You going to have to start teaching people that the mindset has to move away from that tertiary education to be able to succeed in this world."
Participant Four	"I think an entrepreneur is not around education, I think entrepreneurs are a personality type."

Three of the four participants did not have tertiary education, as they found their passion and perseverance was enough to become a successful entrepreneur; however Participant One found that they became an entrepreneur because he/she completed their PHD and discovered the methodology through studying. Although Walker and Brown's (2004) study stated that 50 percent of their participants had a tertiary education. In this study, three participants were not convinced that tertiary education was necessary to become an entrepreneur (Walker & Brown, 2004). Participant One, however, insisted that education was extremely important to become a successful entrepreneur. Furthermore, the three participants all did believe that short business courses would help run a business, such as accounting and administration. Participant Four suggested that education was a tool to help entrepreneurs succeed but it did not create entrepreneurs.

The EntreComp Framework, conducted in the United Kingdom, had not included education in the model that described competent entrepreneurs, as well as in this study three of four participants rejected the idea of education creating successful entrepreneurs and therefore for this research, education was not necessary to become a successful entrepreneur.

Table 8: Participant responses to "describe your support system."

Participant One	"Actually we did secure government support." (Refer to Appendix C) "Networking did not help; the networking was created through the process."
Participant Two	"No, I mean I had to borrow money from my mother in the past and she has helped me to pick up the children." "So family yes."
Participant Three	"Government; let us leave that one out (Laugh)." "And financial, again as you build up a business you make very good relationships with banks." (Refer to Appendix D)
Participant Four	"The key take away from any entrepreneurship is relationships, so when you say support it is more a network of people that you can turn to and a network of influences."

Participant Three and Four reinforced the statement 'a support system is crucial and it helps motivate entrepreneurs to strive for success,' because they relied on advice from others. All the participants had support, Participant One was the only entrepreneur that received any support from the government but the payment was almost always late. This contradicted Che Rose *et alia's* (2006) study as they identified government support as one of the key success factors of entrepreneurship (Che Rose, et al., 2006). However, is SA's government actually supporting entrepreneurs?

Participant Two and Three were supported by family and friends, not particularly in business but the support helped them focus on growing the business and Participant Four relied on networking to ask for advice. Although a support system was not seen as an

entrepreneurial competence according to the EntreComp framework, however from a South African perspective, support was needed as it was difficult to operate in SA (Khan, 2014).

4.5 Key Success Factors

Table 9: Participant responses to “describe which factors you believe to be the most important to become a successful entrepreneur.”

Participant One	“Clear vision, you have to understand your reason for being.”
Participant Two	“I think belief in myself.”
Participant Three	“I think it is the person. The product and the business. I just think it is the person and the actual belief in a product.”
Participant Four	“I do not think there is one.” “So I think it is a combination between having the correct motivation, the correct idea or product.”

Interview question nine attempted to answer the first research question by asking which factors, from the previous interview responses, were seen as key success factors for entrepreneurship. Participant One supported Che Rose, *et alia* (2006), as they also believed the competency of the entrepreneur was the key success factor because entrepreneurs needed skills, a vision and perseverance to keep a business operating. Participant Two believed motivation, particularly self-motivation, was important to succeed, whereas Participant Three believed the person, the business and the products were the key success factors of entrepreneurship.

Participant Four supported Trang’s (2015) study because he/she said that it was a combination of motivation to achieve, support, personality traits and core competencies that made an entrepreneur successful. Furthermore, he/she suggested it did not matter if

one failed, if entrepreneurs continued to combine those key success factors, they would eventually succeed (Trang, 2015).

4.6 Encouraging Entrepreneurship

Table 10: Participant responses to "outline your opinion on whether South Africa has the potential to create entrepreneurship."

Participant One	"No, I do not think we have the ability to do that. For two reasons, I do not think the environment allows for it to happen at a demand side." "Second challenge, the people who believe that you can be an entrepreneur based on South Africa's skill set need to travel a bit more."
Participant Two	"I think so but they just have to find a way of bringing money into it."
Participant Three	"Absolutely, with no fail." "I think we need to take away the culture of demeaning jobs and we need to recreate that."
Participant Four	"Absolutely, I think South Africans are amongst the world's most hard workers and especially in more desperate times."

Interview question ten intended to understand if current entrepreneurs believed, after their experiences, SA had the ability to increase entrepreneurship. Participant One disagreed because he/she believed that there were a lack of skills and an unstable environment to host potential entrepreneurs. He/she also said, "I am very worried when entrepreneurship is used as a shortcut. It is not a shortcut, it is extremely hard and it is made easier when you have technical skills." However, the other three participants agreed with the Global Entrepreneurial Index (GEI) that had rated SA's entrepreneurial ecosystem as 52nd of 132 countries in 2016, which meant there was potential in the country to grow the entrepreneurial activity (Kgosiemang, 2015).

Table 11: Participant responses to "how would you encourage others to become entrepreneurs?"

Participant One	"Encourage others to become entrepreneurs through demonstration effort."
Participant Two	"I just think when people are young; it is time to take the risks." "Therefore the aim should be at the age group of 24 to 30 because if you are good at something."
Participant Three	"Something has to give, whether it could be people advising and taking that load off and something that you do not enjoy, writing business proposals."
Participant Four"	"By offering advice and support." "Choose the people you get advice from carefully."

This interview question was intended to contribute to the understanding of sustainable entrepreneurship in SA and to answer research question two; "How would current, Durban entrepreneurs encourage entrepreneurship?" Participant One believed "demonstrating my efforts" was the best way to encourage entrepreneurship and educating South Africans. Participant Three agreed with educating South Africans and agreed with Che Rose, *et alia* (2006), who suggested government support was a key success factor of entrepreneurship. He/she suggested that the government should reward people for innovative ideas and that reward would be used to start a business, it would help potential entrepreneurs to work harder and still have government support.

Participant Two suggested focusing all efforts on the age group of 23 to 30 years because he/she thought younger people had less responsibility before starting a family. Participant Four suggested on mentorship for advice and encouragement because people focused too much on failure rather than the entrepreneur's determination to not give up, as "almost all entrepreneurs fail."

4.7 Concluding remarks

All four entrepreneurs were insightful and trustworthy because of their experience as an entrepreneur, their views differed in some questions but majority of the questions, most of

the participants had similar responses. Their enthusiasm to answer each question has helped the researcher to understand their views on entrepreneurship in SA.

The participant responses have helped answer the research questions and sub-questions which were discussed in the next section. The responses had been insightful and had highlighted motivations, competencies and key success factors of entrepreneurship.

5 CONCLUSION

This section concluded the research report as it looked at the indication of how the research questions were answered, how the research problem and ethical implications were addressed and the limitations of the study.

5.1 Research Objectives And Questions Analysed

Sub-question one “Why were current entrepreneurs, based in Durban, motivated to acquire/start their own business?” was answered in interview question two, three and six. In interview question six, the participants mentioned their motivations to stay an entrepreneur but also mentioned the difficulties and disadvantages. Two participants were seen as necessity entrepreneurs, trying to survive, and two were seen as opportunists. Most of the participants mentioned that they were passionate about what they were doing and had the fear of failure but turned that into determination to never give up because they were responsible for their staff and did not want to let them down.

Unfortunately the participant responses confirmed that McClelland’s Achievement Motivation theory, conducted in an American context, was not successful in a South African context. Khan (2014) stated that South Africans lack motivation to achieve; as many people in SA need only to survive, this was supported because only one of the four entrepreneurs had the need to achieve (Khan, 2014).

Sub-questions two; “How do current entrepreneurs describe the competencies needed to create a successful business?” was answered in interview questions four, five and eight as these interview questions were intended to understand if the participants saw characteristics as a competency, even if the EntreComp Framework did not explicitly express this. Perseverance and self-awareness were two characteristics that some of the participants felt were necessary to become a successful entrepreneur, which confirmed the EntreComp Framework implicitly mentioned that characteristics were an entrepreneurial competency.

A lack of support had contributed to a lack of entrepreneurship in SA, therefore even though support was not included in the EntreComp framework it was seen, from this study, as necessary from a South African perspective and it should be considered an entrepreneurial competency because three participants succeeded partially because they experienced support. Other competencies from the participants’ responses confirmed that the EntreComp Framework; created in a British context could be applied in a SA context,

for example frugality, having a vision, planning and risk tolerance. However, there were a few elements that needed to be adapted in order to be fully effective in SA.

The two research sub-questions were intended to assist in answering the first research question; “How do current, successful entrepreneurs in Durban perceive key success factors to be to encourage entrepreneurship?” Research question one was answered in interview question nine where the entrepreneurs were asked which factors were the most important. Some said competencies such as having a vision and skills and some said motivation, believing in yourself. Participant Four, however, supported Che Rose, *et alia* (2006), who suggested that there was not one factor that created success but the combination of these factors (Che Rose, et al., 2006).

Although there was no absolute set of factors, in this study, that illustrated the specific key success factors of entrepreneurship, the answer to the research question one will be based on a combination created from all of the responses from the interview questions. A factor from each participant’s response supported Khan’s (2014) statement that it is a combination of motivation, the initiative of the entrepreneur, their competencies and human resources that create the key success factors of entrepreneurship.

Research question two; “How would current, Durban entrepreneurs encourage entrepreneurship?” was asked to help address the research problem. The question was answered in interview question 11 when the researchers were asked in their opinion, what they thought would be the best way to encourage entrepreneurship. Literature on entrepreneurship in SA almost always was focused on the state of entrepreneurship and the theories that surround the topic, but hardly any research had been conducted to combat the issue of low entrepreneurship in SA. Participant One believed “demonstrating my efforts” and educating South Africans. Participant Three suggested that the government should reward people for innovative ideas and that reward would be used to start a business. Participant Two suggested focusing all efforts on the age group of 23 to 30 years because he/she thought younger people had less responsibility before starting a family. Participant Four suggested mentorship for advice and encouragement. There must be many other ways to combat low entrepreneurial activity in SA and therefore further research should be conducted by other researchers.

5.2 Research Problem Addressed

The research question two was specifically asked to help address the research problem, however, the research was limited due to constraints, discussed below, and therefore was unable to have a significant impact on addressing the research problem. However, other researchers should study how to encourage entrepreneurship further.

The research problem was that entrepreneurship continued to drop below 38 percent in SA from 2015 (Farr, 2015). Also, South Africans are said to lack motivation to achieve; as many people in SA needed only to survive (Khan, 2014). Therefore it was crucial to encourage prosperous entrepreneurship. The four successful entrepreneurs that were interviewed knew that entrepreneurship was about taking risks and it should not have been seen as a shortcut because entrepreneurship was difficult, therefore potential entrepreneurs should have the need to achieve rather than been focused on surviving.

There could be many ways to increase the entrepreneurial level in SA and encourage potential entrepreneurs to strive for success; however the participants suggested mentorship, educating South Africans, encouragement, concentrating entrepreneurial efforts on the age group of 23 to 30 years and government support. Participant Four also suggested that failure is inevitable but the determination to try again was what potential entrepreneurs should be focused on.

5.3 Implication Of Findings

This study showed that the participants had similar views of entrepreneurship to literature and amongst each other; however two participants were seen as opportunists and two were seen as necessity entrepreneurs. Many aspects motivated these employees but only one participant illustrated that he/she had the need to achieve which, for this study, confirmed that McClelland's Achievement Motivation theory was not accepted in a South African context because there was a lack of motivation to achieve but rather there was a need to survive in SA (Khan, 2014).

There had also been many competencies that were mentioned which supported the EntreComp framework and therefore, for this study, the EntreComp Framework proved to be successful. Literature had shown that the key success factors were motivation, competencies of an entrepreneur and human resources and from a collection of all the responses it proves that statement to be true (Khan, 2014). Finally, the participants

suggested a few recommendations that people could use to encourage entrepreneurship to address the research problem. They were mentorship, educating South Africans and government support, just to name a few.

5.4 Heuristic Value And Recommendations

The anticipated contribution of this study was firstly to test the EntreComp Framework and Achievement Motivation theory in a South African context and created an in-depth understanding of how current, successful entrepreneurs viewed key success factors for entrepreneurship. These key success factors mentioned in the study had contributed to the understanding of what a potential entrepreneur needed in order to start a business and strive for success in Durban. This research also contributed to the field of management in commerce as the state of entrepreneurship had been studied in SA many times previously, but this study shifted the focus to look at ways to combat the low entrepreneurial level in SA.

This study has allowed other researchers to potentially expand on what key success factors are necessary for the success of a business and most importantly, looking at ways to encourage entrepreneurship to create jobs and help develop the economy. Future studies should include more than four participants and look at entrepreneurship throughout SA, rather than one city to gain a better understanding and recommendations to combat the research problem.

5.5 Ethical Implications Addressed

5.5.1 Participants

- The participants were given an information sheet and signed two consent forms, shown on Appendices F,G and H, that allowed the researcher to use their responses in this research.
- Due to the financial constraints and ethical considerations, the researcher showed their gratitude to the participants by providing a small incentive, a chocolate or a cup of coffee.
- Confidentiality was used as researcher could match the identity of an entrepreneur but the data gathered had only been viewed by the researcher and supervisor (du Plooy-

Cilliers, et al., 2014). To ensure confidentiality, the researcher stored the video recordings and transcripts where only the researcher and supervisor had access to. Also the participant's names were not mentioned but were each given Participant One to Four titles.

5.5.2 Researcher

- According to the International Institute of Education Policy, primary data was kept safe for five years (Research and Postgraduate Studies Policy, 2014). Information that was gathered was kept in a secure place.
- The researcher stayed objective and had a supervisor continually checking the research, which avoided bias.
- The researcher had recorded exactly what the entrepreneurs had spoken about in the interviews which avoided falsifying or distorting information.
- The researcher signed a declaration form to take accountability for honesty and authenticity within the research (Research and Postgraduate Studies Policy, 2014).

5.6 Limitations

Shane, *et alia* (2003) found there were problems when entrepreneurial motivations were researched because every person was different, therefore there was not one set of motivations that lead to entrepreneurship (Shane, et al., 2003). This qualitative study showed difficulty in finding absolute answers for the research questions because there were many different opinions to consider and therefore research question one had to combine the different responses from the participants to illustrate the key success factors needed in entrepreneurship.

The researcher conducted a cross-sectional study in one year, 2017. The researcher aimed to interview one pilot test participant and six participants, however, due to the time constraints, the researcher had time for one pilot test participant and only four participants. This restricted the ability of the study to significantly contribute to the body of knowledge. However, the researcher had help from the supervisor to ensure the study remained credible.

Financial constraints were an issue because the researcher was restricted to entrepreneurs in Durban, which was not a true analysis of entrepreneurship in SA and

therefore, this research could not assume the same results would be gained from all provinces.

Literature that was older than five years was also a limitation as it had become outdated, but it was used in this study to illustrate the history of entrepreneurship and it was used only to show the underlying theories and concepts that were looked at in a modern South African context. Also the researcher was unable to find many relevant seminal sources as they needed to be purchased and the financial constraints restricted the researcher.

This research had accepted one theory, rejected the other and had suggested a solution to solving the low entrepreneurial activity in SA. However, constraints have restricted the study and therefore further research should be conducted by other researchers to gain a deeper understanding of key success factors and solutions for low entrepreneurship in SA.

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7. APPENDICES

7.1 Appendix A



Figure 1: Entrepreneurial Competency Framework
(Bacigalupo, et al., 2016)

7.2 Appendix B

Qualitative in-depth interview questions

1. How would you describe entrepreneurship?
2. Describe how you were motivated to become an entrepreneur
3. Please describe your journey of becoming a successful entrepreneur?
4. Describe, in your opinion, the type of characteristics that are needed to succeed as an entrepreneur.
5. Describe, from your own experience, the core competencies needed to help a person build a business.
 - Competencies- the ability to do something successfully, eg leadership qualities, decisive, risk taking, etc
6. Please describe the advantages of being an entrepreneur compared to being an employee.
7. In your own opinion, how do you feel about researchers suggesting tertiary education is a motivating factor to become an entrepreneur?
8. Describe your support system, for example government, networking, sources of finance etc?
9. In this interview we have discussed motivation, the personal characteristics needed, competencies and support systems in entrepreneurship. In your opinion, describe which factors you believe to be the most important to become a successful entrepreneur?
10. Outline your opinion on whether South Africa has the potential to create entrepreneurship.
11. How would you encourage others to become entrepreneurs?

7.3 Appendix C

Participant One Extended Responses

- “For me there are two layers to this, there is the generic skills you need to have and there are the specific skills you need to have. And unfortunately if you do not have the specific skills you cannot create a successful business. You could compete with me if you have a PHD in my area but if you do not have a PHD in my area then you cannot compete with me. And that is why I get frustrated with the government, everybody is an entrepreneur, bring entrepreneurship into the school syllabus, garbage. Absolutely the wrong thing to do. Train our children to do maths, science, languages and verbal numerical reasoning, get all of that right then specialise in an area and over four or five years of hard work in a particular area, you would have eventually have a technical or an academic skill that is so advance that you have a point of difference in the market. Until you have got that, entrepreneurialism does not actually exist. What are you going to do become the mafia because everyone is selling bananas in the road. Therefore you have to have a point of difference, so why does company succeed? It is because we have a point of difference of technical skills that are needed by certain clients. The specific skills are specific to the entrepreneurial space that a person’s driving to exploit, so if we are talking about retail, does the person understand the aspects of retail, so do they understand omni-channel, the nature of their brands, etc. What is their point of difference? Are they able to design or fabricate perfect clothing or footwear? What is it that gives them an edge? I went to a conference on entrepreneurship and what I found was they had engineering degrees and other advanced academic qualifications in a particular area, so they are either well qualified technically, it is also the same for plumbers or any artisanal field where is a high level skill. Then you blend that with entrepreneurialism and get your point of difference. Anybody else who makes money just being an entrepreneur, honestly ‘pot luck.’ And I know there are people with no education, no real skills but they are just smart, they find a gap and they work hard, it does happen but I would like to know how often it happens. It would not have happened with me, I can assure you. This specific skill was absolutely paramount importance. Then what are the generic skills, because have only specific skills are not good enough either. And those generic skills are around frugality, around being able to lead people, my concern is that I read so much ‘waffle’ around

those but if you do not have that specific skill, these generic skills are not that important.”

- “Actually we did secure government support but, this is very important, it was not that government gave s support because we created a methodology that could help firms and so we said well who is going to benefit from this? The government so we went to the government, we can help firms become more competitive which will help them employee more people, do you have any grants available? They said “actually we do something called the Sector Partnership Fund.” This is the process, so you have to apply for it. Therefore the government had support but it was not the case where they came to us and said they wanted to help us become an entrepreneur, it was actually the opposite, it took them nine months to pay us for our first cheque.”

7.4 Appendix D

Participant Three Extended Responses

- “And financial, again as you build up a business you make very good relationships with banks. I like to use a story when I first started; there was this bank manager, an African gentleman, he did not know me and he asked me to come into his office for a chat. So again it is your approach, it is about mannerisms and it is not about saying I am better than anybody else. Two months later the bank manager phoned me and asked if I could come into the bank, he gave me a premier card. A lady saw what had happened and said nobody gets a premier card without applying for it. But he was such a good leader- he took notes and monitored me and when he realised that this woman is going somewhere he took it upon himself to reward me so I could get access into places. Talking about finances, I am taking 26/27 years ago I needed R20 000, I picked up the phone and said to the bank manager I need R17 000, he said what for, I said salaries, he said okay it can be in your account in ten minutes. It is about people believing in you and you having that relationship with people that they can see you are serious. It is about building those relationships that is what it is about.”

7.5 Appendix E

Participant Four Extended Responses

- “I think a very good one is decisiveness is most certainly a great quality. I think leaders also or leadership should be a dictatorial leadership style because the one thing that entrepreneurs want is things done their way so it is a bit of a dictatorial leadership style. Again if you look at all the successful entrepreneurs, it is people that have done it their way. Entrepreneurs do it their way because they think it is the best way, same thing with most people they want it done their way because that is what they believe in. also the charismatic leader, their ability to get others into their ideas and to believe in it, so I think having a bit of charismatic personality does help because it enables people to work with and buy into your concept and walk the journey with you.”

7.6 Appendix F

Information Sheet

To whom it may concern,

My name is Shannah Kriel and I am a student at Varsity College Durban Westville. I am currently conducting research under the supervision of Sharon Ballack about current entrepreneurs' perceptions on how they view key success factors for their businesses in Kwa-Zulu Natal. There is a lack of entrepreneurship in Kwa-Zulu Natal and South Africa and therefore I hope that this research will enhance our understanding of what motivates entrepreneurs to start a business and how current entrepreneurs view their key competencies necessary for the success of their venture, to encourage current and potential entrepreneurs in South Africa to strive for success in their businesses, not just to survive.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

- **What will I be doing if I participate in your study?**

I would like to invite you to participate in this research because you are a current entrepreneur that has the experience to share your views on how key success factors contribute to the success of a business. If you decide to participate in this research, I would like to conduct one interview with you. The interview will take approximately one hour of your time. It will be scheduled at a time that it is convenient for both of us, and will take place at a location that is convenient to you. I will be asking you questions about your experience of being an entrepreneurs and what you view as factors that will sustain a successful business.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

- **Are there any risks/ or discomforts involved in participating in this study?**

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your motivations for starting a business, your competencies that have helped create a successful business, the experiences you have encountered and the factors that you find to create a successful entrepreneur. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

- **Do I have to participate in the study?**

- Your inclusion in this study is purely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

- **Will my identity be protected?**

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor and I will have access to these recordings. Nobody else, including anybody at Varsity College Durban Westville, will have access to your interview information. I would like to use quotes when I discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

- **What will happen to the information that participants provide?**

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Honours in Business Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

- **What happens if I have more questions about the study?**

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Shannah Kriel
079 178 8592
13013633@vcconnect.co.za

The contact details of my supervisor are as follows:

Sharon Ballack
072 473 3499
bballack@telkomsa.net

7.7 Appendix G

Participant Consent Form

I, _____, agree to participate in the research conducted by Shannah Kriel about current entrepreneurs' perceptions on how they view key success factors for their businesses in Kwa-Zulu Natal.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.

Signature

Date

7.8 Appendix H

Video Recording Consent Form

I, _____, agree to allow Shannah Kriel to audio record my interviews as part of the research about current entrepreneurs' perceptions on how they view key success factors for their businesses in Kwa-Zulu Natal.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. My confidentiality will be ensured. My name and personal details will be kept private.
2. The recordings will be stored in a password protected file on the researcher's computer.
3. Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

Date

7.9 Appendix I

Ethics Clearance Letter

7.10 Appendix J

Originality Report

Creating sustainable entrepreneurship:

Cross-sectional qualitative in-depth interviews to describe Durban SME entrepreneurs' perception of motivation for entrepreneurship using key success factors

Student name: Shannah Kriel Student number: 13013633 Supervisor's name: Sharon Ballack Module name and code: Research Methodology (RESM 8419) Qualification details: **1 Bachelor of Commerce Honours in Management**

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I am grateful to my mom who has encouraged me throughout this process and has given me this opportunity to study.

ABSTRACT

Studies from the Global Entrepreneurship Monitor (GEM) had shown, South Africa (SA) had a lack of entrepreneurship as it continued to drop below 38 percent from 2015, but SA was in desperate need for it to better South African lives through job creation and contributing to economic development (Herrington & Kew, 2016). South Africans were also said to lack motivation to achieve; as many people in SA needed only to survive, therefore understanding the key success factors for and finding ways to encourage entrepreneurship could have encouraged potential entrepreneurs to strive for success (Khan, 2014).

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Assignment 4

Shannah Kriel on Tue, Oct 17 2017, 8:00 PM

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