



Dissertation submitted

For the degree of

MASTERS

In the field of

Recreation and Tourism

With the Title:

**Gender Nuances in Tourism Business Operations: A South African
Perspective**

FACULTY OF ARTS

Candidate:

Nompumelelo Nzama

STUDENT NUMBER: 201228332

SUPERVISOR

Prof. I. O. EZEUDUJI

DECLARATION

I, the undersigned, Nompumelelo Nzama hereby declare that the dissertation titled: **“Gender Nuances in Tourism Business Operations: A South African Perspective”** is my own work, except where otherwise indicated to the contrary in the text. This dissertation has not been submitted to any other institution of higher learning for degree awarding purposes.

Signed:  _____

Date: 06-07-2020

ACKNOWLEDGEMENTS

I would like to thank the following individuals for their immeasurable contribution towards the completion of this dissertation:

- I would like to express my gratitude to my supervisor, Prof Ikechukwu O. Ezeuduji for the persistence, guidance and support at each stage of this study. Before I worked with you as my supervisor, I did not know that I may have someone who can be so dedicated to helping me develop my career the way you did. You have helped develop my academic writing skills and my work ethics. Thank you for your non-delayed responses whenever I consulted you throughout this project.
- I would like to express my deepest appreciation to the Vice-Chancellor of the University of Zululand, Prof Xoliswa A. Mtose, for the merit awards. The money received from the Vice-Chancellor's office had a significant contribution to completing this study.
- I would also like to acknowledge the National Research Funds (NRF) for funding my studies for the past two years.
- I would like to pass my utmost gratitude to all the participants of this study. Regardless of your busy schedule in your organisations, you managed to make time and fill-in the questionnaires for me. You welcomed me and gave me the information that is presented in this study. Without your contribution, this study would not have been successful. Your contribution is much appreciated.
- Much appreciation goes to my church and friends for their warm support. Importantly, I thank you for the financial and emotional support that you gave me. You have been so patiently motivating me even when you don't clearly understand what I was going through. I am so grateful that I am surrounded by such caring people like you.

ABSTRACT

Tourism is earmarked as the fastest growing industry, which opens opportunities for business development and growth. As a buoyant income-generating sector of any nation, many entrepreneurs have also keyed into tourism. Previous studies have shown that the number of women entrepreneurs is increasing, however, many of them fail to sustain their businesses compared to men who own businesses. This research therefore explored gender nuances in tourism business operation that may have a significant impact on business performance.

The researcher used questionnaire survey, a quantitative research method to collect data from 150 tourism-related business owners and managers in Durban Central Business District, KwaZulu-Natal using purposive sampling method. The participants were those who have specific knowledge in tourism-related business operations (managers and owners) and are willing to participate. Data was analysed using IBM's SPSS version 25 software. Descriptive (frequency, mean), bivariate (Spearman's Rank Correlation (two-tailed) test, Pearson's Chi-Square test, Mann-Whitney U test) and multivariate (Reliability test using Cronbach's Alpha) data analyses were applied in this study.

This study did not make a conclusive finding that gender or any other demographic characteristics play a very strong role in differentiating business success or performance, as mostly perceived. The conclusive finding in this study points to the strong role that developing marketing capability plays on business success irrespective of gender or any other demographic characteristics. This study, therefore, relabelled the initially proposed conceptual framework that guided this study as a "perceived" model of Gender nuances in tourism business operations. This study did not validate the initial model as the reality in the business world. There is a difference here between what people perceive and what takes place in reality.

Some of the recommendations provided by this study are that there should be entrepreneurial networks that mainly focus on women entrepreneurs to create a women-friendly business-related network. In addition, the promotion of entrepreneurial workshops and training to enhance business management skills is suggested.

Keywords: Gender nuances; Tourism entrepreneurship; Business operations; Business performance

TABLE OF CONTENTS

INTRODUCTION AND BACKGROUND TO THE STUDY	1
1.1 INTRODUCTION	1
1.2. PRELIMINARY LITERATURE REVIEW	3
1.2.2 Entrepreneurial Motivation	4
1.2.3 Women Entrepreneurship	5
1.4 BACKGROUND OF THE STUDY AND RESEARCH GAP	6
1.6. RESEARCH QUESTIONS.....	8
1.6.1 Main Research Question (MRQ)	8
1.7. RESEARCH AIM AND OBJECTIVES.....	9
1.8. SIGNIFICANCE OF THE STUDY	10
1.9.1 Research Design	10
1.9.2 Research Population and Sampling	11
1.9.4 Data Analysis	14
1.9.6 Pilot Study	15
1.10. ETHICAL CONSIDERATION	15
1.11. RESOURCES	16
1.12. INTELLECTUAL PROPERTY	16
1.16. STRUCTURE OF THE STUDY	16
1.17. CHAPTER SUMMARY	16
CHAPTER TWO	18
LITERATURE REVIEW	18
2.1 INTRODUCTION	18
2.2 WOMEN ENTREPRENEURSHIP	19
2.4 SOCIETAL PERSPECTIVE ON ENTREPRENEURSHIP	23
2.4.1 Influence of gender attributes on tourism entrepreneurship	23
2.4.2 Influence of Racial Attributes On Tourism Entrepreneurship.....	25
2.5 EFFECTS OF EDUCATION AND TRAINING ON ENTREPRENEURIAL	25
MANAGEMENT.....	25
2.6 MANAGERIAL CAPABILITIES	28

2.7 MARKETING CAPABILITIES	32
2.8 ACCESS TO FINANCIAL CAPITAL	35
2.9 GOVERNMENT SUPPORT	36
ESTABLISHMENT OF ENTREPRENEURIAL NETWORKS.....	40
CHAPTER THREE	44
RESEARCH DESIGN AND METHODS	44
3.1 INTRODUCTION	44
3.2 RESEARCH DESIGN	44
3.3 RESEARCH POPULATION AND SAMPLING.....	45
3.4 DATA COLLECTION METHODS.....	47
3.6 VALIDITY AND RELIABILITY	53
3.7 PILOT STUDY.....	53
3.8 ETHICAL CONSIDERATION	54
3.9 LIMITATIONS OF THE STUDY.....	54
3.10 CHAPTER SUMMARY	55
CHAPTER FOUR	56
RESULTS AND DISCUSSIONS.....	56
4.1 INTRODUCTION	56
4.2 RESPONDENT'S PROFILE	56
4.3 MEASURING THE LEVEL OF AGREEMENT OF RESPONDENTS TO BUSINESS OPERATION \	
PERFORMANCE DIMENSIONS	57
4.3.1 Traditional and Societal Perception.....	57
4.3.2 Formal Education and Training	60
4.3.3 Managerial and Operational Capabilities	61
4.3.4 Marketing Capability	62
4.3.5 Access to financial capital	62
4.3.6 Receiving Government Support.....	63
4.3.7 Ability to Form Business Network.....	64
4.4 CORRELATING PERCEPTION OF ENTREPRENEURIAL SUCCESS LEVEL VERSUS BUSINESS OPERATION	
/ PERFORMANCE STATEMENTS	65

4.5 COMPARING DEMOGRAPHIC VARIABLES WITH BUSINESS START-UP MOTIVATION AND PERCEPTIONS OF ENTREPRENEURIAL SUCCESS LEVEL	68
4.6 COMPARING GENDER IDENTITY WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS....	71
4.8 COMPARING RESPONDENTS' LEVEL OF EDUCATION WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS.....	79
4.9 COMPARING BUSINESS OWNERSHIP ROLE WITH BUSINESS OPERATION/ PERFORMANCE STATEMENTS.....	83
4.11 COMPARING START-UP MOTIVATION WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS.....	89
4.12 COMPARING YEARS OF BUSINESS EXPERIENCE WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS.....	94
4.13 COMPARING RESPONDENTS' NATIONALITY WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS.....	97
4.14 FINAL CONCEPTUAL MODEL OF THE STUDY	101
4.15 CHAPTER SUMMARY	102
CHAPTER FIVE	103
RECOMMENDATIONS AND CONCLUSION.....	103
5.1 INTRODUCTION	103
5.2. OVERVIEW OF THE RESEARCH FINDINGS.....	103
5.3 ADDRESSING THE OBJECTIVES OF THIS STUDY	104
5.4 RECOMMENDATIONS.....	106
5.5 AREAS FOR FURTHER STUDIES.....	108
6. REFERENCES	109

LIST OF TABLES

Table 2.1: Four types of entrepreneurs.	22
Table 2.2: Women's and men's managerial qualities.	29
Table 3.1: Questionnaire Variables	50
Table 4.1: Respondents' profile.....	56
Table 4.2: Business operation / performance statements	58
Table 4.3: Correlating perception of entrepreneurial success level versus business operation / performance statements.....	66
Table 4.4: Comparing demographic variables with business start-up motivation and perceptions of entrepreneurial success level	69
Table 4.5: Comparing gender identity with business operation / performance statements.....	72
Table 4.6: Comparing respondents' age with business operation / performance statements.....	76
Table 4.7: Comparing respondents' level of education with business operation / performance statements.....	80
Table 4.8: Comparing business ownership role with business operation / performance statements.....	83
Table 4.9: Comparing business management role with business operation / performance statements.....	87
Table 4.10: Comparing start-up motivation with business operation / performance statements.....	90
Table 4.11: Comparing years of business experience with business operation / performance statements.....	94
Table 4.12: Comparing respondents' nationality with business operation / performance statements.....	98

LIST OF FIGURES

Figure 1.1: Study's conceptual framework (Source of variables: Literature review by the researcher).....	6
--	---

Figure 3.1: Durban Central Business District	49
Figure 4.1: Final conceptual model: ‘ <i>Perceived</i> ’ Gender nuances in tourism business operations	102

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

Tourism industry is one of the fastest growing industries in South Africa, contributing R91 billion to the GDP (South African Tourism Annual Report, 2016). The Business Monitor International (BMI, 2017) reports that the number of tourist arrivals increased up to 12, 9 % in 2016 and South Africa is one of the top tourist destinations in Africa. Well-developed infrastructure and a good biodiversity create a favorable platform for tourism development in South Africa. The increasing number of tourists in South Africa, lays a good platform for tourism entrepreneurs to develop/grow their businesses in the tourism industry. South African government has recognized tourism as a huge potential for economic growth (Tshabalala & Ezeuduji, 2016), thus encouraging entrepreneurship within the industry. Research however shows that there are many factors affecting entrepreneurial success in South Africa such as gender, race and location (Irene, 2017). Therefore, these factors should not be overlooked when addressing entrepreneurial opportunities and challenges in the country.

The South African government puts in place a number of initiatives to support and encourage tourism entrepreneurs to start and grow their businesses in tourism. Poverty Relief Fund, Spatial Development Initiatives and Tourism Enterprise Programme are some of the initiatives that have been introduced by the South African government in order to enhance the tourism entrepreneurship in South Africa (Mkhize & Cele, 2017). By so doing, such government's intervention in tourism entrepreneurship has shown an increase in the participation of women in starting their businesses. The Industrial Development Corporation has established the Women Entrepreneurial Fund as one of its initiatives to support easy access to entrepreneurial financing for marginalized groups in South Africa, especially to empower black African women and boost their sustainable economic development (South African Tourism Update, 2015).

Similarly, an Executive Development Programme was launched in 2016 by the then Minister of Tourism, Thokozi Xasa at the University of South Africa. The programme was introduced to elevate Black African women's position, business skills and leadership competency within the tourism sector (Huff-Post South Africa, 2016). A

forum, Women in Tourism (WiT) was also established to address the economic inequalities and challenges faced by women within the tourism sector (Mkhize & Cele, 2017). Despite the number of initiatives that support entrepreneurship, research shows that the level of entrepreneurial activity in South Africa is very low (Iwu, Ezeuduji, Eresia-Eke & Tengeh, 2016).

Irene (2017) emphasises that environmental factors alone cannot determine the performance of companies and female entrepreneurs; there is a need to closely examine the internal factors that also affect the business success. This is necessary because, despite the considerable government support and support of bodies interested in promoting gender equality in all areas, 20% of female-owned businesses still fail annually. According to a report from the Department of Trade and Industry (DTI, 2011) in South Africa, millions of Rand have been allocated to support female-owned Small, Medium and Micro-sized Enterprises (SMMEs) by way of government funding, training, grants and consultative support services, however, the failure rates of these female-owned businesses remain high (Irene, 2017). The 2014 Global Entrepreneurship Monitor report for South Africa indicated that female entrepreneurship could be the key to unlocking South African economic growth if more effort is made to support female entrepreneurs in a targeted way. The report maintains that an important way to develop the South African economy is to encourage and improve female self-employment as well as to pursue intervention programmes that are aimed at increasing female participation in business (Irene, 2017).

There is therefore a need for a research that will explore gender nuances in entrepreneurship, for example women in tourism businesses. If research shows that a significant number of women in business fail, there could be gender-nuanced factors that play significant roles in business performance. As the tourism industry has significant economic importance in South Africa, a study of women-owned tourism businesses specifically may shed light into gender nuances in business operations. Tourism businesses here are those businesses that fall into the travel sector (transport and travel organisers), hospitality sector (accommodation and events), leisure and business sector, conservation sector, sports and recreation sector, gaming and lotteries sector, tourism support service sector and government tourism sector.

1.2. PRELIMINARY LITERATURE REVIEW

According to Sarfaraz, Faghieh and Majd (2014), all countries consider entrepreneurial promotion as a crucial policy for a sustained job creation and economic development. Ezeuduji and Ntshangase (2017a, b) posit that belief system within society, home background, lack of equipment and machinery, lack of knowledge of support centres, lack of education and training, lack of business networks, sourcing of start-up capital, gender, training support, managerial capability are perceptions and factors that can enable or deter emerging entrepreneurs. Although, there is a minimal involvement of women in entrepreneurial activity, studies show that there is a significant growth of women entrepreneurship. In the United States, women-owned firms are perceived as only small lifestyle business or sole proprietorship (Yadav & Unni, 2016). According to Fairlie and Robb (2009), female business ownership is increasing in the United States; however, studies reveal that there are certain challenges that are faced by women entrepreneurs. Similarly, Fairlie and Robb (2009) on differences in firm performance by gender found that financial capital, education and work experience are the important factors. Furthermore, Fairlie and Robb (2009) indicate that female owned businesses have a lower survival rates, profit, employment and sales than male owned businesses. In India, similarly to most of the countries, there is a growing number of women entrepreneurs. According to Santhi (2017), women entrepreneur in India are facing challenges like lack of access to property, lack of access to credit and marketing networks. Due to a number of deep discriminatory socio-cultural values and traditions, women entrepreneurs do not enjoy the same opportunities as men (Santhi. 2017). The author (Santhi) argues that there is no effective economic growth without the active participation of women in the economy. These studies (Santhi, 2017; Fairlie & Robb, 2009) show that women entrepreneurship is faced by a number of challenges and it affects women's contribution to the economy.

McGowan, Cooper, Durkin and O'Kane (2015) opine that level of education does not determine entrepreneurial skills, however, Ramadani (2015) stresses that formal education plays a major role in business management and problem solving arising in business. Unfortunately, the South African statistics indicate that only few women entrepreneurs have adequate formal education. Moreover, women lack experience in managerial capacity. Therefore, the researcher argues that education and previous experience equip entrepreneurs in managing their businesses.

1.2.1 Tourism Entrepreneurship

Entrepreneurship can drive any nation's economy, and developing countries are putting more emphasis on building a strong economy by promoting entrepreneurship. South Africa, like any other developing country developed policies that place high value on entrepreneurship (Business Environment Specialist, 2013). However, research by Iwu *et al.* (2016) reveals that entrepreneurial activity in South Africa is very low. South African government has identified tourism as a huge potential for economic growth (Tshabalala & Ezeuduji, 2016), hence entrepreneurship in the tourism industry is a welcome initiative. According to Sarfaraz, Faghin and Majd (2014), economic development cannot be achieved without the active participation of women. Unfortunately, South African tourism industry shows a lack of women contribution to the economy. Studies shows that women in tourism and other sectors occupy low position (Tshabalala & Ezeuduji, 2016) and they have less opportunities for advanced career development in those positions (Ferguson, 2011). This may predict that South African women may remain in the periphery of economic development. This study notes however, Ezeuduji and Ntshangase's (2017a,b) position that people with entrepreneurial inclinations exhibit behaviour and characteristics such as being constantly on the lookout for innovations, ability to make a difference, fostering constructive change, overcoming obstacles, persistent, taking responsibilities, turning problems into opportunities, spotting opportunities quickly, and ability to help others.

1.2.2 Entrepreneurial Motivation

South Africa is characterized by extreme poverty and mass unemployment with majority of people excluded from socio-economic development and growth (Kehler, 2013). Because of the limited job opportunities in formal employment sector, women are left with no option but to work in a poorly paid informal sector. South African government lately developed programmes to encourage and support women entrepreneurs; and studies on women entrepreneurs indicate that the efforts of governments of encouraging and supporting women entrepreneurship is one of the pulling factors that help women start their businesses (Tlaiss, 2013). Arguably, the increasing number of female entrepreneurs is attributable to the high rate of women unemployment in South Africa and the available support is another factor. Irene (2017) states that men are more often opportunity entrepreneurs and women are more

necessity driven. Therefore, it can be deducted that women enter entrepreneurship not fully equipped and have little understanding of complexity of business operation.

1.2.3 Women Entrepreneurship

Women's participation in entrepreneurial activities is lower than men's participation (Gupta, Goktan & Gunay, 2014), and 20% of female owned businesses fail annually (Irene 2017). In addition, studies show that women entrepreneurs are facing a number of challenges. For instance, Tshabalala and Ezeuduji (2016) identify some of these challenges such as lack of financial capital, low business capability, problem of size and traditional perceptions. Assumingly, these challenges deter the performance of women owned tourism businesses in South Africa. Due to the number of challenges that women entrepreneurs are faced with, they fail to sustain their businesses, hence, the increasing number of women entrepreneurs is however whitewashed by the high rate of female owned business failure (GEM, 2014).

1.3. CONCEPTUAL FRAMEWORK

According to the literature reviewed, there are factors that play a significant role in influencing business operations, and they include traditional societal perception, level of formal education, marketing capability, access to financial capital, receiving government support and ability to form business networks. Except for the general factors influencing the running of a business, characteristics of an entrepreneur play a major role in the process of developing and growing a business. The author believes that the characteristics and behaviour of an entrepreneur and the factors influencing business performance should not be gender related. However, societal perceptions, labels and other factors may play a role that supports or deter business performance. In Africa, males and females are generally perceived differently due to some religious and cultural perceptions that place males above females in all ramifications. Therefore, this study explored gender nuanced differences in business operations purely from exogenous perspective. The conceptual framework explored the entrepreneurial aspects that have an important role in the business performance and the relationship of gender to the entrepreneurial activity in South African Tourism industry. Conceptual framework was constructed on the concepts that are the main variables of the study (Adom, Hussein & Agyem, 2018). These variables are depicted in Figure 1 below.

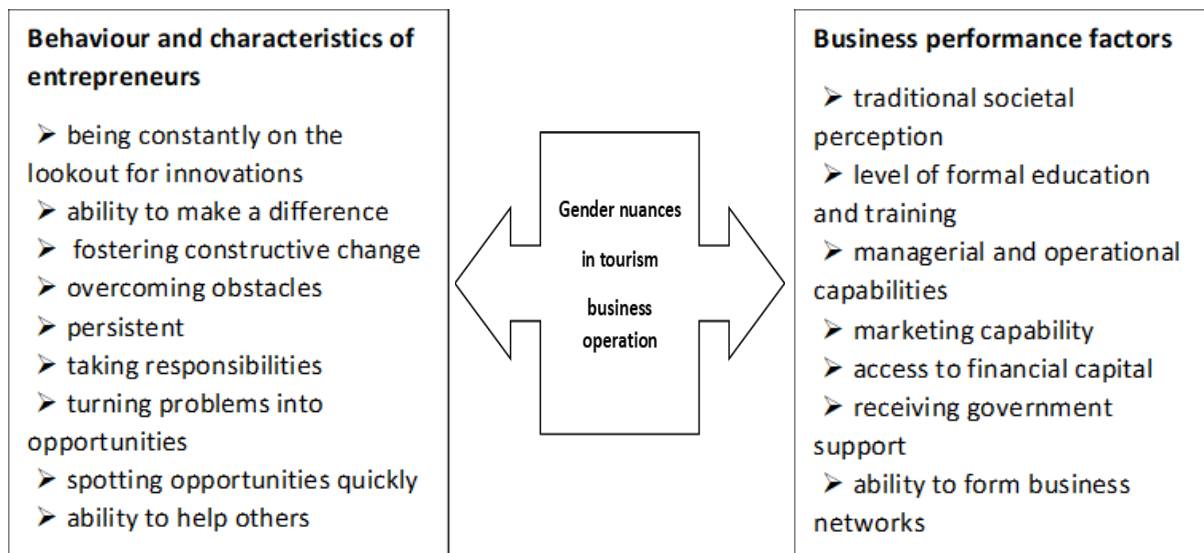


Figure 1.1: Study's conceptual framework (Source of variables: Literature review by the researcher)

1.4 BACKGROUND OF THE STUDY AND RESEARCH GAP

Entrepreneurship has a leading role in economic development worldwide. According to Eresia-Eke and Gunda (2015), the national economic success can be measured by the entrepreneurial activity of the country. Many developing countries promote entrepreneurship as a tool to strengthen the economy of the country. South Africa, like any other developing country also aims to build a strong economy by promoting entrepreneurship. South African government has identified tourism as one of the economic drivers in the country (Tshabalala & Ezeuduji, 2016), thus encouraging entrepreneurship in the tourism industry.

Entrepreneurship has been generally regarded as a male dominated sector (De Vita, Mari, & Poggesi, 2014; Tajeddini, Ratten, & Denisa, 2017). However, female entrepreneurship has shown a significant growth since the 1970s. Importantly, women entrepreneurs brought new ideas of managing their businesses and strategies on dealing with the challenges they are faced with as entrepreneurs (Ceptureanu & Ceptureanu, 2016). Research shows that generally, there are many factors affecting entrepreneurial success in South Africa such as gender, race and location (Irene, 2017); it is therefore important to study entrepreneurial success focusing on these factors. The forecasted growth rate of female entrepreneurs in South Africa is questionable, due to the reported high rate of women owned business failure (GEM, 2014; Irene, 2017). As noticeable features, women-owned businesses generally are

small scale and usually experiencing slow growth. According to Sarfaraz, Faghih, and Asadi Majd (2014), women entrepreneurs can play crucial roles in the process of economic development if they have equal opportunity and access to resources. Although, South African government innovated a number of initiatives that encourage and support women entrepreneurs, but women participation is still low. Due to the high rate of failure of female owned business, one can argue that women fail to sustain their presence and companies in the industry. Despite a number of government and non-governmental organisation (NGOs) initiatives, women participation in entrepreneurship is still low in South Africa. This for long has raised the need of studying women entrepreneurship separately, since women entrepreneurs seem to display different characteristics compared to their male counterparts.

Additionally, Rena (2016) states that women entrepreneurship in South Africa still remain in the periphery of the national economy. Despite the government support and other sources of supports, the failure rates of women owned businesses remain high. Therefore, investigating the existence and the characteristics of the differences in business operations management direct measures that are defined to improve women entrepreneurs' competitiveness (Stošić-Panić, 2017). Tajeddini *et al.* (2017) emphasise that entrepreneurship needs to be explored in its societal context in order to capture most of the factors that contribute to the entrepreneurial activity. Meanwhile, the South African context study sheds light into the probable failure rates of women owned tourism businesses.

According to Tajeddini *et al.* (2017), characteristics of women and male entrepreneurs are generally the same, but research also reveals that women entrepreneurs are driven by necessity while male entrepreneurs are normally driven by opportunity (Ceptaruana & Ceptaruana, 2016; GEM, 2016). In addition, the challenges that women are faced with are different from their male counterparts (Ceptaruana & Ceptaruana, 2016) and male owned businesses out-survive the female owned businesses (Henry, Foss, Fayolle, Walker & Duffy, 2015). Research has been conducted on general women entrepreneurship, focusing on the challenges and opportunities they face and may have respectively (Tur-Porcar, Mas-Tur & Antonio Belso, 2017; Bastian, Sidani & Amine, 2018). Additionally, a few studies have been done on women participation in general and tourism entrepreneurship (Mkhize & Cele, 2017; Imhonopi, Urim, Kasumu & Onwumah, 2016; Tshabalala & Ezeuduji, 2016). From the literature

reviewed, there is a dearth of literature that focus on the gender differences in managing tourism businesses. Due to some of the identified differences in characteristics between male and female entrepreneurs, the researcher wanted to find out if there are gender differences specifically among tourism entrepreneurs in running their businesses. This study therefore helps in addressing the causes of the reported high rate of women owned business failure or ineffectiveness.

1.5. RESEARCH PROBLEM STATEMENT

This study aims to find out gender differences in tourism entrepreneurship since research shows that male entrepreneurs out-perform female entrepreneurs. The DTI Report (2011) states that the number of women owned Small and Medium Enterprise (SMEs) increased from 162 800 to 187 000 between 2001 and 2007, and the GEM Women's Report (2012) supports this statement by indicating that the Sub Saharan Africa shows highest growth rates of women entrepreneurs. Conversely, the GEM Report (2014) stresses that the number of women owned business failure is high. These reports indicate a significant number of women who successfully start their businesses; however, some of the women entrepreneurs fail to sustain these businesses. Due to the high rates of women owned business failure, the participation of women in entrepreneurship remains low. South African government and NGOs introduced a number of programmes that support and encourage women entrepreneurship in the tourism industry (Mkhize & Cele, 2017); however, women are mostly found in microenterprises, and mainly in the informal sector (DTI, 2005). Although women have a good record of repaying their credits than their male counterpart, however, they fail to raise finances when running their businesses (DTI, 2011). This study aimed to find out if there are gender differences in business performance specifically among tourism entrepreneurs, as there is a dearth of literature regarding this.

1.6. RESEARCH QUESTIONS

This section provides the research questions that were asked in order to explore the gender nuances in tourism business operation.

1.6.1 Main Research Question (MRQ)

Are there significant differences in business performance between male owned (and managed) and female owned (and managed) tourism businesses in South Africa?

1.6.2 Subsidiary Research Questions (SRQ)

- ✓ Do tourism entrepreneurs perceive that **traditional societal perception** play significant differentiating role towards male owned (and managed) versus female owned (and managed) tourism businesses in South Africa?
- ✓ Are there significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa in terms of **level of formal education and training**?
- ✓ Are there significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa regarding **managerial, marketing and operational capabilities**?
- ✓ Are there significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa regarding **access to financial capital and receiving government support**?
- ✓ Are there significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa regarding **ability to form business networks**?

Based on these research questions, this study puts forward the following research aim and objectives.

1.7. RESEARCH AIM AND OBJECTIVES

The aim of the study is to explore if there are significant differences in business performance between male owned (and managed) and female owned (and managed) tourism businesses in South Africa.

1.7.1 Research Objectives

- ✓ To find out if tourism entrepreneurs perceive that **traditional societal perception** play significant differentiating role towards male owned (and managed) versus female owned (and managed) tourism businesses in South Africa.
- ✓ To assess if there are significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa in terms of **level of formal education and training**.

- ✓ To explore if there are significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa regarding **managerial, marketing and operational capabilities**.
- ✓ To explore if there are significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa regarding **access to financial capital and receiving government support**.
- ✓ To assess if there are significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa regarding **ability to form business networks?**

1.8. SIGNIFICANCE OF THE STUDY

This study has identified gender nuances in tourism business operations in South Africa. The findings of this study have the potential of helping new entrants (particularly women) into tourism industry to be aware of these issues and find ways of overcoming them, or even using them as opportunities to run and grow their tourism businesses. Government Departments and Units responsible for women affairs, trade and industry, may also use the findings of this study to support and train women in business. If these are done alongside other recommendations of this study, this study will contribute significantly to the economic development of South Africa as well reduce failure rates and underdevelopment of women owned businesses.

1.9. RESEARCH METHODOLOGY

This section elaborates on the research approach and methods that the researcher intends to use to address this study's objectives. According to Kumar (2014), research design is a road map that a researcher decides to follow in conducting the research, to find answers to the question as validly, objectively, accurately and economically as possible.

1.9.1 Research Design

This study intends to find out if there are gender differences displayed by tourism entrepreneurs in running their businesses, which may affect business performance. This study is mostly descriptive, as numerical data from the entrepreneurs compared

the characteristics of female and male tourism entrepreneurs, and how they respond to major business performance factors. Quantitative approach is more viable for this study as the data obtained from this study was analysed statistically to explore differences in opinions between male and female tourism entrepreneurs (Veal, 2011). A questionnaire survey therefore, was selected as a suitable technique for this study.

1.9.2 Research Population and Sampling

Salkind (2012) defines research target population as the total number of individuals who have certain characteristics of the interest to the researcher. This study delineated study population and targeted entrepreneurs who are running their tourism businesses in Durban Central Business District (CBD) under Ethekewini Municipality, KwaZulu-Natal, South Africa. Durban Central Business District was chosen as study area because it has many tourism and tourism-related businesses owned by both men and women, and the researcher can easily access this study location. . Durban is a big city and notably one of the three main tourist destinations in South Africa (together with Johannesburg and Cape Town). The researcher therefore surveyed both female and male tourism entrepreneurs in Durban.

When the exact true population of the study is unknown, non-probability sampling is an ideal technique to be used to conduct a research. Therefore, the researcher used purposive sampling to identify respondents (female and male tourism entrepreneurs). Purposive sampling is a type of non-probability sampling where members of the target population that meet certain practical criteria required for the study (in this case female and male tourism entrepreneurs), those available for the study and willing to take part in it (Etikan, Musa, & Alkassim, 2015). The researcher thereby enrolled both male and female tourism entrepreneurs in Durban Central Business District, who were willing to participate in this study and have the time to do so. The main aim of using purposive sampling is to collect data from respondents that are tourism entrepreneurs; easily accessible to the researcher, and are willing to participate.

For this study, 150 respondents (75 male and 75 female entrepreneurs in tourism business) were surveyed in Durban Central Business District. This was to ensure that these respondents are indeed the owners and managers of the tourism businesses. This suggests that the respondents own and manage both formal (registered business) and informal (not registered businesses) segments.

Special care was taken to balance up the numbers of respondents from formal and informal tourism businesses to create a holistic view of perceptions. The researcher considered a sample size of 150 tourism entrepreneurs large enough to answer the subsidiary research questions or address the research objectives. The sample size here, as discussed earlier did not follow the procedure of sample size determination used in probability sampling where the exact number of the research population is known. Veal (2011) argues that the criteria for sample size selection, especially in non-probability sampling should be determined based on the level of precision in the results to be reported, the level of detail in the proposed analysis of data, and the available budget to the researcher (Veal, 2011). Moreover, researchers argue that carefully selected sample size which is relatively small will be more representative than a relatively large sample that is not carefully selected (Veal, 2011) (The Research Advisor, 2006).

1.9.3 Data Collection Tools

A structured questionnaire with mostly close-ended and few open-ended questions was distributed to 150 respondents (75 female and 75 male tourism entrepreneurs) for data collection. As the nature of research questions for this study required individual and quantified responses, the researcher used questionnaire survey to obtain information to answer the research questions or address research objectives (Ezeudji & Ntshangase, 2017a, 2017b). Structured questionnaire was used to collect information that was used for descriptive and inferential analyses. The questionnaire variables consist of close-ended questions in a form of matrix questions to support the comparability of responses. Questionnaire variables were taken from previous studies (see Table 1). This practice increases reliability and validity of the study results.

The questionnaire consists of two sections. While Section A involves general questions and tourism entrepreneur's profile (in form of categorical or nominal variables); Section B is made up of entrepreneur's character and behaviour, and factors that affect business performance. The questions were set on a 5-point Likert scale: 1 - strongly agree to 5 - strongly disagree.

Table 1.1: Questionnaire Variables

Variables	Source
Gender role	Ramadani, (2015); Bagudu, Khan and Roslan (2016)
Level of formal education)	Ramadani (2015); Fairlie and Robb (2009)
Access to financial capital	Tshabalala and Ezeuduji (2016); Fairlie and Robb (2009)
Marketing capability, low business capability, problem of size and traditional perceptions.	Tshabalala and Ezeuduji (2016)
Gender discrimination	Fairlie and Robb (2009)
Operations management and work experience	Fairlie and Robb (2009)
Lack of access to property, lack of access to credit, marketing networks, discriminatory socio-cultural values and traditions	Santhi (2017); Sarfaraz, Faghih and Asadi Majd (2014)
Government support	Tlaiss (2013); Tshabalala and Ezeuduji (2016)
Opportunity entrepreneurs versus necessity entrepreneurs	Irene (2017)
Belief system within society, home background, lack of equipment and machinery, lack of knowledge of support centres, lack of education and training, lack of business networks, sourcing of start-up capital, gender, training support, managerial capability.	Ezeuduji and Ntshangase (2017a, b)

Behaviour and characteristics of entrepreneurs (such as being constantly on the lookout for innovations, ability to make a difference, fostering constructive change, overcoming obstacles, persistent, taking responsibilities, turning problems into opportunities, spotting opportunities quickly, and ability to help others)	Ezeuduji and Ntshangase (2017a, 2017b)
---	--

1.9.4 Data Analysis

Collected data was analysed using IBM's SPSS software, version 25 (IBM Corporation, 2018). SPSS is a powerful statistical analysis and data management software (Finn, Elliot-White, & Walton, 2000). The researcher analysed data using descriptive, bivariate and multivariate statistical analyses, since the study adopted quantitative research approach. All statistical tests were done at 95% confidence interval. Descriptive statistics for this study consist of using percentage frequencies and mean scores of responses to show results. Bivariate analysis (Pearson Chi-square test) was used by this study to check for relationships between categorical (or nominal) variables. This use of Chi-Square test, was supported by Veal (2011). Mann-Whitney test was used by this study to check for relationships between categorical and ranked variables, and Correlation test was used to check for relationships between ranked variables (Veal, 2011).

Multivariate analysis (reliability test) was used by this study to check for the level of internal consistencies of variables used to describe entrepreneurial characteristics and behaviour, and factors that impact on business performance. Researchers suggest the use of Cronbach's Alpha coefficient of between 0.5 and 0.7 to be acceptable in social science research to denote adequate consistency of variables (George & Mallery, 2003; Chawla & Sondh, 2011). Nonetheless, Tavakol and Dennick (2011) posit that low Cronbach's Alpha score may be the result if there is a weak interrelationship among variables used in the analysis, or if few variables are being

used to depict a particular dimension or factor. Results of this study were presented using tables, and compared with previous literature in the discussion section.

1.9.5 Validity and Reliability

From a methodological point of view, research may be checked for its validity and reliability. Reliability refers to the extent which a research instrument will give the same results on different events (Thomas, 2013). Similarly, reliability has to do with the consistency of the results obtained from research instrument. In another view, validity is the quality of an assessment tool that tells the researcher whether it does what it claims to do. It reflects the accurate trustworthiness of the research instrument used. Researcher used variables that were drawn from the literature reviewed to enhance the internal validity of the study (Ezeuduji, 2013). Moreover, to improve external validity of this research, a relatively large sample size (150) of tourism entrepreneurs (75 males and 75 females) was used through purposive sampling.

1.9.6 Pilot Study

A pilot study is a mini version of the study used to test the feasibility of research instrument. Conducting a pilot study assists to identify weaknesses in the research instrument and correcting them (in this case, the questionnaire). The researcher distributed the questionnaires to ten tourism entrepreneurs in Durban to check for errors, time of completion, confusing questions, and structural difficulties inherent in the questionnaire prior to the performance of the actual research. The pilot study revealed that the questionnaire was clear in addressing the study objectives. Then the large-scale research was carried out. Time for completion of the questionnaire was noted and suggested to respondents, in the introductory section of the questionnaire.

1.10. ETHICAL CONSIDERATION

According to David and Sutton (2004), ethics is the science of morality, and those who engage in it determine the values of regulation of human behaviour. For a research to be ethical, it should be informed by moral principles, which avoid harming others (Humphries & Truman, 2017). Therefore, it is important for the researcher to note and respect ethical implications of this research. Participants to this study were enrolled after they have read and signed the Participant Informed Consent Form that was obtained and adapted from the University of Zululand, the researcher's institution.

Participants in this study were informed that participation is voluntary and they can withdraw at any time without repercussions. Furthermore, sensitive and confidential questions were not asked in this study. All the information that was gathered was kept confidential and used for research purpose only while all information obtained from secondary sources was adequately cited.

1.11. RESOURCES

The researcher used University of Zululand's online database to search for related past papers written by other academics worldwide. The researcher also employed books obtained from the university library for definition purposes and to clarify terms that are used within the context of this study.

1.12. INTELLECTUAL PROPERTY

This research and academic papers that emanate from this study remain the intellectual property of the researcher, the supervisor and the University of Zululand.

1.16. STRUCTURE OF THE STUDY

This study is divided into five chapters. The first chapter is the introduction and study orientation which includes introduction to the study, background of the study and statement of research problem. Chapter two focuses on literature review. The chapter reviews various different academic papers and sources that are aligned with the study topic of this research. Chapter three centres on research design and methods whereby the researcher explains more on how the study was conducted, and how the data were analysed. Chapter four is about results and discussion where findings from this study are discussed in comparison to previous literature and chapter five provides conclusions of the findings (addressing research objectives) and outlines recommendations or management implications.

1.17. CHAPTER SUMMARY

Entrepreneurship plays a major role in the economic development of a country by creating job opportunities, alleviate poverty and improve community wellbeing. Research indicate that there is a low participation of women on entrepreneurial activities, and female owned businesses are outperformed by male owned

businesses. This chapter presented the general introduction or background to this study, and outlined the research problem, the objectives of the study, the significance and how the study was conducted, as well as the structure of the whole work. The next chapter focuses on literature review that are relevant to the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Entrepreneurship has been considered as one of the viable development strategies resulting from its considerable socio-economic contribution over the world (Hassan, Ramli, & Desa, 2014; González-Sánchez, 2015; Todorović, Komazec, Jevtić, Obradović & Marič, 2016; Okeke-Uzodike, Okeke-Uzodike & Ndinda, 2018). As a result, entrepreneurial initiatives have gained considerable support from the state governments, because the socio-economic well-being of these states largely depends on the existence and productivity of business enterprises (Hassan *et al.*, 2014; Pahuja & Sanjeev, 2015; Sequeira, Wang & Peyrefitte, 2016). Engaging in entrepreneurial activities by the community members could yield a variety of socio-economic benefits, such as revenue generation, job opportunities and increased Gross Domestic Product (Sarfaraz, Faghih & Majd, 2014). Pahuja and Sanjeev (2015) concur that entrepreneurship has been serving as the mechanism in which economic gains and equality could be improved within participating communities.

Similarly, it has been noted that people with entrepreneurial inclination have a great potential for developing new business ideas, fostering transformation, taking responsibilities, quickly identifying opportunities, and demonstrating persistence and resilience (Ezeuduji & Ntshangase, 2017a, 2017b). The authors also identify factors that could stimulate and/or hinder participation of community members in tourism entrepreneurial activities, and they include dynamics of the society, lack of infrastructure, and lack of skills. Mwobobia (2012) cautions that failure to punctually address the hindrances to community participation in entrepreneurial activities could result in considerable socio-economic challenges. Despite promotion of community participation in tourism entrepreneurial development activities, the sector has been characterised by major discrepancies in terms of gender equity (Tshabalala & Ezeuduji, 2016). Based on the above background, this chapter focuses on the literary perspective regarding the chosen topic, with reference to societal perspective on tourism entrepreneurial management; effects of education and training on tourism entrepreneurship; management, marketing and operationalisation of tourism

businesses; level of access to finance and receipt of governmental support by tourism entrepreneurs; and ability to form tourism entrepreneurial networks.

Furthermore, this chapter provides an overview of literature on entrepreneurs' characteristics and women entrepreneurship (gender perspective).

2.2 WOMEN ENTREPRENEURSHIP

Since the first publication of scientific paper related to women entrepreneurship in the 1970s, the concept of women entrepreneurship has attracted many researchers due to its significance to social and economic development. Vossenberg (2013), and Sarfaraz *et al.* (2014), indicate that women entrepreneurship has an impact on achieving gender equality, social development and poverty reduction. Although women entrepreneurship has been recognized in the last decade as a source of economic development (Ceptureanu & Ceptureanu, 2016), but the important role women entrepreneurs play has drawn attention of different communities including academics, policy makers, governments, and non-governmental organisations (Moses, Olokundun, Falola, Ibidunni, Amaihian & Inelo, 2016; Tajeddini, Ratten & Denisa, 2017). Women entrepreneurship is being newly noticed by academics and society as it brings new management ideas, solutions and way of exploiting business opportunities in the society (Kokotović, Rakić & Kokotović, 2016). However, Kokotović *et al.* (2016) articulate that women can play a crucial role if they have equal opportunities and access to resources as their male counterparts.

Witbooi and Ukpere (2011) in their view indicate that many women entrepreneurs have adequate level of creativity, expertise and skills necessary to start-up and manage entrepreneurial activities, but they often do not have equal access to resources such as finance, education and information as male entrepreneurs (Todorović *et al.*, 2016). On the other hand, research by Tajeddini *et al.* (2017) emphasised that men and women are equal, but cultural influence encourages women to adhere to duties such as managing household and being a useful member of the family. Therefore, besides skills possessions among women entrepreneurs, there are these factors influencing women's career choice and performance.

Ceptureanu and Ceptureanu (2016) posit that generally, characteristics of men and women are very similar, but women-owned businesses are often smaller and yield low incomes than men-owned businesses (Ramadani, 2015; Daniyan-Bagudu, Khan &

Roslan 2016; Tshabalala & Ezeuduji, 2016; Gidarakou, 2015). In addition, the performance of women-owned businesses are lower and very constrained in comparison to men-owned businesses (Marlow & McAdam, 2013), as they are likely to close down and less likely to make profit (Fairlie & Robb, 2009).

Noticeably, Tourism industry is rapidly growing in South Africa, opening employment and entrepreneurial opportunities for the community. Women entrepreneurship specifically in tourism has attracted few academics in South Africa. Tshabalala and Ezeududuji (2016) depict that large, medium and small tourism enterprises are owned by male and few micro tourism enterprises are owned by females. This portrays a relatively low contribution of women in tourism entrepreneurship. Women in tourism are more likely to occupy low-skilled labour such as housekeeping and waitressing. Literature on women tourism entrepreneurship reveals that there are certain challenges (such as lack of management capabilities, financial capital, societal perception, entrepreneurial networking) faced by women in reference to starting and managing entrepreneurial activities in South Africa (Tshabalala & Ezeuduji, 2016; Nxopo & Iwu, 2016). This issue however, is affecting the entire Southern African Development Community (SADC) region as mentioned by Nyaruwata and Nyaruwata (2013), and GEM (2012) that management positions in tourism industry is dominated by males. Women entrepreneurship is socially and economically desirable (Kimbu, Ngoasong, Adeola, & Afenyo-Agbe, 2019) owing to its ability to create job opportunities, enhance women empowerment, and alleviate poverty (Mkhize & Cele, 2017) specifically in the tourism industry with its high potential for economic growth.

2.3 BEHAVIOUR AND CHARACTERISTICS OF ENTREPRENEURS

Human behaviour is defined as a manner of acting of an individual at a given situation (Patel, Sanoria & Nahatkar, 2004). Ezeuduji and Ntshangase (2017b) view entrepreneurial inclination as motivation and attitude towards starting a business. In their study, they show that there is a positive relationship between behaviour and characteristics of entrepreneurs and entrepreneurial inclination.

Despite the reported entrepreneurial barriers in South Africa, such as lack of managerial ability, lack of infrastructural support and lack of capital (Iwu, *et al.* 2016), Ezeuduji & Ntshangase (2017a, 2017b) posit that there are characteristics that strengthen the entrepreneurial inclination such as being constantly on the lookout for

innovations, ability to make a difference, fostering constructive change, overcoming obstacles, persistency, being responsible, turning problems into opportunities, spotting opportunities quickly, and ability to help others. Furthermore, some researchers report that those who are in possession of these characteristics have positive attitude and energy towards entrepreneurship. Behaviour and characteristics of entrepreneurs can be identified in entrepreneurial motivation of individuals and their entrepreneurial practices as illustrated in Table 2.1.

According to Alam, Senik and Jani (2012), and Kokotović *et al.* (2016), the major motivating factors for women entrepreneurs are: freedom to work with their own approach, be their own boss, and dissatisfaction in their previous job. Vrbanac, Milovanović and Perišić (2016), and Gidarakou (2015) also mention that the reasons for women starting businesses is ensuring the existence of family and children and the desire to prove their own capabilities. In addition, Kokotović *et al.* (2016) suggest that women enter entrepreneurship due to economic factors (such as scarcity of job opportunities) which push them to be on their own. The authors (Kokotović *et al.*, 2016) however, highlight that women always appear less prone to take risk and build their own business than men, regardless of the country's economic context and cultural attitude towards entrepreneurship. Gidarakou (2015) highlights evidence that women are more cautious than men when starting a business, hence, they start smaller businesses with smaller capital compared to men.

Notably, the level of cautiousness towards economic threat determines the entrepreneurs' attitude towards taking risk related to entrepreneurial activities. Although entrepreneurship comes with rewards in terms of income revenue, it is a difficult path to take. The nature of uncertainty of starting and managing a business can be more intimidating for women than men especially in developing countries (Kokotović *et al.* 2016). However, many women do try (GEM, 2012), which shows the intensity of their drive toward entrepreneurship.

2.3.1 Types of Entrepreneurs

Table 2.1: Four types of entrepreneurs.

Source: Adapted from Fisher, 2011; and Kokotović et al., 2016

ENTREPRENEUR	DESCRIPTION
Survivalist	Survivalist entrepreneurs are in business merely as a means of economic survival. They operate micro enterprise only to feed them and their families. They create little long-term wealth in their operation e.g. craft dealers
Lifestyle entrepreneurs	Lifestyle entrepreneurs get into business as a means to a particular lifestyle. Being in business for themselves means that they can live in a certain place, have the autonomy to decide whether to work or not. They engage in higher value activities. e.g. coffee shop owner, guesthouse owner
Growth entrepreneurs	Growth entrepreneurs are driven by the competitive nature of business. They get into business for themselves to create something of long-term value and they continually seek to make the business bigger and more competitive. Usually need larger investment. They often take on more risk than lifestyle entrepreneurs but that risk comes with financial rewards if the business succeeds. e.g. hotel owner

Revolutionaries	Revolutionaries create a business as a means to change the world. They are driven to disrupt and reshape markets. They look to make big bets and if these pay off they usually become famous. Globally. e.g. Airline business owner
------------------------	--

2.4 SOCIETAL PERSPECTIVE ON ENTREPRENEURSHIP

Generally, entrepreneurial management has been associated largely with qualities necessary for the success of a specific entrepreneurial venture (Ezeuduji & Ntshangase, 2017 a, 2017b). However, the literature indicate that success and/or failure in entrepreneurial management could be determined by the nature of demographic attributes of an individual entrepreneur(s) (Ghiat, 2018; Arora, 2014; Nsengimana, Iwu & Tengeh, 2017). In view of this literary background, this section discusses the influence of demographic attributes and how they relate to entrepreneurship.

2.4.1 Influence of gender attributes on tourism entrepreneurship

In most societies, there is a strong division between male and female roles (Duflo, 2012), however, Ghiat, (2018) posits that there is a little effect of the local environment in terms of gender roles and impact of culture on women entrepreneurs in the western countries. It is evidenced in Vázquez-Carrasco, López-Pérez, and Centeno's (2012) study in Spain that there are no significant differences among male and female managers. The respondents (male and female managers) in this study did not report about the existence of "glass ceiling" or gender discrimination in accessing financial capital (Vázquez-Carrasco *et al.*, 2012).

In African tradition, women's responsibilities are based at home (Idris & Agbim, 2015); and where such stereotype that dominates, only men can be managers, especially in countries that are less developed (Vrbanac *et al.*, 2016). In this situation, women are expected to be subservient, serve men, and not to stand out and take leading position. Similarly, women are viewed in a traditional sense as wives, mothers, and caregivers, whose main duties include childcare and domestic responsibilities (Wankel, 2008;

Chasserio, Pailot, & Poroli, 2014; Ahmed, 2018); while men's duty is to go out and work. Traditionally, entrepreneurship is considered as a male occupation (Ghiat, 2018). In addition, masculine features such as dominance, aggressiveness, independence, low need of support, and high risk taking propensity, are perceived as those which are socially expected from someone who wants to engage him/herself in entrepreneurship (Chasserio *et al.*, 2014; Omerzel, 2016; Tlaiss & Kauser, 2019). Unlike men's attributes, women's traditional identity is associated with dependence, submissiveness, and obedience (Basargekar, 2007). Women are then perceived as unfit for starting and managing their businesses. There are certain fields, which are perceived as "suitable" for women (such as education and healthcare). Likewise, within the entrepreneurial sector, Tshabalala and Ezeuduji (2016) found that there are certain types of businesses, which are perceived as unfitting for women to manage. The authors further posit that this perception has led women to play supporting roles (such as receptionist) in businesses that are perceived suitable for male entrepreneurs. This is a notable societal perception influencing women's participation in entrepreneurial management, especially in the developing world.

Literature highlights the influence of societal perception of males and females towards entrepreneurial performance. Women who are pursuing entrepreneurial careers are discouraged from doing so, as it is perceived as defying socially accepted gender roles (Tlaiss & Kauser, 2019). Those who challenge gender conformity are often subjected to unfavourable social attitudes and they are denied of family and social support. As a result, some women refrain from pursuing their entrepreneurial careers. Ahmed (2018) states that women entrepreneurs are quitting from running their businesses because of the boys who are harassing them for extortions, and local authorities do not attend to these matters. This is a notable condition of unfavourable societal attitudes towards women entrepreneurs. Likewise, research by Singh, Mordi, Okafor, and Simpson (2010) also shows that women are struggling to find acceptance in the market and respect from their customers. Thus showing that the power of customary patriarchal norms and rules by gender is still effective, specifically in the African countries.

2.4.2 Influence of Racial Attributes On Tourism Entrepreneurship

During the apartheid era in South Africa, the White-ruled South African government empowered whites and prevented the Black community from harnessing opportunities. Ndinda and Okeke-Uzodike, (2012) posit that although the White communities were getting opportunities for good education, however, only white males were privileged to pursue leadership opportunities. In those days also, different racial groups had different quality of education. Moreover, the White- led government was occupied by only men. This hierarchical organisation of South African society developed perceptions that superior positions are only for men. Today, research (such as Hassan et al. 2014) shows that females are now holding leadership positions in businesses and even in politics. However, the question remains if women are equally equipped with knowledge and resources to be competent in the society that is previously male dominated.

Unarguably, the issue of racial segregation is reported in recent literature in South Africa. Tshabalala and Ezeuduji (2016) state that White international tourists do not patronize Black women-owned business. In addition, Ndinda and Okeke-Uzodike (2012) reveal that White women have progressed better in management than women belonging to other racial groups. This study therefore argues if this buying pattern is because of poor management skills in Black-owned businesses compared to White-owned businesses or it is purely racially motivated. Furthermore, the excellent education that White women received (Ndinda & Okeke-Uzodike, 2012) may play role in their higher business performance over Black women; hence, the influence of racial issues cannot be overlooked on business performance, even when it is explored from gender perspective.

2.5 EFFECTS OF EDUCATION AND TRAINING ON ENTREPRENEURIAL

MANAGEMENT

Starting and running a successful business requires certain skills and capabilities of an entrepreneur. Okereke (2019) defines entrepreneurship as a dynamic process of vision, change and venture creation, and this may require certain information, knowledge and skills in order to take place. Educational factors are considered to be influential in entrepreneurial management because those who possess secondary and tertiary education seem to have better access to information (Jiyane, Majanja, Mostert

& Ocholla, 2013), which is considered as one of the important resources for starting and managing a business. Education is related to knowledge and skills, self-confidence, problem solving, commitment and discipline (Ali, 2018), which are contributing factors to performance of entrepreneurs. Many other authors in Africa (such as Iwu *et al.* 2016; Ezeuduji & Ntshangase, 2017a, 2017b) has cited that formal education supports entrepreneurship process and development. This study however enquires if there are discrepancies between male and female entrepreneurs regarding level of formal education and training, and how this may impact on business operations.

In most countries in the world, entrepreneurs believe that achieving success in business has to do with the knowledge and education they possess (Ramadani, 2015; Zlatkov, 2015). Ramadani (2015) stresses that formal education plays a major positive role in business management and problem solving arising in business. Tajeddin *et al.* (2017) also suggest that education can help entrepreneurs, particularly females who may have less access to resources in starting their businesses, as education provides the necessary information (Zlatkiov, 2015).

In contrary, McGowan *et al.* (2015), assert that level of education does not determine entrepreneurial skills. Rao (2018) in India found that 60% of women entrepreneurs in the study are illiterate; hence they lack knowledge about the business and market. However, also in India a study by Kothari (2017) notes that although some women did not receive formal education and training but they find mentors in the community to teach them how to start and manage a business. Furthermore, lack of formal education has been identified as one of the factors causing hesitation among women entrepreneurs to apply for credit loans, because of their lack of knowledge in managing business finances (Sudarmanti, Van Bauwel & Longman, 2013). Additionally, financial capital is considered as the primary engine that drives entrepreneurial success, therefore, lack in sourcing funds may also yield poor business performance. Moreover, entrepreneurial training (such as seminar, workshop, and experience) also equip entrepreneurs with vital knowledge and skills to excel when developing and managing their enterprises. Top managers (or general managers) generally have more managerial positions in their history which equip them with knowledge about the industry they operate in (Blayney & Blotnicky, 2010).

Recent literature has also revealed that although women entrepreneurs receive entrepreneurial trainings, however they lack training in relevant fields (Lin, Lu, Hsiesh, & Liu, 2018). However, the knowledge and skills obtained from these training still need to be processed for application to their specific fields. From the literature reviewed, there is influence of level of education and training (through workshops and/or experience) in entrepreneurial management.

Entrepreneurs in Africa are more likely to be pushed into entrepreneurship by the socio-economic factors (such as unemployment) (Mersha & Sriram, 2019). It is therefore likely that such entrepreneurs may not have the required skills to effectively develop and manage their enterprises. Compared to men, educational backgrounds of women entrepreneurs are generally weaker (Sudarmanti *et al.*, 2013). Moreover, Chirwa (2008) states that women lack business training skills and have less business experience than men. Kuada's (2009) study on gender and entrepreneurship in Ghana also indicate that male entrepreneurs have more university education compared to women entrepreneurs who have mostly high school education.

Lack of education in African countries has been labelled as one of the key challenges hindering the success of women entrepreneurs (Daniyan-Bagudu *et al.*, 2016; Chinomona & Maziriri, 2015; Nsengimana *et al.* 2017). Iwu and Nxopo (2015) suggest that education is an important tool for accessing and utilising information, hence, lack of education is articulated as one of the challenges facing women entrepreneurs and which obstructs effective entrepreneurial management (Daniyan-Bagudu *et al.*, 2016). Training through events (such as workshops and seminars) and experience is also perceived as an important investment for entrepreneurs. Chirwa (2008) states that women lack business training skills and have less business experience than men. Nsengimana *et al.* (2017) emphasise that education and experience influences the chances of entrepreneurial success. Zlatkov (2015) in support of the above posits that women entrepreneurs mention that education and training are important factors that determined their possibilities to become entrepreneurs. Ali (2018) highlights that majority of women entrepreneurs have university education in the study, but only 22% received training on relevant field which may also limit their potential in managing their businesses.

Tourism industry is a highly competitive and innovative industry, which also stresses specific knowledge about the industry in order to manage entrepreneurial activities

successfully. Many authors (such as Nxopo & Iwu, 2016; Rao, 2018) emphasise the importance of formal education and training for financial management, and obtaining information and using technology. In another instance, studies have shown a positive relationship between education and business performance (Ayala & Manzano, 2014; Chowdhury, Schulz, Milner & Van De Voort, 2014).

Recent literature on entrepreneurship from South Africa indicates that there is a lower level of education among women entrepreneurs. Nxopo and Iwu (2016) posit that women's level of education is relatively low; standing at about 4% with diploma qualification, 56% with matric certificate (secondary school), and 26% with qualifications lower than matric. Jiyane, Ocholla, Mostert and Majanja, (2012) found that 62 % have primary education and 27% had no formal education. Furthermore, Nxopo and Iwu (2016) allude that supporting agencies (such as Small Enterprise Development Agency (SEDA), Small Enterprise Finance Agency, and National Small Business Council seem to benefit more men than women in South Africa. Supporting this position, GEM (2012) reports that the government support systems help more medium enterprises (which is dominated by male entrepreneurs) than small and micro enterprises (dominated by female). Biggs and Shah's (2006) study indicates that entrepreneurs with university degree start bigger firms than entrepreneurs with primary or secondary education. Meunier, Krylova and Ramalho (2017) articulate that educated entrepreneurs are better prepared to face challenges that may arise in their businesses. This study explores if the level of education determine the entrepreneurs' capabilities to procure resources that contributes towards their entrepreneurial performance.

2.6 MANAGERIAL CAPABILITIES

Managerial skills have been conceptualised as the main resource for managerial capabilities according to Wessels, Du Plessis and Slabbert (2017). Maurya and Sharma (2017) also define managerial skills as the knowledge and the ability of individuals in managerial positions to perform specific managerial tasks. Managerial capabilities enable the company to communicate successfully with its stakeholders and partners, thus leading to competitive advantage (Srećković, 2018). According to Seyedinejat, Razaghi, and Dousti (2014), managerial capabilities drives organisational success.

Table 2.2 highlights the difference between male entrepreneurs and female entrepreneurs in terms of managerial abilities. Crucially, managers should be in possession of good leadership skills, interpersonal skills and technical skills to successfully manage their entrepreneurial activities.

Table 2.2: Women's and men's managerial qualities.

Source: Source: Adapted from Vrbnac, Milovanović and Perišić (2016)

Women managerial qualities	Men managerial qualities
❖ Encouraging participation and cooperation ❖ The tendency of power-sharing and information ❖ Avoiding Risk ❖ Network “family” structure ❖ Little tendency to superficial effects ❖ Orientation on mutual relations ❖ Understanding of other people’s behaviour and problems ❖ Willingness of recognition of personal mistakes ❖ The tendency to harmonious relationship with the environment ❖ Emotional durability and resistance to be frustrated ❖ Greater self-control ❖ Less hastiness	❖ Leadership through comparison and control ❖ Relying on power situation ❖ Risk appetite ❖ Little resistance to superficial impressions ❖ Orientation to action ❖ Hierarchal “military” organisation structure ❖ Ignoring other people’s problems and concerns ❖ Striving to hide personal faults ❖ The tendency of explosion or “cracking” in crisis situations ❖ Less self-control ❖ Larger hastiness ❖ The tendency of changing attitudes ❖ Analytical and rational problem solving

Notably, entrepreneurs have a responsibility of leading the organization by ensuring that the subordinates are work competent and the business is operating effectively. Effective leadership has been therefore considered a central element in the attainment of organisational success (Zapalska, Brozik, & Zieser, 2015). This further implies that business success rely on how employees are treated in the organisation, hence, Kim and Brymer (2011) posit that fairness, honesty and caring are the important qualities of a leader. When subordinates are treated carelessly, it affects the behaviour of the subordinates towards their work, thus influencing the business performance. Relatedly, skills development (such as workshops and training) builds a strong human capital for the organisation while motivating the subordinates. A recent study in Africa, conducted by Kimbu *et al.* (2019) also cautions that skills development is a critical factor that increases destination competitiveness in the tourism industry.

Compared to male entrepreneurs, female entrepreneurs tend to be more transformational leaders. Guillet, Pavesi, Hsu and Weber (2019a) believe that women value their teams greatly and invest in them by empowering and training its members; whereas, male managers appear to be assertive and arrogant as opposed to being respectful and willing to listen (Guillet *et al.*, 2019a). Researchers (such as Schaap, Stedham, & Yamamura, 2008) also posit that women entrepreneurs promote training for the subordinates in order to increase the understanding of how to implement the performance targets set by the organisation, Whereas; men are more likely to use position power and more dominance. Noticeably, women appear to lead by coaching, affiliation and allowing development of their subordinates. Meanwhile, many authors indicate that leadership skill is one of the important asset for entrepreneurial management. This study, additionally explores if there are gender differences in managerial capacity that may manifest in the performance of the organization. Interpersonal skill is also an important element that affect the entrepreneurial performance.

According to Seyedinejat *et al.* (2014), interpersonal skills involve the ability to understand and work with others, since the work of a manager requires cooperation at all levels and in all relationships, in and outside the organisation. In order for the organisation to perform effectively and efficiently, the manager needs to interact with the employees and other stakeholders. The basic interpersonal skills include

communication skills, emotional intelligence, ability to listen, resolve conflict, and make decisions (Račková, 2015).

Through communication, there can be changes in behaviour as well as a good understanding of the objectives of the organisation, hence, if the manager lacks communication skills, there will be a poor performance among the employees (Račková, 2015). Additionally, communication skills help the manager to manage conflicts, motivate and inspire the employees. In terms of interpersonal skills, men and women entrepreneurs appear to practice different styles of management. Sudarmanti *et al.* (2013) show the communication differences between male entrepreneurs and female entrepreneurs; the authors indicate that male entrepreneurs use power as a strategy to persuade the subordinates, whereas, women entrepreneurs use different strategies to accommodate the situation. Schaap *et al.* (2008) state that female managers perceive their power to be based on who she is and what her position is, but feel part of the team and what the team is doing.

Women tend towards approach that is more transformational to leadership and interactive management. Schaap *et al.* (2008) state that women entrepreneurs emphasise task enjoyment, making friends, working with people, and helping others, whereas; men entrepreneurs use transactional approach with an emphasis on rewards, specifically on rewards such as money.. Vázquez-Carrasco *et al.* (2012) indicate that women entrepreneurs have better capacity to organize and listen, and that women are more practical than men. Sudarmanti *et al.* (2013) posit that women entrepreneurs create a supportive, flexible and loyal environment within the business. Manzanera- Román and Brändle (2016) articulate that women specifically possess abilities such as perseverance and they have more social and relational abilities. Guillet *et al's* (2019a) study found that women entrepreneurs are believed to be more sensitive and capable of empathy in their understanding of others (subordinates, counterparts and customers). These abilities equip women entrepreneurs to be able to treat people with social sensitivity as they are dealing with people in and outside the organisation. In contrary, men tend to be detached and do not engage with their staff as much as women leaders do. The authors (Manzanera- Román & Brändle, 2016) further assert that these abilities are an advantage over the characteristics of male norm, as they are facilitators of entrepreneurship (Guillet *et al.* 2019b).

Another element of managerial skills is technical skills, referring to the ability and knowledge of using equipment, technique and procedure involved in performing specific tasks. Technical skills involve the ability of the manager to understand, and have proficiency in carrying out specific activities, specifically using methods, processes, procedures and techniques (Seyedinejat *et al.*, 2014). Technical skill involves special knowledge, analytical ability within that specialty and facility, in the use of the tools and techniques of the specific discipline (Maurya & Sharma, 2017). Dutta and Banerjee (2018) believes that women entrepreneurs are financially viable as men entrepreneurs, but women are less likely to seek bank loans because they are not confident in their skills at accessing capital. The skills required for accessing financial include developing a business proposal, financial management, and the ability to articulate why they need a loan and how much they need; and these skills need technical abilities. Kimbu *et al.*, (2019) also mention that women's lack of networks membership is caused by absence or inadequate technical skills such as accessing online registration and providing required documents for the organisation. Meanwhile, lacking technical skills has been identified as one of the reasons why women entrepreneurs operate in small and informal enterprises (Sudarmanti *et al.*, 2013). Furthermore, Sudarmanti *et al.* (2013) explicate that women entrepreneurs have less experience, managerial knowledge and skills than male entrepreneurs, hence, women entrepreneurs prefer (or are forced) to operate in micro enterprises.

2.7 MARKETING CAPABILITIES

Marketing is complex phenomenon which links production and the potential buyers. Its emphasis is to provide satisfying products to potential buyers at a profit (Lamb, Hair, McDaniel, Boshoff, Terblanche, Elliot, & Klopper, 2010). The authors define marketing as the activity and process of creating, communicating, delivering and exchanging offerings that have value for customers. Additionally, Paniandi, Albattat, Bijami, Alexander and Balekrishna, (2018) indicate that marketing is a management process responsible for recognizing, anticipating and satisfying customers' requirements profitably. Many researchers (such as Kimosop, Korir & White, 2016; Welsh, Kaciak, Memili, & Zhou, 2017) maintain that there is a positive relationship between marketing capabilities and business performance, hence, there is a variety of marketing strategies can be used, depending on the type of service and/or product as well as the target market (Gidarakou, 2015).

2.7.1 Traditional Marketing Strategies

Marketing capabilities equip entrepreneurs to grasp available opportunities to grow their enterprises and increase competitiveness (Welsh, *et al.* 2017). According to Jiyane (2014), women entrepreneurs prefer face-to-face communication to transfer, use and access information. In most cases, women entrepreneurs advertise their businesses by means of word-of-mouth (Biernacka, Abu-Rabia-Queder, Kressel, 2018; Tshabalala & Ezeudji, 2016). Making a business known to potential consumers is one of the key aspects that affect business performance, as researchers (such as Yadav, 2018; Zeng & Gerristen, 2014) alluded that the increase of tourists flow at a destination relies more on proper marketing capabilities. Tshabalala and Ezeudji (2016) identify a poor marketing strategy among women-owned businesses, and that the craft dealers are dispersed without any signage to show their presence. Furthermore, the study revealed that some women entrepreneurs do not have proper connection to the tourism industry to make their business known; hence; it is difficult to find customers.

In another view, women are more risk averse compared to men, which may also influence their business location. Women prefer to operate their enterprises where safety and security is guaranteed. This is evidenced in Vossenbergs (2013) study indicating that women have a challenge when choosing business location and times for operation (opening and closing hours). It is therefore difficult for the tourists to know if there are such businesses available, hence limiting business performance. Being an entrepreneur and finding success can be a huge challenge, as it requires the utilisation of every possible means of marketing that can be available to maximise the potential of the business. Technology is a marketing means these days and it plays a significant role in enhancing marketing capabilities for entrepreneurs, especially in the tourism industry.

2.7.2 Modern Marketing Strategies

The development and growth of information and communication technologies have changed the traditional frame for marketing, and brought smartness into the tourism industry. In the modern marketing landscape, with the presence of internet, social media, blogs and search engine optimisation (SEO), many platforms have been created for organisations to share information with potential customers. Chetty (2015)

emphasises that a strong online presence of any organisation is considered a valuable asset for the business.

Tourism organisations can use a variety of platforms of technology (such as TripAdvisor, Tripcast, social media, and HearPlanet) to share information about the organisation (Jovicic, 2019). By using such platforms, organisations also gain knowledge of what the tourists are expecting from the destination as they allow participant's review, which makes it easier for the marketing management to understand the target market and their needs and wants. With the technological advancement, tourists may use the internet to search for information about different destinations and make decisions based on that information, it is imperative therefore for tourism-related organisations to adopt technology in business operation. In addition, the Internet has made it easier for both customers and organisation to be accessible. While some organisations use the internet to advertise their offerings and make bookings online; other organisations (such as hotels and airlines) use sophisticated online database that allow customers to make reservations and take payments by smart card. Zeng and Gerristen (2014), and Gidarakou (2015) advise that tourism industry should take advantage of social media, as the industry relies on destination reputation, consumer opinion, word-of-mouth, and advertising.

For instance, Tourism Australia (a Destination Marketing Organisation) created a Facebook page that allows tourism-related operators to register their companies in order to show their presence (Zeng & Gerristen, 2014). Tourists from all parts of the world can access information that is provided on the Facebook page; therefore, it plays an important role in advertising the destination. Though women are perceived as being particularly adept to social media, they have not been involved in technology as men (Orser & Riding, 2018). Meanwhile, women are less likely to apply their knowledge of social media to business development opportunities (Orser & Riding, 2018).

The study also revealed that women also lack confident in their capabilities of using technology compared to men. This attitude towards technology generally affects access to certain markets that are technological intensive (Witbooi & Ukpere, 2011). In their suggestion, Luo, Ba and Zhang (2012) pinpoint that website promotional practices and advertisement on the Internet can reach customers across the world. Blazevic, Hammedi, Garnefeld, Rust, Keiningham, Andreassen, Donthu and Carl (2013) mention eWord-of-Mouth (eWOM) as a communication channel that has

influence in marketing a destination. Tourists review websites, weblogs, and social networks as a platform for eWOM which is accessible to millions of tourists (Kotoua & Ilkan, 2017). This eWOM can be perceived as a credible source of information, especially in recent years, as customers cannot be biased on their review. Yadav (2018) positions the Internet as a crucial marketing tool, however, it is ineffectively implemented due to lack of knowledge and funds in some organisations.

2.8 ACCESS TO FINANCIAL CAPITAL

Access to financial capital is perceived as the most common challenge of entrepreneurs (Daniyan-Bagudu *et al.*, 2016; Jha, Makkad & Mittal, 2018). Timmis (2017) posits that 85% of South African start-ups are self-funded. Similarly, Tshabalala and Ezeuduji (2016) state that many women do not know how to source business funding and they are not aware of the available financial support (Ahmed, 2018). This may affect women-owned business performance as they lack finances to purchase proper business equipment, and hire competent hands to run the organisation. According to Chimucheka and Mandipaka (2015), the commercial banks have no confidence in funding SMMEs due to the lack of their managerial skills. In addition, Sudarmanti *et al.* (2013) note that women are reluctant to take financial loans due to their lack of financial management skills. Furthermore, women-owned businesses normally lack collateral security (Rao, 2018; Karasi, Shambare, & Nkondo, 2017), and so they cannot access loans. Such situation suggests that the majority of small business owners do not have access to financial support, thus, they have to rely on their personal savings.

De Vita *et al.*, (2014) posit that financial institutions prefer to grant funding to women, because they are more community-oriented than men. In addition, banks in India have come up with schemes supporting women entrepreneurs who are more relaxed in terms of collateral security and interest rate (Rani, 2015). Indian government initiated over 27 schemes to support women (Jha *et al.*, 2018; Arun & Unnipulan, 2017); and one of them is Women Entrepreneurship Promotion Scheme that encourages and empowers women. Under the scheme, the unemployed women are eligible for easy start-up capital to start their micro and small enterprise (Rawat, 2014). Mersha and Sriram (2019), and Chirwa's (2008) study reveal that women entrepreneurs benefited more than men do from the government funding and other community-based

programmes. Kalyani and Kumar (2011) posit that women are getting financial support from the government with much safer and longer period to repay. Notably, women in India may have more financial opportunities than men since the researcher has not found literature indicating that there is financial support specifically created for male entrepreneurs. Awareness of financial opportunities, availability of collateral, and willingness to apply for loans (and repay) may be the real issues regarding access to financial capital for women entrepreneurs.

Sattar, Dewri and Ananna (2016) mention some studies that have revealed women entrepreneurs in developing countries as less privileged to get access to financial service. Moses *et al.* (2016) also emphasise that women business owners often have less financial capital with which to start successful new ventures compared to their male counterparts. Usually, women do not have savings of their own (Basargekar, 2007), which leads them to apply for loans or look for any other financial support. However, the views of Moses *et al.* (2016), and Mersha and Sriram (2019) indicate that applying for a loan is usually a challenge for women because they usually have no assets or property to show as collateral for loans. Studies highlighted that the levels of access to capital is very low for women (Meunier *et al.*, 2017; Vossenberg, 2013). Marlow and McAdam (2013) suggest that the poor performances of women-owned business arise from women's inability to accrue appropriate levels of entrepreneurial capital. Similarly, Jha *et al.* (2018) believe that stereotype and gender discrimination is the major reason behind women entrepreneurs' inability to raise start-up capital. Brixiová and Kangoye (2019) lament that women trained in financial literacy often access external funding sources. Herein again lies the link between financial access and education / training.

2.9 GOVERNMENT SUPPORT

Entrepreneurship is seen as worthwhile national investment, thus, governments, non-government institutes and policy makers put emphasis on programs that encourage and support business start-ups, growth and innovation. Todorović *et al.* (2016) state that there is a significant social and economic impact of entrepreneurship which manifest in acceleration of economic activities (job creation and growth of Gross Domestic Product (GDP), poverty alleviation). Entrepreneurship is labelled as one of the key tools for economic and social development that is used by governments in

most countries, however, there are barriers (such as obtaining financial capital, lack of entrepreneurial skills) hindering the successful development and growth of entrepreneurship. Globally, governments have been giving attention to entrepreneurship due to its humongous benefits such as increment in GDP, creation of more employment opportunities among others. Studies inform different countries of the world indicate that governments provide entrepreneurs with support services to enhance business capacity and innovation (see Mukata, Ladzani & Visser, 2018; Rani, 2015). This study therefore investigates if there are gender differences between male and female entrepreneurs in terms of receiving government support, and its effects on their entrepreneurial performance.

The government provide business support and advisory services (such as mentorship, develop business plans, and management skills) through training and workshops. Having access to financial capital is one of the key challenges affecting business performance (Daniyan-Bagudu *et al.*, 2016). According to Okeke-Uzodike *et al.* (2018), the government is the major stakeholder that is responsible for addressing social imbalances as the governments play an important role in creating enabling environment for enterprise, promoting entrepreneurship and encouraging inclusive growth (United Nations Conference on Trade and Development (UNCTAD), 2015).

South African Department of Trade and Industry (DTI) offers various forms of financial support for different economic activities including manufacturing, business competitiveness, and market access (Timmis, 2017). South African government has adopted the National Development Plan (NDP) towards vision 2030. The vision 2030 aims to generate inclusive growth and eradicate poverty (Okeke-Uzodike *et al.*, 2018) and the key elements of the NDP include job creation, poverty alleviation and gender equality. Entrepreneurship therefore can play a vital role for the South African government by promoting gender equality and poverty alleviation. However, entrepreneurs have to go through compliance procedures such as proving certain documents (including business license and registration, business plan) in order to receive the intended government support. For instance, to qualify for Broad Based Black Economic Empowerment (BB-BBEE) support services in South Africa, an applicant must submit a letter from a professional accountant confirming that the business is making a turnover less than R5million (SEDA, 2018). Some entrepreneurs are struggling to provide such documents; hence, they are unable to access potential

supports from the government. Although regulations may differ in different countries, Vossenberg, (2013) notes that governments regulations and taxations also pose a serious obstacle for starting and managing a business across countries (South Africa inclusive). Chimucheka and Mandipaka (2015) highlight that entrepreneurs perceive licence registration as one of the major challenge towards their business performance because the business cannot be legitimate if not registered. Timmis, (2017) emphasises that it requires perseverance and determination to make it through the complex regulatory legislation and compliance documents. These bureaucratic processes and procedures may discourage some entrepreneurs who are struggling to comply. Furthermore, government entities want to know if the business they invest in is effective and using finances wisely (Duval-Couetil, 2013). It is also vital to provide those documents. In spite of all the mentioned forms of support, studies (such as Chimucheka & Mandipaka, 2015; Zeb, Jan, Ihsan & Shah, 2019; Ali, 2018) report that some entrepreneurs are not aware of any entrepreneurial support system from the government. Entrepreneurs also perceive government support as insufficient and inadequate (Rao, 2018; Chimucheka & Mandipaka, 2015). This claim is supported by Sudarmanti *et al*'s. (2013) with a position that usage of government support is relatively low. A study by Rao (2018) in India has revealed that government is interested in developing businesses, however, only a few group of women benefited.

Additionally, women's participation on entrepreneurship is low and they are most likely to own small businesses compared to men. On the one hand, research shows that government give attention to large firms that can pay more tax than small firms who cannot afford to pay much (Li, Chen, Liu, & Peng, 2014). This notion suggests that small businesses (where women are usually operating) are not given much attention. On the other hand, study by Shastri and Rao, (2014) has highlighted as a factor that government supports women entrepreneurs based on their challenges in order to enhance their social and economic development. This draws attention from the government to support and encourage women entrepreneurship as a source of economic development. In supporting women entrepreneurship, government facilitates women networks, provide loans and training (Maliva, Bulkens, Peters & Van Der Duim, 2018).

Small Enterprise Development Agency (SEDA, 2018) is a government initiative in South Africa that provides entrepreneurs with entrepreneurial support including

general business information and education programmes, mentoring and coaching programmes, support for networking structures and financial assistance. A Special Project and Programmes Unit of SEDA facilitates programmes specifically for women entrepreneurs, hence, there is a special attention given to women entrepreneurs in South Africa while literature from the developed world (such as Zlatkov, 2015 in Sweden) found no single programme exclusively designed for women entrepreneurship among government support programmes. This is very likely due to the knowledge that there is no much discrepancy between men and women in the developed world. In a related view, women entrepreneurs in the developing world lack formal education and technical skills that is required when seeking support services. Since women are facing issues like poor access to finance and lack of entrepreneurial skills, they therefore essentially require a backup by policy makers and government institutions in order to achieve their entrepreneurial potential (Todorović et al., 2016). However, literature has indicated that laws and regulations make it more difficult for women entrepreneurs to access government support (Sudarmanti *et al.*, 2013; Zlatkov, 2015; Ramadani, 2015). Women entrepreneurs also believe that the government is not supporting entrepreneurs in the tourism industry (Zeb *et al.*, 2019).

South Africa, like any other developing country has developed policies that place high value on entrepreneurship (Business Environment Specialist, 2013), however, Iwu *et al.* (2016) reveal that entrepreneurial activity in South Africa is very low. South African government has identified tourism as a huge potential for economic growth (Tshabalala & Ezeuduji, 2016), hence, entrepreneurship in the tourism industry is a welcome initiative especially for women as the untapped source of economic development. Tourism is the fastest growing industry all over the world (including South Africa), and holds a huge potential for economic growth. Regardless of that, women in the tourism industry occupy low positions compared to men (Tshabalala & Ezeuduji, 2016). Furthermore, these authors (Tshabalala & Ezeuduji) reveal that most black women in the craft business end up using pavements to sell their products since they cannot afford to rent a curio shop. These informal craft markets are usually away from the mainstream market and cannot operate under certain weather conditions (such as rainy days), thus tourists find it difficult and unsafe to travel to those craft markets. This shows a lack of government support in providing proper infrastructure for craft dealers (women in this case).

ESTABLISHMENT OF ENTREPRENEURIAL NETWORKS

Entrepreneurs come up with business ideas, but they need resources to successfully transform their ideas into reality. Usually, entrepreneurs do not possess the required resources; hence, they need to access these resources from other individuals or organisations. Newbert, Tornikoski and Quigley (2013) advise that entrepreneurs should develop and forge relationship with resource keepers, and researchers maintain that exchange of resources will be determined by the quality of these relationships. Researchers such as (Hoang & Antoncic, 2003; McKeever, Anderson & Jack, 2014; Collins & Low, 2010) have recognized that entrepreneurs are embedded in social exchange relationships within their environment. These relationships serve as mechanism for exploiting entrepreneurial opportunities (Rauch, Rosenbusch, Unger & Frese, 2016) and secure acceptability with external stakeholders (Stam, Arzlanian & Elfring 2014). Rauch *et al.* (2016), Gidarakou (2015), Jonsson (2015) and Santos, Marques and Ratten (2019) suggest that networks provide resources, information and it is a useful tool for business promotion advantages. Information and resources provided by networks thereby enforce the firm competitive advantage and increase performance of the company. Research by Klyver and Grant (2010), Lans, Blok and Guliker (2015), Hodges, Watchravesringkan, Yurchisin, Karpova, Marcketti, Hegland, Yan, and Childs (2015), and Srećković (2018) indicated that business networking as an important source for attaining resources, information and business promotion. This study seeks to find out if there are differences between male-owned and female-owned business performance in relation to entrepreneurial networking.

Notably, women-owned businesses are faced with challenges (such as access to financial capital, lack of information and training) hence yielding lower business performance compared to their male-owned counterparts. From this background, it is suggested that women entrepreneurs need to be active business networkers to overcome the identified barriers of women entrepreneurship. Some women entrepreneurs do not apply for financial support due to their lack of confidence in their skills (Dutta & Banerjee, 2018). Santos *et al.* (2019) mention that networks are important for women entrepreneurs to increase their confidence and ability to utilise support system. By creating networks, women learn new tactics to balance work and social life, getting inspiration from other successful women entrepreneurs and keep them updated about the business environment (Rao, 2018).

Social networks have the ability to provide resources and opportunities for the benefit of the individual (Taga, 2013). As Meunier *et al.* (2017) indicate, women entrepreneurs rely on their social networks for sources acquisition, such as sourcing financial capital (Collins & Low, 2010; Brixiová & Kangoye, 2019). Women who have access to networks are more likely to overcome the difficulties of obtaining start-up capital for their businesses (Kuada, 2009; Hodges *et al.*, 2015). Furthermore, research on entrepreneurial networking reveal that men and women develop networks that are different (Klyver & Grant, 2010). Compared to men, women form part of informal (family and friends) networks (Jha *et al.*, 2018; Santos *et al.*, 2019); whereas men have a broader range of entrepreneurial mentors on their networks than women (Greenberg & Mollick, 2017). Family and friends are perceived as weak and powerless entrepreneurial network since they are not very helpful in terms of business growth or strong start-up (Vossenbergh, 2013) rather than emotional support (Welsh *et al.*, 2017). However, having network of family and friends that are self-employed is very important (Alam *et al.*, 2012).

Perceivably, women's networks are as powerless since women are underrepresented at higher levels where men gain acquaintances and contacts (Vossenbergh, 2013; Biernacka *et al.*, 2018). Networking with interrelated businesses is recommended for entrepreneurs as it necessary for success (Gidarakou, 2015). De Vita *et al.*, (2014), and Klyver and Grant (2010) show that women have little contact with business partners, colleagues and people belonging to the same industry compared to men. Brixiová and Kangoye (2019) assert that women who receive support from professional networks start their firm with a higher initial capital than those who rely only on social networks or none, and evidence the significant role of professional networks in research. Ndinda and Okeke-Uzodike, (2012) also maintain that African women entrepreneurs' networks consist of Black men and women who are struggling to advance.

Female entrepreneurs are less likely to report entrepreneurial networking than male entrepreneurs (Klyver & Grant, 2010). Anggadwita, Luturlean, Ramadani and Ratten (2017) in addition state that networking is one of the major factors influencing the performance of women entrepreneurs. To Hashim, Razak and Amir (2011), the challenge that women entrepreneurs encounter in networks is the lack of technical skills to use the networks, as women are less likely to be familiar with technology than

men (Orser & Riding, 2018). Some entrepreneurial networks only open online registration and other services are accessed only technically; hence, posing a big challenge to other entrepreneurs. McGowan *et al.* (2015) also point out that mixed-gender networks are considered as unfriendly to female but male dominated, whereas female only networks are considered to be competitive and unsupportive. Tshabalala and Ezeuduji (2016) evidence a poor working relationship among women entrepreneurs from their study, they found that there is exploitation of the rural women entrepreneurs by other women from urban areas. Although women prefer to be in network only with women ((Zlatkov, 2015), but women who have male contacts are perceived as valued resources in starting and managing business (Burt, 2019). Another possible barrier for women entrepreneurs is their social responsibility. Ratten (2017) states that women are often being excluded from networking because they have to take care of the family. Daniyan-Bagudu *et al.* (2016) similarly reveal that women entrepreneurs do not know about networking and other support that can help and encourage them to compete in managing their businesses. Lack of knowledge about networks also contributes to the low level of women's participation in entrepreneurial networking. In sum, women entrepreneurs lack access to networks (Kalyani & Kumar, 2011), and their inability to network is then perceived as one of the challenges facing women entrepreneurs (Karasi *et al.*, 2017). Succinctly, women are related with low social capital compared to men, which reduces the capacity, and increases reluctance and fear of engaging in activities that are common for men, such as entrepreneurship (Gidarakou, 2015). Compared to men, women hold a lower social position and this can affect the kind of networks they can access and the possibility to access them. Women therefore, have less access to critical resources, support and information needed to successfully start and manage a business (Gidarakou, 2015). Men are preferred for representation in the public eye in that both men and women more often cite male contact as more valued in founding a business, and dealing with suppliers and customers (Burt, 2019).

2.11 CHAPTER SUMMARY

The success of companies running in a nation has an impact on such nation's economy, and entrepreneurial success manifests in the socio-economic development of the country through contribution to GDP, increase in employment rate, and improvement of social well-being in the community. This chapter has shown that entrepreneurship, is an essential initiative taken by most countries, but studies have shown that business operations can be affected by a number of factors (Zapalska et al., 2015) such as entrepreneurs' behaviour, managerial capability, marketing capability, technological capabilities, good ability to form business network, societal perception and level of education (Bouazza, Ardjourman & Abada, 2015; Ramadani, 2015; Kimosop *et al.*, 2016; Iwu *et al.* 2016; Ezeuduji & Ntshangase, 2017). Due to some of the identified low entrepreneurial performance of women entrepreneurs in South Africa, this chapter also discussed the effects of gender as an independent variable towards entrepreneurial performance. The next chapter involves research design and methodology.

CHAPTER THREE

RESEARCH DESIGN AND METHODS

3.1 INTRODUCTION

Social science deals with people and their social behaviour. People are less predictable and they are not passive participants compared to other non-human subjects in other types of research such as physical science research (Veal, 2011). Arguably, the accuracy of the results in human and social behaviour is more complex than in other disciplines (Ruel, Wagner, & Gillespie, 2016). Research requires suitable methods to answer a research question more especially in social sciences, due to its non-universality, dynamism, and active participation of the participants. In other words, research methods involve specific techniques that are adopted in research process to gather and evaluate data. These methods play a significant role in determining the research outcomes as they provide effective procedures for gathering and analysing information (Gravetter & Forzano, 2018). Meanwhile, research methods are determined by the research question of this study as they guide the research project towards the answers and/or solution to the problem under investigation. This chapter focuses on the research design and methods employed by this study to answer the research question. The discussion in this chapter is structured around the research design, population sampling, data collection and data analyses. Ethical considerations and measures taken to ensure research reliability and validity are also discussed.

3.2 RESEARCH DESIGN

According to Kumar (2014), research design is a road map that a researcher decides to follow in conducting the research, to find answers to the question as validly, objectively, accurately and economically as possible. Odewale, Hani, Migiro, and Adeyeye (2019) state that the guiding principle for selecting an appropriate research design is to adopt a method that will enhance the objectivity of the study. This study aims to find out if there are gender differences displayed by tourism entrepreneurs in running their businesses which may affect business performance. As a descriptive study, it thereby involves numerical data from the entrepreneurs in order to compare the characteristics of female against male tourism entrepreneurs and how they

respond to major business performance factors. This has made this study to take quantitative approach, as the study is more objective in nature, using same variables to measure individual responses.

Quantitative approach is more viable for this study as the data obtained from this study was subjected to statistical analyses to explore differences in opinions between male and female tourism entrepreneurs (see Veal, 2011). Quantitative research relies more on numerical evidence to draw conclusions, therefore, a questionnaire survey was chosen as a suitable research design for this study. Survey research involves asking people to report on their own attitudes and behaviours (Adams & Lawrence, 2015).

3.3 RESEARCH POPULATION AND SAMPLING

Salkind (2012) defines research target population as the total number of individuals who have certain characteristics of the interest to the researcher. Sampling is a critical element of the study especially in a descriptive research whereby the findings is used to describe the population, and maximising external validity of the study (Adams & Lawrence, 2015). This study delineated study population and targeted entrepreneurs who are running their tourism businesses in Durban Central Business District (CBD) under Ethekwini Municipality, KwaZulu-Natal, South Africa. The criteria of inclusion in this study was that a tourism business is an enterprise that fall into the travel sector (transport and travel organisers), hospitality sector (accommodation and events), leisure and business sector, conservation sector, sports and recreation sector, gaming and lotteries sector, tourism support service sector and government tourism sector. Durban Central Business District was chosen as a study area due to easy accessibility and concentration of tourism and tourism-related businesses owned by both men and women. Durban is a very large city and notably one of the three main tourist destinations in South Africa (together with Johannesburg and Cape Town). The researcher surveyed both female and male tourism entrepreneurs (formal and informal businesses).

When the exact true population of the study is unknown, non-probability sampling is an ideal technique to be used to conduct a research. Purposive sampling is a type of non-probability sampling where members of the target population that meet certain practical criteria required for the study. In this case, female and male tourism entrepreneurs who were available and willing to participate in the study were selected

(Etikan *et al.*, 2015; Nardi, 2018). Furthermore, the authors state that purposive sampling involves selection of individuals that are proficient and well-informed about the phenomenon under investigation. Therefore, the researcher used purposive sampling to identify and select the respondents (female and male tourism entrepreneurs) who can inform an understanding of tourism entrepreneurship (see Creswell, 2009). The researcher enrolled both male and female tourism entrepreneurs who had time and were willing to participate in this study in Durban Central Business District. The main aim of using purposive sampling was to collect data from respondents who are tourism entrepreneurs, easily accessible to the researcher and are willing to participate.

For this non-probability study, 150 respondents (75 male and 75 female entrepreneurs) were surveyed in their tourism businesses in Durban Central Business District. This was done to ensure that these respondents are indeed the owners and managers of the tourism businesses. The respondents were tourism business owners and managers in both formal (registered business) and informal (not registered businesses) segments, and special care was taken to balance up the numbers of respondents from formal and informal tourism businesses, so as to create a holistic view of perceptions (Lindh & Thorgren, 2016). This allowed the researcher to capture information about business performance factors from both formal and informal business perspective. During the pre-test survey, the level of participation was much high regarding face-to-face survey in relation to emailed survey; hence, questionnaires were personally distributed by the researcher (Nardi, 2018). As this study is non-probability in nature, the researcher considered a sample size of 150 tourism entrepreneurs large enough to answer the subsidiary research questions or address the research objectives. Chawla and Sondh (2011) reckon that a sample should not be too small to achieve data saturation or theoretical saturation.

This study argues that, sometimes it is appropriate to select a sample size based on knowledge of a population, its elements, and the study purpose (Babbie, 2017). Therefore, 150 respondents were surveyed and this sample size of entrepreneurs was considered large enough to reach conclusions on the research objectives (or subsidiary research questions), especially as the number of tourism entrepreneurs in this locality is unknown and not easily accessible for research purposes.

Entrepreneurs are very busy people with tight schedules, and they do not want to be disturbed by any other thing they consider irrelevant to their business operations.

The sample sizes discussed earlier did not follow the procedure of sample size determination used in probability sampling where the exact number of the research population is known. The participants therefore did not have equal chance of being selected for this study, which therefore is a limitation of this study. A 'sufficient' sample size was selected in this study to compensate for its non-random character (Nowiński, Haddoud, Lančarič, Egerová & Czeglédi, 2019). Veal (2011) argues that the criteria for sample size selection, especially in non-probability sampling should be determined based on the level of precision in the results to be reported, the level of detail in the proposed analysis of data, and the available budget to the researcher (Veal, 2011). Moreover, researchers argue that carefully selected sample size which is relatively small will be more representative than a relatively large sample that is not carefully selected (Veal, 2011; The Research Advisor, 2006).

3.4 DATA COLLECTION METHODS

Data collection is a process of gathering responses in a systematic way that enables the researcher to answer the research question (Adams & Lawrence, 2015). This section focuses on data collection procedures that were specifically adopted for this study. This study adopted two ways of collecting data (primary and secondary data). Secondary data refers to the existing information (such as peer-reviewed journal articles, books, website articles, conference papers) that was obtained to address the research problem of this study. Secondary data covers the researcher's review of this study but does not report the original results of this study (Adams & Lawrence, 2015), hence, for this study, primary data was also collected in a form of a questionnaire survey to capture information specifically for this study. Primary data was collected from the sampled participants of this study using questionnaire.

As the nature of the set research questions for this study required individual and quantified responses, the researcher used questionnaire survey to obtain information that will answer the research questions or address research objectives (Ezeuduji & Ntshangase, 2017a, 2017b). A questionnaire is an efficient tool when the researcher knows exactly what is needed from the study (Razak, Buang & Kosnin, 2018). From the literature reviewed, the researcher obtained responses that inform the factors that

influence business performance, thus providing information on how to address the problem of this study. A questionnaire was an ideal instrument of collecting data for this study as it allows the quantification of results. Meanwhile, presentation of numerical results supports comparability of male and female respondents. Moreover, a questionnaire allows anonymity of the respondents, and therefore probably reduce respondent desirable bias. A key element in obtaining valid and reliable information in survey study is developing a well-written and manageable questionnaire (Nardi, 2018).

A respondent-completed structured questionnaire with mostly close-ended and few open-ended questions, was used to collect data from 150 respondents (75 female and 75 male tourism entrepreneurs). In cases where the participant cannot read in English, the researcher assisted respondents in completing the questionnaire. Before completing the questionnaire, the researcher first informed participants of the aim of conducting this study. For this study, the researcher distributed questionnaires to the participants and waited for their completion. For some places where the participants are not ready to complete the questionnaire immediately, the researcher made an agreement to collect the completed questionnaire after two days. This agreement procedure however was not applied to tourism-related businesses (such as arts and craft suppliers) that cannot be easily identified by the researcher on the next visit. In order to avoid confusion within arts and craft businesses, the researcher distributed questionnaires and waited for their completion. Most of the questionnaires were distributed along the coast where tourism-related businesses (such as arts and craft businesses, hotels and restaurants) were concentrated



Figure 3.1: Durban Central Business District

Source: <https://www.sa-venues.com/maps/kwazulunatal/durban-central.php>

Importantly, structured questionnaire was used to collect information that were used for descriptive and inferential analyses. The questionnaire variables consist of close-ended questions in a form of matrix questions, supporting the comparability of responses (Chawla & Sondhi, 2011). Questionnaire variables were taken from previous studies (see Table 1). This practice increases reliability and validity of the study results. The questionnaire was made up of two sections: Section A - general questions and tourism entrepreneur's profile (in form of categorical or nominal variables). Section B encompasses entrepreneur's character and behaviour, and factors that affect business performance (questions were set on a 5-point Likert scale: 1 - strongly agree to 5 - strongly disagree). Likert scale allows respondents to indicate

their level of agreement with the statement(s). Likert scale is helpful when measuring the respondents' opinion about the phenomena under investigation (Ruel et al. 2016).

Table 3.1: Questionnaire Variables

Variables	Source
Gender role	Ramadani, (2015); Daniyan-Bagudu, Khan and Roslan (2016)
Level of formal education	Ramadani (2015); Fairlie and Robb (2009)
Access to financial capital	Tshabalala and Ezeuduji (2016); Fairlie and Robb (2009)
Marketing capability, low business capability, problem of size and traditional perceptions.	Tshabalala and Ezeuduji (2016)
Gender discrimination	Fairlie and Robb (2009)
Operations management and work experience	Fairlie and Robb (2009)
Lack of access to property, lack of access to credit, marketing networks, discriminatory socio-cultural values and traditions	Santhi (2017); Sarfaraz, Faghih and Asadi Majd (2014)
Government support	Tlaiss (2013); Tshabalala and Ezeuduji (2016)
Opportunity entrepreneurs versus necessity entrepreneurs	Irene (2017)

Belief system within society, home background, lack of equipment and machinery, lack of knowledge of support centres, lack of education and training, lack of business networks, sourcing of start-up capital, gender, training support, managerial capability.	Ezeuduji and Ntshangase (2017a, b)
Behaviour and characteristics of entrepreneurs (such as being constantly on the lookout for innovations, ability to make a difference, fostering constructive change, overcoming obstacles, persistent, taking responsibilities, turning problems into opportunities, spotting opportunities quickly, and ability to help others)	Ezeuduji and Ntshangase (2017a, b)

3.5 DATA ANALYSES

Data collected were analyzed using IBM's Statistical Package for the Social Sciences (SPSS) software, version 25 (IBM Corporation, 2018). SPSS is a powerful statistical analysis and data management software (Finn *et al.*, 2000). The researcher analyzed data using descriptive, bivariate and multivariate statistical analyses since the study adopted quantitative research approach. All statistical tests were done at 95% confidence interval or 5% margin of error.

The first procedure of data analyses used descriptive statistics for this study consisting of using percentage frequencies and mean scores of responses to show results. Descriptive statistics is a type of quantitative analysis used to summarize the characteristics of a sample (Adams & Lawrence, 2015). This was essential as it reports the presentation of information about all the variables in this study. Descriptive statistics in this study only present frequencies and means, but does not explain the

patterns in reported data. Therefore, bivariate analysis (Mann-Whitney U test) was further used to check for relationships between two-grouped independent variables and ordinal variables (business operations statements). Data analysis unearthed non-normal population distributions of the ordinal variables used in measuring business operation statements (perceptions); this study conducted Mann-Whitney U tests of comparing means of responses from two independent groups (demographic variables) to test if these are different from one other. Responses to business operation statements were compared with some respondents' profile (gender, nationality, age group, business ownership, management, motivation, level of education, business experience). While Mann-Whitney U tests were conducted based on the prescribed criteria that the dependent variables have ordinal scale; the independent variables have only two groups; and normality of distribution and homogeneity of variance did not prove true in a t-test (George & Mallery, 2003; Veal, 2011). Mann-Whitney tests was used by this study to check for relationships between categorical and ordinal variables (for this study, demographic or respondent profile variables and business operation statements), and Correlation test was used to check for relationships between ranked variables (Veal, 2011) which for this study is between perceived business success classification and business operation statements. This analysis was used to test if the scores of both variables tend to increase or decrease together, or the scores of one variable tend to increase while the scores of the other variable decrease.

Multivariate analysis (reliability test) was employed by this study to check for the level of internal consistencies of variables used to describe factors influencing business operations or performance (traditional societal perceptions, level of formal education and training, managerial and operational capabilities, marketing capability, access to financial capital, receiving government support, ability to form business networks, and general entrepreneurial statements). Finn *et al.* (2000) support the use of multivariate analysis in tourism studies where business operations are likely to be influenced by a large number of factors rather than a single one. Researchers suggest that Cronbach's Alpha coefficient of between 0.5 and 0.7 is acceptable in social science research, to denote adequate consistency of variables used in measuring a factor or dimension (George & Mallery, 2003; Chawla & Sondhi, 2011). Nonetheless, Tavakol and Dennick (2011) posit that low Cronbach's Alpha score may be the result if there is a weak

interrelationship among variables used in the analysis, or if few variables are being used to depict a particular dimension or factor. From the reliability tests conducted on different business operation dimensions, 'access to financial capital' is the only dimension that did not achieve up to 0.5 Cronbach Alpha coefficient, hence this study finds the variables contained in this dimension, not internally consistent. Other dimensions had Cronbach Alpha scores of more than 0.5. Results of data analyses were then presented using tables, interpreted, and compared with previous literature in the next chapter (that focuses on results and discussion).

3.6 VALIDITY AND RELIABILITY

From a methodological point of view, research had to be tested if it is valid and reliable especially in social sciences where people can report in a way they perceive themselves or the way they want to be perceived. The researcher therefore had to maintain accuracy of the results of this study. Reliability refers to the extent to which a research instrument will give the same results on different events (Thomas, 2013). Reliability has to do with the consistency of the results obtained from research instrument. This is still a challenge in social sciences.

Noticeably, human behaviour is unpredictable and ever changing due to factors such as social development like education, changing times, trends and other social dynamics; therefore, Veal (2011) advises that a quantitative study should take a large number of participants to help improve reliability of the results. In addition, further repetition of the study is advisable to maintain reliability (Adams & Lawrence, 2015; Ezeuduji, 2013). Validity is the measure of quality of an assessment tool that tells the researcher whether it does what it claims to do. It reflects the accurate trustworthiness of the research instrument used (Ruel et al., 2016). Researcher used variables that were drawn from the literature reviewed to enhance the internal validity of the study (Ezeuduji, 2013). To improve external validity of this research, a relatively large sample size (150) of tourism entrepreneurs (75 males and 75 females) was used through purposive sampling.

3.7 PILOT STUDY

A pilot study is a mini version of the study used to test the feasibility of research instrument. Conducting a pilot study assists to identify weaknesses in the research

instrument (questionnaire) and the manner of distribution. This allows the researcher to make any changes that may be required based on the feedback. The researcher distributed the questionnaires to ten tourism entrepreneurs in Durban to check for errors, time of completion, confusing questions, and structural difficulties inherent in the questionnaire prior to the performance of the actual research. Five questionnaires were emailed to potential respondents and the researcher personally distributed the other five questionnaires. The response rate from the emailed group of respondents was 0%, as none of them returned a completed questionnaire. The researcher received 100% response rate from the personally distributed questionnaires, hence this was the preferable method of questionnaire distribution for this study. The researcher received a positive feedback in terms of the questionnaire content and time of completion; therefore, the same questionnaire was then distributed to the actual sample of tourism and tourism-related entrepreneurs in Durban CBD.

3.8 ETHICAL CONSIDERATION

According to David and Sutton (2004), ethics is the science of morality, and those who engage in it determine the values of regulation of human behaviour. For a research to be ethical, it should be informed by moral principles that avoid harming others (Humphries & Truman, 2017). Therefore, it is important for the researcher to note and respect ethical implications of this research. Participants to this study were enrolled after they have read and signed the Participant Informed Consent Form that was obtained and adapted from the University of Zululand's research office (the researcher's institution).

Participants in this study were informed that participation is voluntary and they can withdraw at any time without repercussions. Furthermore, sensitive and confidential questions were not asked in this study. All the information that were gathered were kept confidential and used for research purpose only. All information obtained from secondary sources were cited, and any form of plagiarism was avoided.

3.9 LIMITATIONS OF THE STUDY

The results of this study refer to the tourism-related businesses in the study area (Durban, CBD), it cannot be used to explain tourism business performance in other areas. This study population included formal and informal tourism-related businesses

as the actual number of managers and entrepreneurs in this study area was not known. This caused this study to adopt non-probability sampling which does not offer equal chance of inclusion to the respondents. The results of this study therefore can be argued as not representing the tourism-related entrepreneurs in Durban CBD. More so, a larger sample size would be desirable for data analyses, however, as the researcher is financially limited, and did not have the luxury of time due to study timeline, a bigger sample size could not be used.

3.10 CHAPTER SUMMARY

Various fields of research develop their own methodological means that suit the specific field. This study aimed to enquire if there are gender nuanced factors within tourism-related business operations. As a social and behavioural study, the study employed the research methodology in social sciences that can lead to the most accurate results. Veal (2011) mentions that the quality of the results mainly relies on the research methods that were taken in conducting a research. The chapter provided an overview of the research methods used to address the research question of this study. This chapter explained how this study was conducted. All measures that were taken into consideration to answer the research question were discussed in this chapter. This chapter also covered research design, sampling method, data collection methods and data analyses undertaken for this study. Measures of the accuracy of the results were also discussed in this chapter. The next chapter presents the results of the study and discussions made regarding the results.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 INTRODUCTION

The purpose of conducting this research was to explore if there are significant differences between male entrepreneurs and female entrepreneurs in terms of business operations factors. The researcher surveyed 75 male entrepreneurs and 75 female entrepreneurs running tourism-related businesses. This chapter discusses the findings of this study obtained from tourism-related entrepreneurs located in Durban CBD, KwaZulu-Natal. The results of this study are further compared with the results of some previous studies to establish their areas of convergence and divergence.

4.2 RESPONDENT'S PROFILE

Table 4.1: Respondents' profile (N=150)

Variable	Category	Frequency (%)
South African	Yes	88.7
	No	11.3
Gender	Male	50
	Female	50
Ethnic group	Black	52.7
	White	18.0
	Indian	22.0
	Coloured	7.3
Age group	Less than 40 years	61.3
	40 years and above	38.7
Business owner	Yes	63.3
	No	36.7
Business manager	Yes	58.7
	No	41.3
Motivation to start tourism business	Took opportunity	54.4
	Means of survival	45.6
Level of Education	Up to Secondary School (Matric)	44.0
	Tertiary Education	56.0
Type of Business	Accommodation	16.0
	Food and Beverage	26.7
	Events Management	10.0
	Tour Operation	3.3
	Travel Agency	4.7
	Tour Guide	2.7
	Car Rentals	7.3
	Resorts	2.0
	Consultancy	2.7
	Souvenir Shop	24.7
Number of years in business	Up to 6 years	60.7
	7years and above	39.3

Self-classification as an entrepreneur	Very successful	13.4
	Successful	43.6
	Surviving	32.2
	Struggling	9.4
	Unsuccessful	1.4

The results presented in Table 4.1 show that participants of this study were mostly South Africans (about 88%) and about 11% were non-South Africans. The study showed that about 61% of the respondents had business experience of not more than six years. Business experience is important to this study as one of the factors that differentiate male entrepreneurs and female entrepreneurs (Sudarmanti *et al.* 2013; Chirwa (2008). Nsengimana *et al.* (2017) argue that business experience influences the chances of entrepreneurial success. The aim of entrepreneurs starting a tourism business, as means of survival is somewhat lower (about 46%) compared to those who started a business to take an opportunity (about 54%). According to Mersha and Sriram (2019), in most African countries, entrepreneurs are pushed into business by socio-economic factors (such as lack of job opportunities). This study however found that majority of respondents in this study took an opportunity and start a business. The level of education was also perceived as an important factor in business operation (Fairlie & Robb, 2009; Ramadani, 2015). The results of this study showed that 56% had tertiary education and 44% have Matric and below. The results further indicated that majority of respondents perceived themselves as successful, as about 13% saw themselves as very successful and about 44% saw themselves as successful. About 32% of the respondents classified themselves as surviving, about 9% classified themselves as struggling, and only about 1% perceived themselves as unsuccessful.

4.3 MEASURING THE LEVEL OF AGREEMENT OF RESPONDENTS TO BUSINESS OPERATION \ PERFORMACE DIMENSIONS

Respondents were asked to indicate their level of agreement or disagreement to the business operation dimensions' statements.

4.3.1 Traditional and Societal Perception

Table 4.2 shows that respondents were more in disagreement than in agreement towards 'male business managers perform better than female business managers' as about 61% disagreed or strongly disagreed to this statement. These results suggested that the performance of entrepreneurs is not necessarily determined by their

gender. About 62% also disagreed or strongly disagreed that ‘gender of the business manager influences the level of service(s) delivered to customers’.

On the one hand, these results supported Ghiat’s (2018) notion that in western countries, there is less effect of local environment on women entrepreneurs. On the other hand, these results disconfirmed most of the studies done in African countries.

Table 4.2: Business operation / performance statements (%)

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. Traditional Societal Perception					
Male business managers perform better than female business managers	12.7	13.3	12.7	38.0	23.3
The performance of the business is influenced by the belief systems of the society	24.7	35.3	10.0	28.0	2.0
The performance of entrepreneur is determined by their home background	20.7	43.3	10.7	21.3	4.0
The gender of the business manager influences the level of service(s) delivered to customers	8.0	16.7	18.0	44.0	18.3
International tourists patronise mostly white businesses	24.0	21.3	21.3	26.0	7.3
<i>Reliability statistics (Traditional Societal Perception): Cronbach’s Alpha = .601, N of items = 5, Valid cases = 150 (100%), Excluded cases = 0 (0.0%), Total =150</i>					
2. Level of Formal Education and Training					
The manager’s level of formal education is key to the performance of tourism business	40.7	36.7	7.3	12.7	2.7
A business owner/manager should take a business training before starting a tourism business	44.0	32.7	11.3	12.0	0.0
I have the ability to run a successful tourism business with my own knowledge	33.3	51.3	7.3	7.3	0.7
I believe that formal education has contributed in strengthening and developing my leadership skills.	42.0	38.0	5.3	10.7	4.0
Male business owners are better trained than female business owners	10.0	6.0	18.7	51.3	14.0
<i>Reliability statistics (Level of Formal Education and Training): Cronbach’s Alpha = .542, N of items = 5, Valid cases = 150 (100%), Excluded cases = 0 (0.0%), Total =150</i>					
3. Managerial and Operational Capabilities					
I have skills and experience in running a tourism business	35.3	56.7	4.7	3.3	0.0
I give my employees the opportunity to come up with ideas or decisions in running the business	23.3	51.3	18.7	6.7	0.0
Male business managers are more capable than female business managers	8.7	8.7	13.3	54.0	15.3
Male business managers are better managers than female business managers	7.3	11.3	12.0	52.0	17.3
I send/arrange workshops for the staff members to receive training.	30.7	41.3	14.0	12.0	2.0
<i>Reliability statistics (Managerial and Operational Capabilities): Cronbach’s Alpha = .664, N of items = 5, Valid cases = 150 (100%), Excluded cases = 0 (0.0%), Total =150</i>					

4. Marketing Capability					
I use internet to market my business	42.0	32.7	8.0	14.0	3.3
I rely on different sources of media to get my business known.	30.7	43.3	5.3	20.0	0.7
I do research to find out the new market trends	36.7	41.3	6.0	16.0	0.0
I know very well how to offer my products and deliver services to meet customer need (Product)	36.7	51.3	8.0	4.0	0.0
I use different promotion techniques to sell my products and services (Promotion)	41.3	38.7	2.7	17.3	0.0
<i>Reliability statistics (Marketing Capability): Cronbach's Alpha = .875, N of items = 5, Valid cases = 150 (100%), Excluded cases = 0 (0.0%), Total =150</i>					
5. Access to Financial Capital					
It is easy to find start-up capital to start a tourism business	6.0	4.0	11.3	32.7	46.0
It is impossible to start a tourism business without external financial support	24.7	16.0	16.7	34.0	8.7
Male business owners / managers have better access to business capital than female business owners / managers	5.3	7.3	20.0	49.3	18.0
I am aware of the available sources of capital that cater for tourism businesses	6.7	30.0	13.3	41.3	8.7
My business financial capital is inadequate	27.0	33.1	27.0	12.2	0.7
<i>Reliability statistics (Access to Financial Capital): Cronbach's Alpha = .272, N of items = 5, Valid cases = 148 (98.7%), Excluded cases = 2 (1.3%), Total =150</i>					
6. Receiving Government Support					
I received start-up capital from the government	7.3	6.0	8.7	40.0	38.0
The government provides mentoring programmes for running businesses.	9.3	20.0	16.7	38.7	15.3
I receive information on how to start/run a business from the government	5.3	22.7	10.0	43.3	18.7
The government does not support tourism businesses	12.0	22.0	28.7	29.3	8.0
Male business owners / managers have better access to government support than female business owners / managers	10.0	4.0	16.7	54.7	14.7
<i>Reliability statistics (Receiving Government Support): Cronbach's Alpha = .620, N of items = 5, Valid cases = 150 (100%), Excluded cases = 0 (0.0%), Total =150</i>					
7. Ability to form Business Networks					
I am an active member of a tourism business network (union)	23.3	22.7	8.7	33.3	12.0
There are no tourism business networks in my area	15.3	21.3	18.7	32.0	12.7
I depend on other business owners in order to succeed in my business	16.7	48.0	12.0	14.7	8.7
There is no time for attending business network meetings	14.7	18.7	20.0	42.7	4.0
I can meet with other business owners at social gatherings	35.3	44.7	5.3	14.0	0.7
<i>Reliability statistics (Ability to form Business Networks): Cronbach's Alpha = .504, N of items = 5, Valid cases = 150 (100%), Excluded cases = 0 (0.0%), Total =150</i>					

8. General Entrepreneurial Statements					
I always bring new ideas in the business	44.0	48.0	4.0	4.0	0.0
I am ambitious to bring change in my society	33.3	51.3	11.3	3.3	0.7
I have been a powerful force for helpful change	26.7	48.7	21.3	2.0	1.3
I enjoy facing and overcoming obstacles to my ideas	40.3	46.3	8.7	3.4	1.3
I do not give up easily	60.0	37.3	1.3	1.3	0.0
I am great at turning problems into opportunities	36.7	53.3	8.0	2.0	0.0
I can spot a good opportunity easily	41.3	50.0	4.7	2.7	1.3
<i>Reliability statistics (General Entrepreneurial Statements): Cronbach's Alpha = .774, N of items = 7, Valid cases = 149 (99.3%), Excluded cases = 1 (0.7%), Total =150</i>					

Some researchers from a number of African countries (such as Vrbanac *et al.*, 2016; Wankel, 2008; Chasserio, Pailot & Poroli, 2014; Ahmed, 2018) posit that women are perceived as unfit for starting and running a business. About 45% respondents agreed or strongly agreed to the statement: 'international tourists patronise mostly white businesses', about 33% strongly disagreed or disagreed and about 21% has a neutral position to the statement. These results implies that respondents are more positive than negative to the statement. This result supports the findings by Tshabalala and Ezeuduji (2016) that international tourists mostly utilise white businesses. The results further suggest that there is still a racial segregation within the tourism industry in this study area. In addition, the results to 'the performance of a business is influenced by the belief system of the society' showed that respondents were mostly positive than negative to this statement. About 60% of respondents agreed or strongly agreed that the belief system of the society influences the performance of the business and 30% disagreed or strongly disagreed. This result continues to throw light on the stronghold of the African belief system in its economic operations.

4.3.2 Formal Education and Training

This study findings indicated that the respondents perceived formal education and training as an important asset in running a tourism business, as about 77% of respondents strongly agreed or agreed to 'the manager's level of formal education as key to the performance of tourism business'. Additionally, about 77% of the respondents strongly agreed or agreed with the statement that 'a business owner/manager should take a business training before starting a tourism business' and 80% of respondents strongly agreed or agreed with 'I believe that formal education has contributed in strengthening and developing my leadership skills'. The results imply that the respondents have more positive than negative perspectives towards the level of formal education and training statements.

Previous studies (for example, Ramadani, 2015; Zlatkov, 2015) posit that entrepreneurs perceive education as one of the key components of entrepreneurial success. This position aligns with the results of this study. About 65% of respondents strongly disagreed or disagreed with 'male business owners are better trained than female business owners' and only 16% agreed or strongly agreed to this statement. These results however contradict Chirwa's (2008) argument that women lack business training and experience compared to men. The respondents were more positive towards 'I have the ability to run a successful tourism business with my own knowledge' (about 84% of the respondents strongly agreed or agreed with this statement).

4.3.3 Managerial and Operational Capabilities

Respondents in this study were asked to show their level of agreement or disagreement with the statements used to measure managerial and operational capabilities of business owners or/and managers. Results in Table 4.2 show that 92% of respondents strongly agreed or agreed with 'I have skills and experience in running a tourism business'. The results indicated that the majority of managers and owners of tourism businesses have skills and experience to run a tourism business. Nsengimana *et al.* (2017) argue that business experience influences the chances of business operational success.

Notably, respondents in this study were more positive than negative in terms of developing and supporting their subordinates, as the results indicated that about 74% of respondents agreed or strongly agreed with 'I give my employees the opportunity to come up with ideas or decisions in running the business' and 72% of respondents agreed or strongly agreed with 'I send/arrange workshops for the staff members to receive training'. Kimbu *et al.* (2019) in this regard, emphasise that skills development is a crucial factor that increase destination competitiveness in the tourism industry. In line with Kim and Brymer (2011), results in this study show that most of the owners and managers possess good leadership qualities.

Chirwa (2008) also argues that compared to men, women lack business training skills and have less business experience to manage their businesses. This study however found contradictory results to this argument, as about 69% of respondents in this study strongly disagreed or disagreed with 'male business managers are more

capable than female business managers' and only 14% respondents strongly agreed or agreed with this statement. Results in this study showed that 92% of respondent strongly agreed or agreed that they have skills and experience to manage a tourism business. However, previous studies (such as Mersha & Sriram, 2019;) posit that entrepreneurs in Africa lack business management skills as they are likely to be pushed into business by socio-economic challenges.

4.3.4 Marketing Capability

The results in this study were more positive than negative towards a set of variable showing business operations' success factor- 'marketing capabilities'. About 72% of respondents strongly agreed or agreed with 'I use internet to get my business known', 74 % strongly agreed or agreed with 'I rely on different sources of media to market their businesses. Majority of respondents in this study showed that they focus on keeping up with the market trends, as 78% of the respondents strongly agreed or agreed with 'I do research to find out the new market trends'. This study results depict that the surveyed entrepreneurs have good marketing-mix skills as 88% of respondents strongly agreed or agreed with 'I know very well how to offer my products and deliver services to meet customer need (Product)'. The results also showed that 80% of the respondents strongly agreed or agreed with 'I use different promotion techniques to sell my products and services (Promotion)'.

Table 4.2 displays results which were more positive towards this marketing capability dimension. Majority of respondents agreed or strongly agreed to all the subset variables. Welsh *et al.* (2017) maintain that marketing capabilities equip entrepreneurs in growing their businesses and remain competitive in the market. Results in this study suggest that majority of the respondents possess strong marketing capabilities.

4.3.5 Access to financial capital

Previous literature (such as Daniyan-Bagudu *et al.*, 2016; Jha *et al.*, 2018) report that sourcing financial capital is likely to be the key challenge to most entrepreneurs. It was also found that sourcing financial capital is difficult for the entrepreneurs, as about 78% of respondents strongly disagreed or disagreed with 'It is easy to find start-up capital to start a tourism business'. Although the results indicate that it is difficult to source funding, however, the majority of the respondents disagreed that it is impossible to start a business without external support.

About 42% strongly disagreed or disagreed to 'It is impossible to start a tourism business without external financial support', while about 31% strongly agreed or agreed, and about 17% were not sure. Therefore, this study suggests that lacking external financial support does not hinder business operations. Research by Sattar *et al.* (2016) has found that women in developing countries (like South Africa) are less privileged to get access to financial resources than men. However, results in this study has revealed that majority of the respondents disagreed that men have better access to financial resources (about 67% of respondents strongly disagreed or disagreed) to the statement: 'male business owners / managers have better access to business capital than female business owners / managers', and only about 12% strongly agreed or agreed.

Entrepreneurs, especially women are lacking information on how to source financial capital and not aware of the available financial support (Tshabalala & Ezeuduji, 2016; Ahmed, 2018). Results in this study support this notion as the majority of respondents (about 50%) strongly disagreed or disagreed with 'I am aware of the available sources of capital that cater for tourism businesses', about 36% strongly agreed or agreed. About 60% of respondents strongly agreed or agreed with 'my business financial capital is inadequate', 27% neutral and about 13% strongly disagreed or disagreed.

In summary, these results indicate that entrepreneurs in this study are lacking information about sourcing financial capital and they are not satisfied with their start-up capital. The results in this study are aligned with Marlow and McAdam's (2013) position that inability to source funding usually results in poor business operations.

4.3.6 Receiving Government Support

Respondents were asked to indicate their level of agreement or disagreement to a set of variables used to measure business operation success level- 'receiving government support', and results indicated more negative than positive towards these statements. Table 4.2 shows that 78% of the respondents strongly disagreed or disagreed with 'I received start-up capital from the government' and about 13% agreed or strongly agreed to this statement. Respondents in this study show that obtaining information from the government is difficult as 62% of the respondents strongly disagreed or disagreed with 'I receive information on how to start/run a business from the government' and 28% of respondents strongly agreed or agreed with this statement.

54% of respondents strongly disagreed or disagreed to 'the government provides mentoring programmes for running businesses' and about 29% strongly agreed or agreed to this statement. Notably, there is a lack of government support towards tourism-related businesses in Durban CBD. Poor government support has been labelled as a common problem for entrepreneurs. This study also notes Sudarmanti *et al's* (2013) position that there is a low usage of government support services, however, there is a variety of available services. According to Vossenbergh (2013) and Timmis (2017), entrepreneurs are failing to comply with government procedures on receiving business support system.

There is somewhat a thin difference between respondents' level of agreement or disagreement with 'the government does not support tourism businesses' as about 37% of the respondents strongly disagreed or disagreed, 34% strongly agreed or agreed and about 29% were not sure.

About 69% of respondents in this study strongly disagreed or disagreed with 'Male business owners / managers have better access to government support than female business owners / managers' and 14% strongly agreed or agreed with this statement. Here again, the results show that there is no gender influence in terms of accessing government support.

4.3.7 Ability to Form Business Network

Respondents were asked to indicate their level of agreement or disagreement towards their 'ability to form business network'. The respondents were asked to tick their relevant answer to a set of variables depicting business operations success with regard to 'ability to form business network'. Being part of an entrepreneurial network is regarded as one of the important factors that support business management (Klyver & Grant, 2010; Lans *et al.*, 2015; Srećković, 2018). Majority of the respondents were more positive than negative to 'I depend on other business owners in order to succeed in my business', as about 65% of the respondents strongly agreed or agreed and about 23% of respondents strongly disagreed or disagreed with this statement. Results in this study present that somewhat a majority of entrepreneurs participate in entrepreneurial networking as 46% strongly agreed or agreed with 'I am an active member of a tourism business network (union)' and about 45% of respondents strongly disagreed or disagreed to this statement. Also, the majority of respondents

strongly disagreed or disagreed with 'there are no tourism business networks in my area' (about 45%), about 36% of respondents strongly agreed or agreed. The results mean that majority of respondents are benefiting from participating on the available entrepreneurial networks as they depend on other entrepreneurs to succeed in business. Networking provides entrepreneurs with sources of information and means of promoting their businesses (Rauch *et al.*, 2016; Gidarakou, 2015; Jonsson, 2015; Santos *et al.*, 2019). About 47% of the respondents strongly disagreed or disagreed with 'there is no time for attending business network meetings', about 32% of respondents strongly agreed or agreed and 20% of respondents were not sure. These results show that entrepreneurs can make time for entrepreneurial networking, as they benefit from such platforms.

4.3.8 General Entrepreneurial Statements

Results Table 4.2 are more positive than negative towards the business operation variables depicting the characteristics of an entrepreneur- 'general entrepreneurial statements'. Most of the respondents (92%) strongly agreed or agreed with 'I always bring new ideas in the business'. About 84% strongly agreed or agreed that they are ambitious to bring change in their societies. About 75% of respondents strongly agreed or agreed with 'I have been a powerful force for helpful change'. About 86% of respondents strongly agree or agree that they enjoy facing and overcoming challenges to their ideas. Most respondents strongly agreed or agreed (about 97%) that they do not give up easily. Results in this study show that most respondents strongly agreed or agreed (90%) with 'I am great at turning problems into opportunities'. About 91% of respondents strongly agreed or agreed that they spot a good opportunity easily. In summary, respondents in this study possess the characteristics of entrepreneurs that strengthen the business operations (Ezeudujii & Ntshangase, 2017a,b).

4.4 CORRELATING PERCEPTION OF ENTREPRENEURIAL SUCCESS LEVEL VERSUS BUSINESS OPERATION / PERFORMANCE STATEMENTS

Spearman's Rank Correlation test was performed between respondents' responses to 'perception of entrepreneurial success level' and 'business operation / performance statements'. Based on the results in Table 4.3, it is evident that gender nuanced variables have no impact on business operation or performance success level.

The variables identified to impact or correlate positively with business success are mostly found within the dimensions of ‘marketing capability’, ‘access to financial capital’, ‘level of formal education and training’, ‘receiving government support’, and ‘ability to form business network’. From Table 4.3, ‘marketing capability’ lies within the epicentre of business success, as all variables within this dimension have mostly very strong positive correlation with business success.

Table 4.3: Correlating perception of entrepreneurial success level versus business operation / performance statements

Statements ^a	Correlated with perception of entrepreneurial success level ^b
1. Traditional Societal Perception	
Male business managers perform better than female business managers	N.S
The performance of the business is influenced by the belief systems of the society	N.S
The performance of entrepreneur is determined by their home background	N.S
The gender of the business manager influences the level of service(s) delivered to customers	N.S
International tourists patronise mostly white businesses	N.S
2. Level of Formal Education and Training	
The manager’s level of formal education is key to the performance of tourism business	*
A business owner/manager should take a business training before starting a tourism business	**
I have the ability to run a successful tourism business with my own knowledge	N.S
I believe that formal education has contributed in strengthening and developing my leadership skills.	*
Male business owners are better trained than female business owners	N.S
3. Managerial and Operational Capabilities	
I have skills and experience in running a tourism business	N.S
I give my employees the opportunity to come up with ideas or decisions in running the business	N.S
Male business managers are more capable than female business managers	N.S
Male business managers are better managers than female business managers	N.S
I send/arrange workshops for the staff members to receive training.	**

4. Marketing Capability	
I use internet to market my business	**
I rely on different sources of media to get my business known.	**
I do research to find out the new market trends	**
I know very well how to offer my products and deliver services to meet customer need (Product)	*
I use different promotion techniques to sell my products and services (Promotion)	**
5. Access to Financial Capital	
It is easy to find start-up capital to start a tourism business	**
It is impossible to start a tourism business without external financial support	N.S
Male business owners / managers have better access to business capital than female business owners / managers	N.S
I am aware of the available sources of capital that cater for tourism businesses	**
My business financial capital is inadequate	**
6. Receiving Government Support	
I received start-up capital from the government	*
The government provides mentoring programmes for running businesses.	*
I receive information on how to start/run a business from the government	N.S
The government does not support tourism businesses	N.S
Male business owners / managers have better access to government support than female business owners / managers	N.S
7. Ability to form Business Networks	
I am an active member of a tourism business network (union)	*
There are no tourism business networks in my area	N.S
I depend on other business owners in order to succeed in my business	N.S
There is no time for attending business network meetings	N.S
I can meet with other business owners at social gatherings	*
8. General Entrepreneurial Statements	
I always bring new ideas in the business	N.S
I am ambitious to bring change in my society	N.S
I have been a powerful force for helpful change	N.S
I enjoy facing and overcoming obstacles to my ideas	N.S
I do not give up easily	**
I am great at turning problems into opportunities	N.S
I can spot a good opportunity easily	*

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation/performance statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

Questionnaire were itemised along a 5-point Likert-type scale (perceptions of entrepreneurial success level): 1, Very successful; 2, Successful; 3, Surviving; 4, Struggling; 5, Unsuccessful.

^bSpearman's Rank correlation (two-tailed) test significance: *, $p < 0.05$; **, $p < 0.01$; N.S., no significant results.

This suggests that marketing capability is the main factor that influence the business operation or performance success level. Results in this study support the findings of other authors (such as Kimosop *et al*, 2016; Welsh *et al.*, 2017) who reported that there is a positive relationship between marketing capabilities and business performance. According to Welsh *et al.* (2017), marketing capabilities prepare entrepreneurs to spot and take available opportunities to grow the business and remain competitive in the market. The higher the entrepreneur's level of marketing capability in this study, the more they perceive themselves as successful. Results in this study strongly suggest that marketing capabilities have a significant impact on the business success level.

Business success level also has a significant impact on some of the 'access to financial capital' variables. Variables in this dimension (it is easy to find start-up capital to start a tourism business; I am aware of the available sources of capital that cater for tourism businesses; my business financial capital is inadequate) were identified to have a very strong positive correlation with business success level. It is not surprising that most of the variables in this dimension strongly correlate with business success level. Accessing financial is perceived as one of the important factors that determine business operation success level. Knowing and having the means of accessing financial capital equip the organisation to access required equipment (fixed capital) and running capital to support business operations. Inability to access financial capital was reported as a major challenge to the success of business operation (Tshabalala & Ezeuduji, 2016).

Considering the general entrepreneurial statements' dimension, the statements: 'not giving up easily' and 'ability to spot good opportunities' are the variables found in this research to drive business success.

4.5 COMPARING DEMOGRAPHIC VARIABLES WITH BUSINESS START-UP MOTIVATION AND PERCEPTIONS OF ENTREPRENEURIAL SUCCESS LEVEL

In this study, the demographic variables were further compared with business start-up motivation and perceptions of entrepreneurial success level (using Pearson's Chi-Square test). Results in Table 4.4 show that there is no significant impact of 'gender', 'age group', and 'number of years in business' on business start-up motivation.

Nationality and educational level were identified as the variables that have a significant impact towards motivation to start a tourism business in this study. Results indicate that South Africans are more 'opportunity entrepreneurs' whereas non-South Africans are more 'survival entrepreneurs'. Respondents with tertiary education are more 'opportunity entrepreneurs' while respondents without tertiary education are more 'survival entrepreneurs'. According to Mersha and Sriram (2019) majority of entrepreneurs in Africa are forced to start a business as their means of survival due to socio-economic challenges. In this case, non-South African entrepreneurs may struggle to find secured jobs and they end up starting a business in order to survive in South Africa. The ability to secure proper job opportunities may also be a big challenge to those without tertiary education. The issue of level of education and finding proper jobs may also be one of the push factors towards entrepreneurship. These results support Mersha and Sriram's (2019) argument that the purpose of starting a business as a survival means is related to socio-economic challenges.

Table 4.4: Comparing demographic variables with business start-up motivation and perceptions of entrepreneurial success level

Statements		Evidence from analysis	Compared with respondents' demographic variables ^c
Motivation to start tourism business ^{a, c}			
		Cross-tabulation results	
Nationality	South Africans	Expected count for opportunity entrepreneurs = 71.8; Actual count = 79	** South Africans are more 'opportunity entrepreneurs', while Non South Africans are more 'survival' entrepreneurs
	Non South Africans	Expected count for survival entrepreneurs = 7.6; Actual count = 15	
Gender	Male		N.S.
	Female		
Age group	Less than 40 years		N.S
	40 years and above		

Level of Education	Up to Secondary School	Expected count for opportunity entrepreneurs = 45.1; Actual count = 52	* Respondents with tertiary education are more 'opportunity entrepreneurs' while respondents without tertiary education are more 'survival' entrepreneurs
	Tertiary education	Expected count for survival entrepreneurs = 29.7; Actual count = 37	
Number of years in business	Up to 6 years		N.S.
	7years and above		
Perceptions of entrepreneurial success level ^{b, c}			
		Mean scores	
Nationality	South Africans	2.42	N.S.
	Non South Africans	2.41	
Gender	Male	2.49	N.S.
	Female	2.35	
Age group	Less than 40 years	2.34	N.S.
	40 years and above	2.53	
Level of Education	Up to Secondary School	2.79	** Respondents with tertiary education agree to being more successful
	Tertiary education	2.12	
No. of years in business	Up to 6 years	2.39	N.S.
	7years and above	2.46	

^aQuestionnaire was itemised categorically: 1, Took opportunity; 2, Means of survival

^bQuestionnaire were recoded into 3 categories (perceptions of entrepreneurial success level): 1, Very successful and 2, Successful, were recoded to mean "Successful". 3, Surviving; to mean "Surviving". 4, Struggling and 5, Unsuccessful, to mean "Unsuccessful".

^cPearson's Chi-Square test significance: *, $p < 0.05$; **, $p < 0.01$; N.S., no significant results.

Based on the results in Table 4.4, the only variable that impacts on 'entrepreneurial success level' is the 'level of formal education'. Respondents with tertiary education agree to be more successful than those with less education. According to Nxopo and Iwu (2016) and Rao (2018), formal education equip entrepreneurs with skills (such as financial management, use technology, sourcing information) to effectively manage business operations. Formal education serves as basis for accessing and utilising information to run a business successfully (Iwu & Nxopo, 2015). Moreover, lack of formal education has been labelled as a major challenge towards business operations' success (Daniyan-Bagudu *et al.*, 2016; Chinomona & Maziriri, 2015; Nsengimana *et al.* 2017).

Entrepreneurs with higher level of education are better prepared to handle entrepreneurial challenges that may arise in the business (Meunier *et al.*, 2017), and be able to maintain the business successfully.

4.6 COMPARING GENDER IDENTITY WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS

The respondents were asked to indicate their level of agreement or disagreement towards business operations variables, these variables were then compared with respondents' gender. Mann-Whitney U test was ran, based on the prescribed criteria identified in Chapter 3, to check if there are a significant relationships between gender identity and the business operations variables. Results in Table 4.5 show that there is a significant difference between male and female mean scores with some of the variables used to assess business operations. Female respondents agreed more than male respondents to these statements: 'I am aware of the available sources of capital', 'it is easy to find start-up capital', and 'gender of a business manager determine the level of service delivered to customers'. Researchers (such as Daniyan-Bagudu *et al.*, 2016; Jha *et al.*, 2018) mention the issue of obtaining external financial support as a common challenge facing entrepreneurs in most countries of the world. Results in this study also reveal that compared to men, women mostly benefit from sourcing start-up capital. This result is in line with De Vita *et al.*'s (2014) findings that financial institutions prefer to sponsor women entrepreneurs than male entrepreneurs. In addition, it suggests that women are given opportunity to get loans in more relaxed terms with regard to collateral security and payment plan. However, some studies have revealed that women in developing countries (like South Africa) are less privileged in accessing financial capital (Sattar *et al.*, 2016). Results of this study therefore provide evidence that female entrepreneurs are given more advantage than male entrepreneurs in terms of receiving financial capital, as they agreed more that it is easy to source funding. This result therefore disagrees with the findings of Meunier *et al.* (2017) and Vossenberg (2013). The authors (Meunier *et al.*, 2017; Vossenberg, 2013) establish that women entrepreneurs are lacking access to financial capital compared to their male counterparts. Difficulty in sourcing financial capital is regarded as one of the major reasons for poor performance of women entrepreneurs in managing their businesses (Marlow & McAdam, 2013); hence, the results in this study are more

positive towards women-owned business operations as they tend to receive financial support more easily compared to men.

Table 4.5: Comparing gender identity with business operation / performance statements

Statements ^a	Mean score (Males)	Mean score (Females)	Compared with gender ^b
1. Traditional Societal Perception			
Male business managers perform better than female business managers	3.29	3.63	N.S.
The performance of the business is influenced by the belief systems of the society	2.32	2.63	N.S.
The performance of entrepreneur is determined by their home background	2.60	2.29	N.S.
The gender of the business manager influences the level of service(s) delivered to customers	3.60	3.16	* Females agree more
International tourists patronise mostly white businesses	2.41	3.01	** Males agree more
2. Level Of Formal Education And Training			
The manager's level of formal education is key to the performance of tourism business	1.80	2.20	* Males agree more
A business owner/manager should take a business training before starting a tourism business	1.89	1.93	N.S.
I have the ability to run a successful tourism business with my own knowledge	1.97	1.84	N.S.
I believe that formal education has contributed in strengthening and developing my leadership skills.	1.81	2.12	N.S.
Male business owners are better trained than female business owners	3.45	3.61	N.S.
3. Managerial and Operational Capabilities			
I have skills and experience in running a tourism business	1.77	1.75	N.S.
I give my employees the opportunity to come up with ideas or decisions in running the business	1.91	2.27	** Males agree more
Male business managers are more capable than female business managers	3.45	3.72	N.S.
Male business managers are better managers than female business managers	3.47	3.75	N.S.
I send/arrange workshops for the staff members to receive training.	1.91	2.36	* Males agree more

4. Marketing Capability			
I use internet to market my business	1.93	2.15	N.S.
I rely on different sources of media to get my business known.	2.12	2.21	N.S.
I do research to find out the new market trends	1.83	2.20	N.S.
I know very well how to offer my products and deliver services to meet customer need (Product)	1.89	1.69	N.S.
I use different promotion techniques to sell my products and services (Promotion)	1.85	2.07	N.S.
5. Access to Financial Capital			
It is easy to find start-up capital to start a tourism business	4.23	3.95	* Females agree more
It is impossible to start a tourism business without external financial support	2.76	2.96	N.S.
Male business owners / managers have better access to business capital than female business owners / managers	3.76	3.59	N.S.
I am aware of the available sources of capital that cater for tourism businesses	3.35	2.96	* Females agree more
My business financial capital is inadequate	2.09	2.43	* Males agree more
6. Receiving Government Support			
I received start-up capital from the government	4.17	3.73	* Females agree more
The government provides mentoring programmes for running businesses.	3.33	3.28	N.S.
I receive information on how to start/run a business from the government	3.49	3.45	N.S.
The government does not support tourism businesses	2.93	3.05	N.S.
Male business owners / managers have better access to government support than female business owners / managers	3.63	3.57	N.S.
7. Ability to form Business Networks			
I am an active member of a tourism business network (union)	2.57	3.19	** Males agree more
There are no tourism business networks in my area	3.09	3.01	N.S.
I depend on other business owners in order to succeed in my business	2.52	2.49	N.S.
There is no time for attending business network meetings	3.04	3.01	N.S.
I can meet with other business owners at social gatherings	1.80	2.20	* Males agree more

8. General Entrepreneurial Statements			
I always bring new ideas in the business	1.60	1.76	N.S.
I am ambitious to bring change in my society	1.80	1.93	N.S.
I have been a powerful force for helpful change	1.88	2.17	N.S.
I enjoy facing and overcoming obstacles to my ideas	1.72	1.86	N.S.
I do not give up easily	1.44	1.44	N.S.
I am great at turning problems into opportunities	1.76	1.75	N.S.
I can spot a good opportunity easily	1.75	1.71	N.S.

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation/performance statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

^bMann-Whitney U test significance: *, $p < 0.05$; **, $p < 0.01$; N.S., no significant results.

Results in Table 4.5 show that male respondents in this study agreed more than female respondents to some statements on entrepreneurial operations such as: 'international tourists patronise mostly white businesses', 'the manager's level of formal education is key to the performance of tourism business', 'I give my employees the opportunity to come up with ideas or decisions in running the business', 'I send/arrange workshops for the staff members to receive training, my business financial capital is inadequate', 'I am an active member of a tourism business network (union)', and 'I can meet with other business owners at social gatherings'.

When comparing the statements where males agreed more than females, it is notable that male respondents are more into business management dynamics that support business operations system (Ramadani, 2015; Zlatkov, 2015; Tajeddin *et al.*, 2017). Although male respondents showed they have a weak start-up capital as they agreed more with 'my business financial capital is inadequate', however they showcased strong business management skills. Male respondents indicated that they arranged training for the employees and engaged them in business decision making. Skills development in the organisation creates strong human capital for the organisation while motivating the employees towards their work performance. Skills development also maintains destination competitiveness in the tourism industry (Kimbu *et al.*, 2019). This suggests that male-owned/managed businesses have a better competitive advantage in the market than women-owned/managed businesses. This result therefore disagrees with Vrbanac, Milovanović and Perišić's (2016) notion that women entrepreneurs tend to encourage participation and sharing information with the subordinates, whereas male entrepreneurs are more controlling and lacking other people's concern.

While male entrepreneurs in this study showed stronger managerial capabilities than women entrepreneurs in this study; women entrepreneurs revealed they have a better opportunity of accessing financial support than male entrepreneurs. Although managerial capabilities determine business success (Seyedinejat et al., 2014), also, inability to access financial capital is referred as a common challenge to business operation; women seem to be less affected by this challenge. Male entrepreneurs therefore find formal education and training as an important factor for business operation success, not overlooking that they are not satisfied with their start-up capital.

Furthermore, gender identity was compared with the ability to form business network set of variables. Daniyan-Bagudu *et al.* (2016) note that women entrepreneurs are not aware of the available entrepreneurial networks. It is therefore not surprising that male respondents in this study agreed more than female respondents that they were active members of tourism business network and they also met with other business owners at social gatherings. Gidarakou (2015) notes that compared to men, women have a lower social position; and this may affect their access to critical information and resources. The result in this study is in line with Klyver & Grant's (2010) view that women entrepreneurs are less likely to be part of entrepreneurial networks. Entrepreneurial networking is an important source of obtaining information, resources and business promotion (Klyver & Grant, 2010; Lans *et al.*, 2015; Hodges *et al.*, 2015; Srećković, 2018).

The results in Table 4.5 of this study indicate that there is no significant difference between male and female mean scores when compared with variables within the 'marketing capability' dimension. These results suggest that both male and female entrepreneurs have somewhat the same level of marketing capabilities. This study has also identified no significant differences between male and female respondents while comparing gender identity with the 'general entrepreneurial statements'.

4.7 COMPARING RESPONDENTS' AGE WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS

In this study, responses to business operation variables was compared with the age of respondents. Based on the results in Table 4.6, there are significant differences between respondents aged 40 years old and above and those below 40 years old with their responses regarding some of the business operation statements.

It is however important to note that no significant age differences were identified on 'general entrepreneurial statements'.

Table 4.6: Comparing respondents' age with business operation / performance statements

Statements ^a	Mean score (Less than 40 years)	Mean score (40 years and above)	Compared with age ^b
1. Traditional Societal Perception			
Male business managers perform better than female business managers	3.73	3.03	**40 years and above agree more
The performance of the business is influenced by the belief systems of the society	2.40	2.59	N.S.
The performance of entrepreneur is determined by their home background	2.66	2.10	**40 years and above agree more
The gender of the business manager influences the level of service(s) delivered to customers	3.63	2.98	**40 years and above agree more
International tourists patronise mostly white businesses	2.68	2.76	N.S.
2. Level Of Formal Education And Training			
The manager's level of formal education is key to the performance of tourism business	1.99	2.02	N.S.
A business owner/manager should take a business training before starting a tourism business	1.86	2.00	N.S.
I have the ability to run a successful tourism business with my own knowledge	2.03	1.71	*40 years and above agree more
I believe that formal education has contributed in strengthening and developing my leadership skills.	1.83	2.19	N.S.
Male business owners are better trained than female business owners	3.67	3.31	N.S.

3. Managerial and Operational Capabilities			
I have skills and experience in running a tourism business	1.79	1.71	N.S.
I give my employees the opportunity to come up with ideas or decisions in running the business	2.10	2.07	N.S.
Male business managers are more capable than female business managers	3.82	3.22	**40 years and above agree more
Male business managers are better managers than female business managers	3.85	3.22	**40 years and above agree more
I send/arrange workshops for the staff members to receive training.	2.07	2.24	N.S.
4. Marketing Capability			
I use internet to market my business	1.88	2.29	N.S.
I rely on different sources of media to get my business known.	2.01	2.41	N.S.
I do research to find out the new market trends	1.77	2.40	** Less than 40 years agree more
I know very well how to offer my products and deliver services to meet customer need (Product)	1.76	1.84	N.S.
I use different promotion techniques to sell my products and services (Promotion)	1.78	2.24	N.S.
5. Access to Financial Capital			
It is easy to find start-up capital to start a tourism business	4.14	4.00	N.S.
It is impossible to start a tourism business without external financial support	2.75	3.03	N.S.
Male business owners / managers have better access to business capital than female business owners / managers	3.87	3.36	*40 years and above agree more
I am aware of the available sources of capital that cater for tourism businesses	3.28	2.95	N.S.
My business financial capital is inadequate	2.32	2.17	N.S.
6. Receiving Government Support			
I received start-up capital from the government	4.04	3.81	N.S.
The government provides mentoring programmes for running businesses.	3.34	3.26	N.S.
I receive information on how to start/run a business from the government	3.57	3.33	N.S.
The government does not support tourism businesses	3.16	2.72	*40 years and above agree more
Male business owners / managers have better access to government support than female business owners / managers	3.79	3.29	**40 years and above agree more
7. Ability to form Business Networks			
I am an active member of a tourism business network (union)	2.95	2.78	N.S.
There are no tourism business networks in my area	3.14	2.91	N.S.
I depend on other business owners in order to succeed in my business	2.78	2.07	**40 years and above agree more
There is no time for attending business network meetings	3.10	2.91	N.S.
I can meet with other business owners at social gatherings	1.99	2.02	N.S.

8. General Entrepreneurial Statements			
I always bring new ideas in the business	1.71	1.64	N.S.
I am ambitious to bring change in my society	1.86	1.88	N.S.
I have been a powerful force for helpful change	2.05	1.98	N.S.
I enjoy facing and overcoming obstacles to my ideas	1.82	1.74	N.S.
I do not give up easily	1.42	1.47	N.S.
I am great at turning problems into opportunities	1.83	1.64	N.S.
I can spot a good opportunity easily	1.74	1.71	N.S.

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation/performance statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

^bMann-Whitney U test significance: *, $p < 0.05$; **, $p < 0.01$; N.S., no significant results.

Strong significant results were identified from business operation statement depicting ‘traditional and societal perceptions’. Respondents who were 40 years and above agreed more than respondents less than 40 years old with these statements: ‘male business managers perform better than female business managers’, ‘the performance of entrepreneur is determined by their home background, and ‘the gender of the business manager influences the level of service(s) delivered to customers’. Some authors have reported that in African traditional thinking, women are perceived unfit to start and manage a business (Ghiat, 2018; Idris & Agbim, 2015). In such traditional perspective, women are not expected to take leadership positions, rather they should take domestic responsibilities. Results in this study showed that respondents who were 40 years and above believed in the traditional attitude of discrimination in gender roles, occupation and behaviour. According to the predominant African traditional perception, women should be submissive to men and follow men’s leadership, hence, this disqualify women to strive for leadership roles such as business managers or business owners. A study on women entrepreneurship in Spain by Vázquez-Carrasco *et al.* (2012) reported absence of such culture in western countries, and the authors concluded that there are no significant differences between male and female managers in business operations.

Therefore, it is not surprising to find that those who were 40 years and above agreed more than those who were less than 40 years old, that male managers are more capable and that they are also better managers than female managers as regards managerial capabilities. Results in this study also showed that respondents older than 40 years agree more that male business owners/ managers have a better access to financial capital and government support than female business owners/ managers. The results suggests that perception of gender discrimination still exists among the older generation.

Respondents who were 40 years old and above also agreed more than those who were less than 40 years with the statement: 'I have ability to run a successful business with my own knowledge'. This result implies that they believe they have experience in their field of business and they do not need external training or source of information. Essentially, respondents who were less than 40 years old agreed more than respondents who were 40 years old and above with the statement: 'I do research to find out new market trends'. Furthermore, respondents who were 40 years and above agreed more than those who were less than 40 years old with the statement – 'government does not support tourism businesses'. These results suggest that respondents who are 40 years and above have more business confidence, they rely on their personal experience and do not search for knowledge about running tourism business; meanwhile they lack information on available government support systems. It can also be argued here from personal knowledge, that the Government of South Africa supports more female and younger entrepreneurs, than male and older entrepreneurs. In sum, respondents who were 40 years and above agreed more than the younger respondents to dependence on other business owners to succeed in the business. Having contact with other business owners is regarded as an important asset for successful business operations (Gidarakou, 2015); therefore, it is good to have business confidence; however, an entrepreneur or business manager should harness the opportunities of business networks to compete favourably in the business environment.

4.8 COMPARING RESPONDENTS' LEVEL OF EDUCATION WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS

This study found no significant differences regarding 'level of education' on business operations or performance statements that have to do with the 'ability to form business networks', and 'receiving government support' dimensions. Table 4.7 displays results of comparison of respondents' profile – level of education and business operation statements. On the one hand, those who studied up to secondary school agreed more than those with tertiary education with the statement: 'the performance of entrepreneur is determined by their home background'. This result, may be linked to their lower/average level of education, hence, the perception that their business performance is mostly determined by their home background. On the other hand, those who have tertiary education agreed more than those who have high school education

with the importance of training and formal education variables on business performance; hence, respondents with higher level of formal education realised the significant role of education and training for successful business operation and did not blame business performance on home background. Moreover, results showed that respondents with tertiary education agreed more than respondents with high school education on the importance of workshops for staff members to receive training on business performance. Therefore, continuous staff training and development has a positive impact on business performance.

Table 4.7: Comparing respondents' level of education with business operation / performance statements

Statements ^a	Mean score (Up to Secondary School)	Mean score (Tertiary education)	Compared with level of education ^b
1. Traditional Societal Perception			
Male business managers perform better than female business managers	3.32	3.57	N.S.
The performance of the business is influenced by the belief systems of the society	2.64	2.35	N.S.
The performance of entrepreneur is determined by their home background	2.17	2.67	* Up to Secondary School agree more
The gender of the business manager influences the level of service(s) delivered to customers	3.26	3.48	N.S.
International tourists patronise mostly white businesses	2.80	2.64	N.S.
2. Level of Formal Education and Training			
The manager's level of formal education is key to the performance of tourism business	2.23	1.82	* Tertiary education agree more
A business owner/manager should take a business training before starting a tourism business	2.21	1.68	* Tertiary education agree more
I have the ability to run a successful tourism business with my own knowledge	1.83	1.96	N.S.
I believe that formal education has contributed in strengthening and developing my leadership skills.	2.45	1.58	** Tertiary education agree more
Male business owners are better trained than female business owners	3.56	3.51	N.S.
3. Managerial and Operational Capabilities			
I have skills and experience in running a tourism business	1.73	1.79	N.S.
I give my employees the opportunity to come up with ideas or decisions in running the business	2.18	2.01	N.S.
Male business managers are more capable than female business managers	3.52	3.64	N.S.
Male business managers are better managers than female business managers	3.56	3.64	N.S.

I send/arrange workshops for the staff members to receive training.	2.39	1.93	** Tertiary education agree more
4. Marketing Capability			
I use internet to market my business	2.62	1.58	** Tertiary education agree more
I rely on different sources of media to get my business known.	2.65	1.79	** Tertiary education agree more
I do research to find out the new market trends	2.35	1.75	** Tertiary education agree more
I know very well how to offer my products and deliver services to meet customer need (Product)	1.95	1.67	* Tertiary education agree more
I use different promotion techniques to sell my products and services (Promotion)	2.42	1.60	** Tertiary education agree more
5. Access to Financial Capital			
It is easy to find start-up capital to start a tourism business	4.02	4.14	N.S.
It is impossible to start a tourism business without external financial support	3.15	2.63	* Tertiary education agree more
Male business owners / managers have better access to business capital than female business owners / managers	3.71	3.64	N.S.
I am aware of the available sources of capital that cater for tourism businesses	3.53	2.86	** Tertiary education agree more
My business financial capital is inadequate	2.15	2.35	N.S.
6. Receiving Government Support			
I received start-up capital from the government	4.00	3.92	N.S.
The government provides mentoring programmes for running businesses.	3.27	3.33	N.S.
I receive information on how to start/run a business from the government	3.27	3.63	N.S.
The government does not support tourism businesses	2.91	3.06	N.S.
Male business owners / managers have better access to government support than female business owners / managers	3.65	3.56	N.S.
7. Ability to form Business Networks			
I am an active member of a tourism business network (union)	3.02	2.77	N.S.
There are no tourism business networks in my area	3.09	3.02	N.S.
I depend on other business owners in order to succeed in my business	2.33	2.64	N.S.
There is no time for attending business network meetings	3.14	2.94	N.S.
I can meet with other business owners at social gatherings	2.15	1.88	N.S.

8. General Entrepreneurial Statements			
I always bring new ideas in the business	1.68	1.68	N.S.
I am ambitious to bring change in my society	1.79	1.93	N.S.
I have been a powerful force for helpful change	2.02	2.04	N.S.
I enjoy facing and overcoming obstacles to my ideas	1.77	1.81	N.S.
I do not give up easily	1.50	1.39	N.S.
I am great at turning problems into opportunities	1.82	1.70	N.S.
I can spot a good opportunity easily	1.97	1.54	** Tertiary education agree more

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation/performance statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

^bMann-Whitney U test significance: *, $p < 0.05$; **, $p < 0.01$; N.S., no significant results.

This study found interesting results when comparing the respondents' level of education and marketing capabilities. The findings indicated high significant results for most of the variables in this dimension. Results in Table 4.7 indicate that those who had tertiary education agreed more than those who had not more than high school education with all variables depicting marketing capabilities. This shows that those who have tertiary education maintain strong marketing capabilities compared to those who have high school education. In this study, 56% of the respondents had tertiary education (see Table 4.1). This means majority of the respondents (56%) had strong marketing capabilities in managing tourism business operations. This implies a positive result for tourism business operations in Durban, not overlooking that 44% of those who had not more than high school education is a relatively high percentage and therefore needs to improve on their marketing capabilities. Meanwhile, these results have confirmed education as an important asset for tourism business operations and performance (Yadav, 2018; Zeng & Gerristen, 2014).

Biggs and Shah (2006) show that entrepreneurs with higher level of education start larger businesses than those with lower education. Similarly, starting a large business also requires a large amount of money for start-up and operation. Essentially, entrepreneurs with tertiary education may find it difficult to start a business without external financial support. As a result, respondents with tertiary education agreed more than those with high school education that 'it is impossible to start a business without external financial support'. Furthermore, respondents with tertiary education agreed more than respondents who have high school education with the statement: 'I am aware of the available sources of capital that cater for tourism businesses'. This research outcome is in line with Jiyane et al.'s (2013) notion that entrepreneurs with tertiary education have a better access to information. It is also not surprising that

respondents with tertiary education agreed more that they can spot a good opportunity easily. Research on entrepreneurship has indicated that there is a significant role of higher level education in supporting innovation and the use of technology; problem solving, among others (see Ramadani, 2015; Zlatkiov, 2015; Nxopo & Iwu, 2016; Rao, 2018).

4.9 COMPARING BUSINESS OWNERSHIP ROLE WITH BUSINESS OPERATION/ PERFORMANCE STATEMENTS

Tourism-related entrepreneurs were asked to indicate their level of agreement or disagreement with business operations statements on the questionnaire used for this study. The results were then compared with the respondents' profile – business ownership, to test the relationship between business ownership role and business operations' variables. Table 4.8 presents the results of these tests.

Table 4.8: Comparing business ownership role with business operation / performance statements

Statements ^a	Mean score (Business owner)	Mean score (Not business owner)	Compared with business ownership ^b
1. Traditional Societal Perception			
Male business managers perform better than female business managers	3.32	3.71	N.S.
The performance of the business is influenced by the belief systems of the society	2.42	2.56	N.S.
The performance of entrepreneur is determined by their home background	2.17	2.93	** Business owners agree more
The gender of the business manager influences the level of service(s) delivered to customers	3.04	3.96	** Business owners agree more
International tourists patronise mostly white businesses	2.49	3.09	** Business owners agree more
2. Level of Formal Education and Training			
The manager's level of formal education is key to the performance of tourism business	1.93	2.13	N.S.
A business owner/manager should take a business training before starting a tourism business	1.84	2.04	N.S.
I have the ability to run a successful tourism business with my own knowledge	1.77	2.15	** Business owners agree more
I believe that formal education has contributed in strengthening and developing my leadership skills.	1.94	2.02	N.S.
Male business owners are better trained than female business owners	3.43	3.71	N.S.

3. Managerial and Operational Capabilities			
I have skills and experience in running a tourism business	1.75	1.78	N.S.
I give my employees the opportunity to come up with ideas or decisions in running the business	2.00	2.24	N.S.
Male business managers are more capable than female business managers	3.32	4.05	** Business owners agree more
Male business managers are better managers than female business managers	3.41	3.95	** Business owners agree more
I send/arrange workshops for the staff members to receive training.	2.03	2.31	N.S.
4. Marketing Capability			
I use internet to market my business	1.95	2.20	N.S.
I rely on different sources of media to get my business known.	2.09	2.29	N.S.
I do research to find out the new market trends	2.03	1.98	N.S.
I know very well how to offer my products and deliver services to meet customer need (Product)	1.75	1.87	N.S.
I use different promotion techniques to sell my products and services (Promotion)	1.96	1.96	N.S.
5. Access to Financial Capital			
It is easy to find start-up capital to start a tourism business	4.20	3.89	* Non Business owners agree more
It is impossible to start a tourism business without external financial support	2.84	2.89	N.S.
Male business owners / managers have better access to business capital than female business owners / managers	3.60	3.80	N.S.
I am aware of the available sources of capital that cater for tourism businesses	3.20	3.07	N.S.
My business financial capital is inadequate	2.13	2.50	* Business owners agree more
6. Receiving Government Support			
I received start-up capital from the government	4.07	3.75	** Non Business owners agree more
The government provides mentoring programmes for running businesses.	3.31	3.31	N.S.
I receive information on how to start/run a business from the government	3.45	3.51	N.S.
The government does not support tourism businesses	2.91	3.15	N.S.
Male business owners / managers have better access to government support than female business owners / managers	3.62	3.56	N.S.

7. Ability to form Business Networks			
I am an active member of a tourism business network (union)	2.80	3.02	N.S.
There are no tourism business networks in my area	2.95	3.24	N.S.
I depend on other business owners in order to succeed in my business	2.36	2.76	* Business owners agree more
There is no time for attending business network meetings	3.02	3.04	N.S.
I can meet with other business owners at social gatherings	1.82	2.31	** Business owners agree more
8. General Entrepreneurial Statements			
I always bring new ideas in the business	1.58	1.85	* Business owners agree more
I am ambitious to bring change in my society	1.87	1.85	N.S.
I have been a powerful force for helpful change	1.95	2.16	N.S.
I enjoy facing and overcoming obstacles to my ideas	1.65	2.04	** Business owners agree more
I do not give up easily	1.42	1.47	N.S.
I am great at turning problems into opportunities	1.69	1.85	N.S.
I can spot a good opportunity easily	1.66	1.84	* Business owners agree more

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation/performance statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

^bMann-Whitney U test significance: *, $p < 0.05$; **, $p < 0.01$; N.S., no significant results.

Business owners agreed more than those who were only business managers on most of the variables depicting ‘traditional and societal perception’ (‘the performance of entrepreneur is determined by their home background’, ‘the gender of the business manager influences the level of service(s) delivered to customers’, and ‘international tourists patronise mostly white businesses’). Business owners in this study perceived that social attribute has a significant contribution towards business operations. This study notes that business owners who are non-business managers are not working close to the business as managers do. They may not be fully involved in the actual business operations. This study’s outcome may therefore be under the influence of the owner’s perception against the reality that managers are experiencing in business operations on a daily basis. In addition, business owners agreed more than non-business owners that they had the ability to run a successful business with their own knowledge. The business owners in this case were those who were not managing the business; hence, they employed managers to manage the business for them. It is then arguable if the successfulness of their business solely depend on the owner’s knowledge or the manager’s knowledge.

Business owners in this study agreed more than the non-business owners with related business operation statements in the dimension of ‘managerial capabilities’: ‘male

business managers are more capable than female business managers' and 'male business managers are better managers than female business managers'.

On the one hand, non-business owners agreed more than business owners that it is easy to find start-up capital to start a tourism business and that they received funding from the government. Non-business owners in this study were found only managing other people's businesses; as they did not own businesses, however they perceived that it is easy to source funding for business start-up. On the other hand, business owners agreed more that their financial capital is inadequate. This suggests that business owners are struggling to accumulate enough start-up capital for their business. In summary, the researcher notes the different views from business owners and non-business owners towards access to financial capital as a matter of actual exercise against perception.

This study obtained positive results regarding entrepreneurs' ability to form business networks, as business owners agreed more than non-business owners with the statements: 'I depend on other business owners in order to succeed' and 'I can meet with other business owners at social gatherings'. Developing relationship with other entrepreneurs has been recommended by many researchers (such as Newbert *et al.*, 2013; Rauch *et al.*, 2016; Santos *et al.*, 2019) as it creates a platform for sharing information and ideas for exploiting entrepreneurial opportunities. Business owners in this study showed more positive responses to two variables in the 'ability to form business networks' dimension, more than non-business owners. Moreover, business owners displayed higher qualities of successful entrepreneur as they agree more than non-business owners to some of the general entrepreneurial statements. Business owners seemed to be more enthusiastic about the business as they agreed more than non-business owners with the statements: 'I always bring new ideas in the business', 'I enjoy facing and overcoming obstacles to my ideas', and 'I can spot a good opportunity easily'. However, it is important noting that business managers develop more of these positive business operation abilities. Business managers are practically working more closely to the business as they plan, organise, control and lead business operations than business owners who are not managing the business.

4.10 COMPARING BUSINESS MANAGEMENT ROLE WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS

Table 4.9 presents results on the relationships between management role and business operations statements. The results showed that non-business managers agree more than business managers with the statements: 'gender of the business manager influences the level of service(s) delivered to customers' and 'male business managers are more capable than female business managers'. Business managers agreed more than non-business managers with the statement: 'I am aware of the available sources of capital that cater for tourism businesses'.

Table 4.9: Comparing business management role with business operation / performance statements

Statements ^a	Mean score (Business manager)	Mean score (Not business manager)	Compared with business management role ^b
1. Traditional Societal Perception			
Male business managers perform better than female business managers	3.59	3.27	N.S.
The performance of the business is influenced by the belief systems of the society	2.45	2.50	N.S.
The performance of entrepreneur is determined by their home background	2.56	2.29	N.S.
The gender of the business manager influences the level of service(s) delivered to customers	3.52	3.18	*Non business managers agree more
International tourists patronise mostly white businesses	2.86	2.50	N.S.
2. Level Of Formal Education And Training			
The manager's level of formal education is key to the performance of tourism business	1.91	2.13	N.S.
A business owner/manager should take a business training before starting a tourism business	1.94	1.87	N.S.
I have the ability to run a successful tourism business with my own knowledge	1.99	1.79	N.S.
I believe that formal education has contributed in strengthening and developing my leadership skills.	1.86	2.11	N.S.
Male business owners are better trained than female business owners	3.61	3.42	N.S.

3. Managerial and Operational Capabilities			
I have skills and experience in running a tourism business	1.75	1.77	N.S.
I give my employees the opportunity to come up with ideas or decisions in running the business	2.08	2.10	N.S.
Male business managers are more capable than female business managers	3.75	3.35	* Non business managers agree more
Male business managers are better managers than female business managers	3.72	3.45	N.S.
I send/arrange workshops for the staff members to receive training.	2.08	2.21	N.S.
4. Marketing Capability			
I use internet to market my business	1.92	2.21	N.S.
I rely on different sources of media to get my business known.	2.07	2.31	N.S.
I do research to find out the new market trends	1.89	2.19	N.S.
I know very well how to offer my products and deliver services to meet customer need (Product)	1.76	1.84	N.S.
I use different promotion techniques to sell my products and services (Promotion)	1.90	2.05	N.S.
5. Access to Financial Capital			
It is easy to find start-up capital to start a tourism business	4.01	4.19	N.S.
It is impossible to start a tourism business without external financial support	2.82	2.92	N.S.
Male business owners / managers have better access to business capital than female business owners / managers	3.65	3.71	N.S.
I am aware of the available sources of capital that cater for tourism businesses	3.00	3.37	* Business managers agree more
My business financial capital is inadequate	2.38	2.10	N.S.
6. Receiving Government Support			
I received start-up capital from the government	3.95	3.95	N.S.
The government provides mentoring programmes for running businesses.	3.33	3.27	N.S.
I receive information on how to start/run a business from the government	3.42	3.55	N.S.
The government does not support tourism businesses	3.10	2.84	N.S.
Male business owners / managers have better access to government support than female business owners / managers	3.58	3.63	N.S.

7. Ability to form Business Networks			
I am an active member of a tourism business network (union)	2.89	2.87	N.S.
There are no tourism business networks in my area	3.09	3.00	N.S.
I depend on other business owners in order to succeed in my business	2.55	2.45	N.S.
There is no time for attending business network meetings	3.06	2.98	N.S.
I can meet with other business owners at social gatherings	2.03	1.95	N.S.
8. General Entrepreneurial Statements			
I always bring new ideas in the business	1.70	1.65	N.S.
I am ambitious to bring change in my society	1.90	1.82	N.S.
I have been a powerful force for helpful change	2.05	2.00	N.S.
I enjoy facing and overcoming obstacles to my ideas	1.78	1.80	N.S.
I do not give up easily	1.42	1.47	N.S.
I am great at turning problems into opportunities	1.76	1.74	N.S.
I can spot a good opportunity easily	1.67	1.81	N.S.

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation/performance statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

^bMann-Whitney U test significance: *, $p < 0.05$; **, $p < 0.01$; N.S., no significant results.

4.11 COMPARING START-UP MOTIVATION WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS

Entrepreneurship is associated with luxurious life; however, it is not an easy venture to embark on. Starting and running a business can be affected by so many factors such as government regulations, economic situations, and competition within the industry. Many people may shy away from entrepreneurship. However, entrepreneurship rate is increasing each year, mostly in African countries (GEM, 2012) with developing economies. Entrepreneurs enter into entrepreneurship for different purposes such as starting a business to take available opportunity or starting a business as a means of survival. This study tested the relationships between the entrepreneurs' start-up motivation and the business operations statements on the questionnaire of this study.

Table 4.10 presents results that identified a significant relationship for one of the subset variable in the dimension of 'traditional and societal perception' as those who started business to take an available opportunity agreed more than those who started a business as a means of survival to this statement; 'international tourists patronise mostly white business'. One can therefore argue that there is somewhat weak influence of start-up motivation on 'traditional and societal perception'.

Table 4.10: Comparing start-up motivation with business operation / performance statements

Statements ^a	Mean score (Took opportunity)	Mean score (Means of survival)	Compared with start-up motivation ^b
1. Traditional Societal Perception			
Male business managers perform better than female business managers	3.49	3.42	N.S.
The performance of the business is influenced by the belief systems of the society	2.37	2.58	N.S.
The performance of entrepreneur is determined by their home background	2.52	2.36	N.S.
The gender of the business manager influences the level of service(s) delivered to customers	3.35	3.39	N.S.
International tourists patronise mostly white businesses	2.37	3.12	** Those who started business to take on available opportunity agree more
2. Level Of Formal Education And Training			
The manager's level of formal education is key to the performance of tourism business	1.81	2.19	* Those who started business to take on available opportunity agree more
A business owner/manager should take a business training before starting a tourism business	1.72	2.13	* Those who started business to take on available opportunity agree more
I have the ability to run a successful tourism business with my own knowledge	1.94	1.84	N.S.
I believe that formal education has contributed in strengthening and developing my leadership skills.	1.75	2.24	** Those who started business to take on available opportunity agree more
Male business owners are better trained than female business owners	3.46	3.64	N.S.
3. Managerial and Operational Capabilities			
I have skills and experience in running a tourism business	1.74	1.78	N.S.
I give my employees the opportunity to come up with ideas or decisions in running the business	1.89	2.33	** Those who started business to take on available opportunity agree more
Male business managers are more capable than female business managers	3.60	3.57	N.S.
Male business managers are better managers than female business managers	3.57	3.66	N.S.
I send/arrange workshops for the staff members to receive training.	1.83	2.48	** Those who started business to take on available opportunity agree more

4. Marketing Capability			
I use internet to market my business	1.65	2.52	** Those who started business to take on available opportunity agree more
I rely on different sources of media to get my business known.	1.93	2.46	* Those who started business to take on available opportunity agree more
I do research to find out the new market trends	1.78	2.31	** Those who started business to take on available opportunity agree more
I know very well how to offer my products and deliver services to meet customer need (Product)	1.84	1.73	N.S.
I use different promotion techniques to sell my products and services (Promotion)	1.60	2.40	** Those who started business to take on available opportunity agree more
5. Access to Financial Capital			
It is easy to find start-up capital to start a tourism business	3.90	4.30	N.S.
It is impossible to start a tourism business without external financial support	2.59	3.19	** Those who started business to take on available opportunity agree more
Male business owners / managers have better access to business capital than female business owners / managers	3.58	3.76	N.S.
I am aware of the available sources of capital that cater for tourism businesses	3.06	3.30	N.S.
My business financial capital is inadequate	2.34	2.13	N.S.
6. Receiving Government Support			
I received start-up capital from the government	3.94	4.01	N.S.
The government provides mentoring programmes for running businesses.	3.19	3.49	N.S.
I receive information on how to start/run a business from the government	3.46	3.52	N.S.
The government does not support tourism businesses	2.96	3.01	N.S.
Male business owners / managers have better access to government support than female business owners / managers	3.53	3.67	N.S.
7. Ability to form Business Networks			
I am an active member of a tourism business network (union)	2.59	3.28	** Those who started business to take on available opportunity agree more
There are no tourism business networks in my area	3.04	3.06	N.S.
I depend on other business owners in order to succeed in my business	2.68	2.25	N.S.
There is no time for attending business network meetings	3.01	3.04	N.S.
I can meet with other business owners at social gatherings	1.70	2.34	** Those who started business to take on available opportunity agree more

8. General Entrepreneurial Statements			
I always bring new ideas in the business	1.75	1.60	N.S.
I am ambitious to bring change in my society	2.05	1.64	** Those who started business as a means of survival agree more
I have been a powerful force for helpful change	2.09	1.99	N.S.
I enjoy facing and overcoming obstacles to my ideas	1.86	1.70	N.S.
I do not give up easily	1.47	1.40	N.S.
I am great at turning problems into opportunities	1.78	1.75	N.S.
I can spot a good opportunity easily	1.65	1.82	N.S.

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation/performance statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

^bMann-Whitney U test significance: *, $p < 0.05$; **, $p < 0.01$; N.S., no significant results.

Table 4.10 displays results indicating that those who started business to take on available opportunity agreed more than those who started business as their means of survival with some variables depicting the business operations dimension: 'level of formal education and training'. Those who started business to take on available opportunity agreed more than those who started a business as their means of survival to these statements: 'the manager's level of formal education is key to the performance of tourism business', 'a business owner/manager should take a business training before starting a tourism business', and 'I believe that formal education has contributed in strengthening and developing my leadership skills'. This study suggests that there is a strong influence of level of education in spotting business opportunities. Importantly, entrepreneurs who started businesses to take available opportunity believe that their level of education has contributed in developing their entrepreneurial skills.

In another view, those who started business to take on available opportunity also agreed more than those who started a business as their means of survival, in developing their subordinates as they agreed more with 'I give my employees the opportunity to come up with ideas or decisions in running the business' and 'I send/arrange workshops for the staff members to receive training'. This shows that the subordinates are valued, thus improving their job satisfaction and morale. Moreover, giving training to the employees strengthens the level of knowledge about their work and increase the level of work performance.

It is also interesting to find that those who started business to take on available opportunity indicate that they have strong marketing capabilities as they agreed more

than survival entrepreneurs to most of the variables depicting marketing capabilities. According to Fisher (2011) and Kokotović *et al.* (2016), entrepreneurs who started business to take available opportunity display characteristics of 'growth entrepreneurs'. The authors has maintained that growth entrepreneurs are driven by the competitive nature of business; they create a business of long-term value and constantly want to make the business bigger and more competitive. This study suggests that employee development and marketing capabilities are important entrepreneurial aspects for the business to grow and remain competitive in the tourism industry. Therefore, opportunity entrepreneurs depict more positive results towards business operations' success than survival entrepreneurs.

Furthermore, growth entrepreneurs here again are likely to start a business with larger investments (Fisher, 2011; Kokotović *et al.*, 2016). In this study, the researcher identified a significant difference when start-up motivation was compared with business operations' dimension: 'access to financial support'. Those who started business to take on available opportunity agreed more than those who started a business as means of survival that 'it is impossible to start a tourism business without external financial support'. There were no significant differences with the other set of variables ('It is easy to find start-up capital to start a tourism business', 'male business owners / managers have better access to business capital than female business owners / managers', 'I am aware of the available sources of capital that cater for tourism businesses', and 'my business financial capital is inadequate'). This result suggests that opportunity entrepreneurs start businesses with a larger amount of capital compared to survival entrepreneurs in this study. This study further notes that starting a business with large amount of capital is one of the qualities of a 'growth entrepreneur'. No significant differences were identified when start-up motivation was compared with business operation statements depicting the level of receiving government support.

Furthermore, this study tested the relationships between entrepreneurs' start-up motivation and their 'ability to form business networks'. The results in Table 4.10 show that those who started business to take on available opportunity were more positive towards these variables than those who started a business as means of survival. Those who started a business to take available opportunity agreed more than those who started a business as means of survival to these statements: 'I am an active

member of a tourism business network (union)', and 'I can meet with other business owners at social gatherings'. This study also notes the positive attitude of entrepreneurs who started their business to take available opportunity in creating and fostering relationships with the other entrepreneurs. The results in Table 4.10 highlight that those who started a business to take available opportunity agreed more than those who started a business as a means of survival, with many of the business operation statements in the questionnaire of this study. However, those who started business as a means of survival agreed more than those who started a business to take available opportunity to one of the 'general entrepreneurial statements': 'I am ambitious to bring change in my society'. Arguably, survival entrepreneurs are pushed to start a business because of their socio-economic challenges. Essentially, the survival entrepreneurs develop the need to change their socio-economic situation.

4.12 COMPARING YEARS OF BUSINESS EXPERIENCE WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS

Table 4.11 indicates relationships between entrepreneur's years of business experience and business operation variables. Entrepreneurs who have been in business for more than 6 years agreed more than those who have been in business for 6 years or less with the statement: 'male business managers perform better than female business managers'. In contrary, those who have been in business for 6 years or less agree more than those respondents who have been in business for more than 6 years with the statement: 'International tourists patronise mostly white businesses'.

No significant relationships were identified when entrepreneurs' years of business experience is compared with many of the business operation dimensions that is: ('level of formal education and training'; 'managerial and operational capabilities'; 'access to financial capital'; 'receiving government support'; and 'general entrepreneurial statements').

Table 4.11: Comparing years of business experience with business operation / performance statements

Statements ^a	Mean score (Up to 6 years)	Mean score (more than 6 years)	Compared with years of business experience ^b
1. Traditional Societal Perception			
Male business managers perform better than female business managers	3.75	3.02	** Those in business for more than 6 years agree more
The performance of the business is influenced by the belief systems of the society	2.27	2.63	N.S.
The performance of entrepreneur is determined by their home background	2.58	2.24	N.S.
The gender of the business manager influences the level of service(s) delivered to customers	3.42	3.32	N.S.
International tourists patronise mostly white businesses	2.51	3.03	* Those in business for 6years or less agree more
2. Level Of Formal Education And Training			
The manager's level of formal education is key to the performance of tourism business	1.89	2.17	N.S.
A business owner/manager should take a business training before starting a tourism business	1.92	1.90	N.S.
I have the ability to run a successful tourism business with my own knowledge	1.86	1.98	N.S.
I believe that formal education has contributed in strengthening and developing my leadership skills.	2.01	1.90	N.S.
Male business owners are better trained than female business owners	3.56	3.49	N.S.
3. Managerial and Operational Capabilities			
I have skills and experience in running a tourism business	1.75	1.78	N.S.
I give my employees the opportunity to come up with ideas or decisions in running the business	2.04	2.15	N.S.
Male business managers are more capable than female business managers	3.60	3.56	N.S.
Male business managers are better managers than female business managers	3.63	3.58	N.S.
I send/arrange workshops for the staff members to receive training.	2.03	2.29	N.S.
4. Marketing Capability			
I use internet to market my business	1.76	2.47	** Those in business for 6years or less agree more
I rely on different sources of media to get my business known.	1.91	2.56	** Those in business for 6years or less agree more
I do research to find out the new market trends	1.82	2.31	* Those in business for 6years or less agree more
I know very well how to offer my products and deliver services to meet customer need (Product)	1.71	1.92	N.S.
I use different promotion techniques to sell my products and services (Promotion)	1.73	2.32	** Those in business for 6years or less agree more

5. Access to Financial Capital			
It is easy to find start-up capital to start a tourism business	4.15	3.98	N.S.
It is impossible to start a tourism business without external financial support	2.70	3.10	N.S.
Male business owners / managers have better access to business capital than female business owners / managers	3.81	3.46	N.S.
I am aware of the available sources of capital that cater for tourism businesses	3.26	2.98	N.S.
My business financial capital is inadequate	2.32	2.17	N.S.
6. Receiving Government Support			
I received start-up capital from the government	3.99	3.90	N.S.
The government provides mentoring programmes for running businesses.	3.33	3.27	N.S.
I receive information on how to start/run a business from the government	3.45	3.51	N.S.
The government does not support tourism businesses	3.03	2.93	N.S.
Male business owners / managers have better access to government support than female business owners / managers	3.63	3.56	N.S.
7. Ability to form Business Networks			
I am an active member of a tourism business network (union)	2.99	2.71	N.S.
There are no tourism business networks in my area	3.03	3.08	N.S.
I depend on other business owners in order to succeed in my business	2.51	2.51	N.S.
There is no time for attending business network meetings	3.18	2.80	* Those in business for more than 6 years agree more
I can meet with other business owners at social gatherings	1.84	2.25	* Those in business for 6 years or less agree more
8. General Entrepreneurial Statements			
I always bring new ideas in the business	1.70	1.64	N.S.
I am ambitious to bring change in my society	1.86	1.88	N.S.
I have been a powerful force for helpful change	2.02	2.03	N.S.
I enjoy facing and overcoming obstacles to my ideas	1.82	1.75	N.S.
I do not give up easily	1.43	1.46	N.S.
I am great at turning problems into opportunities	1.74	1.78	N.S.
I can spot a good opportunity easily	1.77	1.66	N.S.

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation/performance statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

^bMann-Whitney U test significance: *, $p < 0.05$; **, $p < 0.01$; N.S., no significant results.

Results in Table 4.11 depict that entrepreneurs who were found in business for 6 years or less were more positive towards marketing capabilities than those who were found in business for more than 6 years. Those in business for 6 years or less agreed more than those who have been in business for more than 6 years to these statements: 'I use internet to market my business', 'I rely on different sources of media to get my

business known', 'I do research to find out the new market trends', and 'I use different promotion techniques to sell my products and services (Promotion)'. It is likely that respondents who have been in business for 6 years or less also belong to the younger generation as they were more into the use of technology.

The researcher posits also that those who have been in business for more than 6 years might have gained knowledge about the tourism industry and found it needless to search for information or expend much energy in promoting their businesses. However, this practice is not recommended for tourism business operation's success. Businesses should strive to remain competitive in the industry (Welsh, *et al.* 2017). Using different channels of media to advertise a business, for example, can reach customers from different locations (Luo, *et al.*, 2012).

In Table 4.11, the results also compared entrepreneurs' years of business experience and the business operation dimension- 'ability to form business networks'. On the one hand, respondents in business for more than 6 years agreed more than those who were 6 years or less in business with the statement: 'there is no time for attending business network meetings'. On the other hand, those in business for 6 years or less agreed more than those in business for more than 6 years with the statement: 'I can meet with other business owners at social gatherings'. In summary, tourism-related entrepreneurs who were in business for 6 years or less create time and develop relationship with other entrepreneurs. This allows them to gain more knowledge about business management, and business promotion. Essentially, business networking plays a significant role in enhancing business operations (Klyver & Grant, 2010; Lans *et al.*, 2015).

4.13 COMPARING RESPONDENTS' NATIONALITY WITH BUSINESS OPERATION / PERFORMANCE STATEMENTS

Respondents were asked to indicate their level of agreement to the business operation statements on the questionnaire, these statements were then compared with respondents' nationality. In Table 4.12, the results indicated no significant relationships or differences when testing the relationship between the respondents' nationality and the business operation statements on these dimensions: level of education', 'managerial and operational capabilities', 'marketing capabilities', 'access to financial capital', and 'receiving government support'. However, a significant

relationship was identified when respondents' nationality was compared with business operation dimension- 'traditional and societal perception'.

Those who were non-South African entrepreneurs agreed more than South African entrepreneurs with this statement: 'gender of the business manager influences the level of service delivered to customers'. Non-South African entrepreneurs perceived that gender plays a role with regard to customer service in tourism-related businesses.

Table 4.12: Comparing respondents' nationality with business operation / performance statements

Statements ^a	Mean score (South African)	Mean score (Non South Africans)	Compared with respondents' nationality ^b
1. Traditional Societal Perception			
Male business managers perform better than female business managers	3.48	3.29	N.S.
The performance of the business is influenced by the belief systems of the society	2.47	2.47	N.S.
The performance of entrepreneur is determined by their home background	2.47	2.24	N.S.
The gender of the business manager influences the level of service(s) delivered to customers	3.44	2.88	* Non South Africans agree more
International tourists patronise mostly white businesses	2.71	2.71	N.S.
2. Level Of Formal Education And Training			
The manager's level of formal education is key to the performance of tourism business	2.05	1.65	N.S.
A business owner/manager should take a business training before starting a tourism business	1.89	2.06	N.S.
I have the ability to run a successful tourism business with my own knowledge	1.91	1.88	N.S.
I believe that formal education has contributed in strengthening and developing my leadership skills.	1.97	1.94	N.S.
Male business owners are better trained than female business owners	3.53	3.53	N.S.

3. Managerial and Operational Capabilities			
I have skills and experience in running a tourism business	1.75	1.82	N.S.
I give my employees the opportunity to come up with ideas or decisions in running the business	2.10	2.00	N.S.
Male business managers are more capable than female business managers	3.62	3.35	N.S.
Male business managers are better managers than female business managers	3.63	3.41	N.S.
I send/arrange workshops for the staff members to receive training.	2.08	2.53	N.S.
4. Marketing Capability			
I use internet to market my business	2.08	1.71	N.S.
I rely on different sources of media to get my business known.	2.21	1.82	N.S.
I do research to find out the new market trends	2.03	1.88	N.S.
I know very well how to offer my products and deliver services to meet customer need (Product)	1.81	1.65	N.S.
I use different promotion techniques to sell my products and services (Promotion)	1.97	1.88	N.S.
5. Access to Financial Capital			
It is easy to find start-up capital to start a tourism business	4.07	4.24	N.S.
It is impossible to start a tourism business without external financial support	2.82	3.18	N.S.
Male business owners / managers have better access to business capital than female business owners / managers	3.68	3.65	N.S.
I am aware of the available sources of capital that cater for tourism businesses	3.16	3.12	N.S.
My business financial capital is inadequate	2.22	2.59	N.S.
6. Receiving Government Support			
I received start-up capital from the government	3.94	4.06	N.S.
The government provides mentoring programmes for running businesses.	3.26	3.71	N.S.
I receive information on how to start/run a business from the government	3.47	3.47	N.S.
The government does not support tourism businesses	2.95	3.35	N.S.
Male business owners / managers have better access to government support than female business owners / managers	3.61	3.53	N.S.

7. Ability to form Business Networks			
I am an active member of a tourism business network (union)	2.79	3.59	* South Africans agree more
There are no tourism business networks in my area	3.14	2.35	* Non South Africans agree more
I depend on other business owners in order to succeed in my business	2.59	1.88	* Non South Africans agree more
There is no time for attending business network meetings	3.03	3.00	N.S.
I can meet with other business owners at social gatherings	2.02	1.82	N.S.
8. General Entrepreneurial Statements			
I always bring new ideas in the business	1.74	1.18	** Non South Africans agree more
I am ambitious to bring change in my society	1.92	1.41	** Non South Africans agree more
I have been a powerful force for helpful change	2.06	1.76	N.S.
I enjoy facing and overcoming obstacles to my ideas	1.85	1.35	** Non South Africans agree more
I do not give up easily	1.48	1.12	* Non South Africans agree more
I am great at turning problems into opportunities	1.82	1.24	** Non South Africans agree more
I can spot a good opportunity easily	1.78	1.29	** Non South Africans agree more

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation/performance statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

^bMann-Whitney U test significance: *, $p < 0.05$; **, $p < 0.01$; N.S., no significant results.

The respondents' nationality was further compared with the business operation dimension: 'ability to form business network'. The results indicated that the non-South Africans entrepreneurs agreed more than the South Africans with these statements: 'there are no tourism business networks in my area', and 'I depend on other business owners in order to succeed in my business'. In contrary, the South African entrepreneurs agreed more than the non-South African entrepreneurs with this statement: 'I am an active member of a tourism business network (union)'. The result here simply means that the non-South African entrepreneurs in this study were lacking information about available tourism business networks found in this region (Durban, KwaZulu-Natal). Although, the non-South African entrepreneurs did not join tourism business networks in the area, however, they created relationships with other entrepreneurs and shared business information. Both groups of entrepreneurs (South Africans and non-South Africans) therefore had a platform of sharing business information with other entrepreneurs whether in a formal or casual / informal setting. It implies that the most important factor is an element of networking with other business owners/managers which according to Greenberg and Mollick, (2017),

is more useful towards business management and business operations compared to family and friends' relationships.

Nationality of the respondents was also compared with the 'general entrepreneurial statements'. It is interesting to find that the non-South Africans agreed more than the South Africans with all general entrepreneurial statements. Table 4.12 shows results that there was high significant relationship between the respondents' nationality and the general entrepreneurial statements. The non-South African entrepreneurs depicted strong entrepreneurial characteristics compared to the South African entrepreneurs. This study suggests therefore that South Africa improves its entrepreneurial education, starting from the grassroots' level to bring about national entrepreneurial revolution. Nurturing the spirit of entrepreneurship requires much effort, and in some cases can be argued to be part of a national culture.

4.14 FINAL CONCEPTUAL MODEL OF THE STUDY

At the primary stage of the study, the researcher proposed a conceptual framework which is the epicentre of this study. The proposed conceptual framework was informed by several literature, to explore the gender nuances in selected tourism business operation in Durban, South Africa. From the literature reviewed, the researcher adopted dimensions and variables that are associated with the role of gender in managing and running a business. These dimensions' variables are considered very common factors in entrepreneurship literature and are mostly used to differentiate between male entrepreneurship and female entrepreneurs (Ramadani, 2015; Fairlie & Robb, 2009; Tshabalala & Ezeuduji, 2016; Irene, 2017; Santhi, 2017). This study did not make a conclusive finding that gender or any other demographic characteristics play a very strong role in differentiating business success or performance as mostly perceived. The conclusive finding in this study points to the strong role that developing marketing capability plays on business success irrespective of gender or any other demographic characteristics. This study therefore relabelled the initially proposed conceptual framework that guided this study as ***"perceived"*** model of Gender nuances in tourism business operations, and this study did not validate the initial model as reality in the business world.

Importantly, there is a difference here between what people perceive and what takes place in reality. More so, regarding the ‘general entrepreneurial statements’, no gender difference was found for all the seven entrepreneurial characteristics (‘I always bring new ideas in the business’; ‘I am ambitious to bring change in my society’; ‘I have been a powerful force for helpful change’; ‘I enjoy facing and overcoming obstacles to my ideas’; ‘I do not give up easily’; ‘I am great at turning problems into opportunities’; and ‘I can spot a good opportunity easily’).

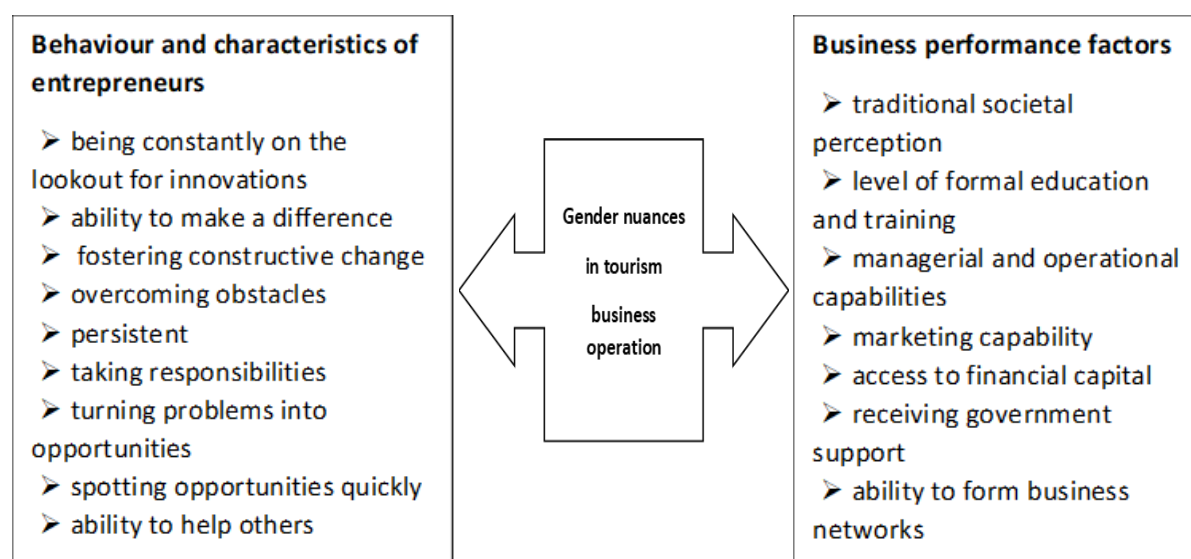


Figure 4.13: Final conceptual model: ‘Perceived’ Gender nuances in tourism business operations

4.15 CHAPTER SUMMARY

The aim of conducting this study is to explore gender nuances in tourism business operations. The researcher used questionnaires to collect data from 150 tourism-related entrepreneurs in Durban CBD, KwaZulu-Natal. The results of this research were analysed using descriptive analyses, bivariate and multivariate analyses. This chapter presented the descriptive analyses of this study and discussions in relation with previous literature. Results from bivariate analyses (Chi-Square, Correlation, and Mann Whitney U tests) were also presented alongside the multivariate analyses results (Reliability tests of different dimensions). All these results were discussed or compared with previous literature, and main findings were highlighted. Conclusion and recommendations from these results are discussed in the next chapter:

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

The level of women participation and performance in entrepreneurship has attracted much research. Researchers have conducted studies on women entrepreneurship looking at the socio-cultural factors of gender role in entrepreneurship; opportunities and challenges of women entrepreneurship; gender attributes towards managerial approaches, as earlier outlined in Chapter one of this dissertation. This study has investigated the gender nuanced factors that may influence business operations in tourism-related businesses in Durban, South Africa. This chapter concludes this study based on the set of research objectives that guided this research.

5.2. OVERVIEW OF THE RESEARCH FINDINGS

For this study, the researcher selected 50% of tourism-related female entrepreneurs and 50% of tourism-related male entrepreneurs. The researcher purposely selected the 50% of each to give both gender equal chances to respond to the same set of questions in the questionnaire. The results showed that the industry, in Durban, is dominated by Black South African entrepreneurs (about 53% Black, about 89% South African). The majority of tourism-related business owners/managers in this study were below 40 years of age and have been in business for less than 6 years (about 61% of the respondents were less than 40 years old and about 39% are 40 years and above; about 61% have been in business for 6 years or less and about 39% have been in business for more than 6 years). The results also indicated that about 63% of business owners were surveyed and about 41% of the respondents were not managing their businesses. Fortunately, majority of the respondents in this study classified themselves as very successful/successful (about 57% very successful/successful, about 32% surviving, and about 10% are struggling/unsuccessful). This study did not make a conclusive finding that gender or any other demographic characteristics plays a very strong role in differentiating business success or performance, as mostly perceived. The conclusive finding in this study points to the strong role that developing marketing capability plays on business success irrespective of gender or any other demographic characteristics.

This study therefore relabelled the initially proposed conceptual framework that guided this study as “**perceived**” model of gender nuances in tourism business operations. This study did not validate the initial model as reality in the business world. There is a difference here between what people perceive and what takes place in reality. More so, regarding the ‘general entrepreneurial statements’, no gender difference was found for all the seven entrepreneurial characteristics (‘I always bring new ideas in the business’; ‘I am ambitious to bring change in my society’; ‘I have been a powerful force for helpful change’; ‘I enjoy facing and overcoming obstacles to my ideas’; ‘I do not give up easily’; ‘I am great at turning problems into opportunities’; and ‘I can spot a good opportunity easily’).

5.3 ADDRESSING THE OBJECTIVES OF THIS STUDY

Objective 1: To find out if tourism entrepreneurs perceive that traditional societal perception play significant differentiating role towards male owned (and managed) versus female owned (and managed) tourism businesses in South Africa.

The results showed positive response towards the impact of societal background of the entrepreneur in terms of business operation management. A significant number of respondents reiterated that the belief system of the society and the home background of an entrepreneur determine entrepreneurial performance. However, the gender of an entrepreneur was found negative in differentiating male entrepreneurs’ managerial performance and female managerial performance. A significant number of respondents disagreed with this perception.

Objective2: To assess if there are significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa in terms of level of formal education and training.

According to the results in this study, there was no significant difference between male entrepreneurs and female entrepreneurs in response to the variables explaining the dimension - ‘formal education and training’.

However, this dimension (formal education and training) significantly manifested in some of the other entrepreneurial business operations aspects (such as start-up motivation, and entrepreneurs' success level) rather than gender.

Objective 3: To explore if there are significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa regarding managerial, marketing and operational capabilities.

The results indicated no significant role of gender in differentiating entrepreneurs' managerial, marketing and operational capabilities. The results in this study showed however that the higher the level of education acquired by the owner/manager, the stronger is the level of marketing capabilities of the entrepreneur. The results suggest that respondents with higher levels of formal education have stronger managerial capabilities compared with those who have not more than secondary education. The results also found a significant relationship between marketing and managerial capabilities of the respondents and their purpose of starting a business. The results showed that those who started a business to take opportunity had stronger marketing and managerial capabilities than those who started a business as means of survival. This denotes that opportunity entrepreneurs are those who mostly have tertiary education.

Objective 4: To explore if there are significant differences between male-owned (and managed) and female-owned (and managed) tourism businesses in South Africa regarding access to financial capital and government support.

It was found in this study that there were some significant relationships between the business operation dimensions - 'access to financial support' and 'receiving government support' on the one hand; and gender on the other hand. Many Female business owners or managers report receiving government support and financial capital, whereas many male business owners or managers report lacking adequate financial capital. This implies that female entrepreneurs are getting an advantage in terms of receiving start-up capital. This result, however, had no direct link to business success or performance.

Objective 5: To assess if there are significant differences between male owned (and managed) and female owned (and managed) tourism businesses in South Africa regarding ability to form business networks.

This research found not-so-strong significant relationship between gender and the ability to form business networks. Out of the five variables tested under this dimension, only two of them showed significant relationship with the formation of business network dimension. More male than female business owners/managers reported to be 'active members of the tourism business networks' and do 'meet with other business owners at social gatherings'. This study can therefore not confidently conclude on the presence of absolute significant difference between male and female business owners or managers of tourism businesses with regard to forming entrepreneurial networks. Government institutes such as the Small Enterprise Development Agency (SEDA) in South Africa provide coaching and networking platforms for small businesses (SEDA, 2018). However, the results in this study indicated that women seemed not to participate in these programmes. The results in this study suggest that male entrepreneurs are the ones utilising this kind of platforms. Such situation therefore portends that women entrepreneurs may be denied access to resources and other entrepreneurial opportunities that may be available in such networks.

5.4 RECOMMENDATIONS

Previous studies indicated that there is an increased number of women in managerial positions and business ownership (DTI, 2011; GEM, 2012). However, failure of women-owned businesses has been reported to be very high (GEM, 2014). Based on the findings of this study, the researcher recommends that:

- NDT should work with Tourism KwaZulu-Natal (TKZN) to put more emphasis on entrepreneurial networking that focuses on women. This will help to develop a strong tourism entrepreneurial networks that cater for women entrepreneurs. In developing these entrepreneurial networks, these parties should consider flexibility of those networks in terms of accessibility and provide a woman-friendly environment. This recommendation is because women are easily getting financial support and resources from the government; however, their weakness in networking puts their businesses on a disadvantage. According to McGowan et al. (2015), mixed gender business are usually women unfriendly

and are male dominated. This may suggest that women shy away from entrepreneurial networking due to unfavourable environment in these networks. The National Department of Tourism (NDT) has established an Enterprise Development Programme in which 50% of this programme focus on developing women.

- Training and mentorship programmes should be designed specifically for certain groups of entrepreneurs. The results indicated a significant impact of societal perception and entrepreneurs' home background in operating their businesses. This calls for an attention when designing mentorship and training programmes for entrepreneurs with different backgrounds. This will provide mentorship according to entrepreneurs' specific development needs. A brief demographic information should be taken from entrepreneurs prior to the workshop/seminar to assist in facilitating a specific group mentorship and training according to their specific needs.
- This study found no significant difference between male entrepreneurs and female entrepreneurs in terms of their response to the level of formal education and training dimension. However, the findings of this study indicated a significant role of formal education and training towards business operation success or performance. Based on the findings, level of formal education supports in: pointing to opportunities; subduing societal background; enhancing marketing capabilities; and promoting skills development. The rate of respondents without tertiary education was relatively high (44%, see Table 4.1). Therefore, the researcher recommends in this study that government and non-government organisations (such as SEDA, Department of Trade and Industry and Department of Tourism) continue to provide training programmes and workshops for tourism entrepreneurs to strengthen their entrepreneurial capabilities.

5.5 AREAS FOR FURTHER STUDIES

This study explored gender differences in tourism business operations in Durban CBD, KwaZulu-Natal. Further comparative studies on similar topic can be conducted in different regions in South Africa, and in other African nations to confirm or disconfirm the findings of this study. These further studies may highlight regional or national differences, and suggest how to close any gaps found, or address pertinent issues around the study.

6. REFERENCES

- Adams, K.A., & Lawrence, E.K. (2015). *Research Methods, Statistics, and Applications*. Los Angeles: Sage Publications.
- Adom, D., Hussein, E.K. & Agyem, J.A. (2018). Theoretical and Conceptual Framework: Mandatory Ingredients of a Quality Research. *International Journal of Scientific Research*, 7(1), 438-441.
- Ahmed, N. (2018). Socio-economic Impact of Women Entrepreneurship in Bangladesh. *Sociology and Anthropology*, 6(6), 526-533.
- Alam, S.S., Senik, Z. C., & Jani, F. M. (2012). An Exploratory Study of Women Entrepreneurs in Malaysia : Motivation and Problems. *Journal of Management Research*, 4(4), 282-297.
- Ali, R.S. (2018). Determinants of Female Entrepreneurs Growth Intentions: A Case of Female-owned Small Businesses in Ghana's Tourism Sector. *Journal of Small Business and Enterprise Development*, 25(3), 387-404.
- Anggadwita, G., Lutarlean, B.S., Ramadani, V., & Ratten, V. (2017). Socio-cultural Environments and Emerging Economy Entrepreneurship: Women Entrepreneurs in Indonesia. *Journal of Entrepreneurship in Emerging Economies*, 9(1), 85-96.
- Arora, N. (2014). A Social Perception towards Women Entrepreneurs in India – From Perception to Reality. *Sai Om Journal of Commerce & Management*, 1(2), 44-49.
- Arun, K.V., & Unnipulan, H. (2017). Women Entrepreneurs in India- Challenges and Opportunities. *EPRA International Journal of Economic and Business Review*, 3(10), 156-160.
- Ayala, J. C., & Manzano, G. (2014). The Resilience of the Entrepreneur. Influence on the Success of the Business. A Longitudinal Analysis. *Journal of Economic Psychology*, 42, 126–135.
- Babbie, E. (2017). *The basics of Social Research*. Boston (MA): Cengage learning.

- Bastian, B.L, Sidani, Y.M., & Amine, Y.E. (2018). Women Entrepreneurship in the Middle East and North Africa A Review of Knowledge Areas and Research Gaps. *Gender in Management: An International Journal*, 33 (1), 14-29.
- Basargekar, P. (2007). Women Entrepreneurs: Challenges Faced. *The Icfa Journal of Entrepreneurship Development*, 4(4), 6-15.
- Biernacka, A., Abu-Rabia-Queder, S., & Kressel, G. M. (2018). The Connective Strategies of Bedouin Women Entrepreneurs in the Negev. *Journal of Arid Environments*, 149, 62–72.
- Biggs, T., & Shah, M.K. (2006). African Small and Medium Enterprises, Networks, and Manufacturing Performance. World Bank Policy Research Working Paper 3855. World Bank, Washington, DC.
- Blayney, C., & Blotnicky, K. (2010). The Impact of Gender on Career Paths and Management Capability in the Hotel Industry in Canada. *Journal of Human Resources in Hospitality & Tourism*, 9, 233–255.
- Blazevic, V., Hammedi, W., Garnefeld, I., Rust, R.T., Keiningham, T., Andreassen, T. W., Donthu, N., & Carl, W. (2013). Beyond Traditional Word-of-Mouth: An Expanded Model of Customer-Driven Influence. *Journal of Service Management*, 24(3), 294-313.
- BMI [Business Monitor International], (2017). *Business Monitor International Research: South Africa Tourism Report*. London. Business Monitor International Ltd.
- Bouazza, A.B., Ardjouman, D., & Abada, O. (2015). Establishing the Factors Affecting the Growth of Small and Medium-sized Enterprises in Algeria. *American International Journal of Social Science*, 4(2), 101-115.
- Brixiová, Z., & Kangoye, T. (2019). Networks, Start-Up Capital and Women's Entrepreneurial Performance in Africa: Evidence from Eswatini. Discussion Paper Series. IZA – *Institute of Labour Economics*, 1-17.
- Burt, R.S. (2019). The Networks and Success of Female Entrepreneurs in China. *Social Networks*, 58, 37-49.

- Business Environment Specialist (2013). *Understanding Women Entrepreneurs in South Africa*. Available at http://www.sbp.org.za/uploads/media/SBP_Alert_Understanding_Women_Entrepreneurs_in_SA.pdf. Accessed May 11, 2018.
- Ceptureanu, S.I., & Ceptureanu, E.G. (2016). Women Entrepreneurship in Romania: The Case of North East Development Region. *Management and Economics Review*, 1(1), 20-32.
- Chasserio, S., Pailot, P., & Poroli, C. (2014). When Entrepreneurial Identity Meets Multiple Social Identities: Interplays and Identity Work of Women Entrepreneurs. *International Journal of Entrepreneurial Behaviour & Research*, 20(2), 128-154.
- Chawla, D., & Sondhi, N. (2011). *Research Methodology: Concepts and Cases*. London: New Delhi. Vikas Publishing house PVT LTD.
- Chetty, M. (2015). How Women Entrepreneurs Can Use Digital Marketing to Their Advantage. Retrieved 12 August 2019 from <https://yourstory.com/2015/08/women-entrepreneurs-use-digital-marketing-to-advantage.>].
- Chinomona, E., & Maziriri, E.T. (2015). Women in Action: Challenges Facing Women Entrepreneurs in the Gauteng Province of South Africa. *International Business & Economics Research Journal*, 14(6), 835-850.
- Chimucheka, T., & Mandipaka, F. (2015). Challenges Faced By Small, Medium and Micro Enterprises in the Nkonkobe Municipality. *International Business & Economics Research Journal*, 14(2), 309-316.
- Chirwa, E.W. (2008). Effects of Gender on the Performance of Micro and Small Enterprises in Malawi. *Development Southern Africa*, 25(3), 347-362.
- Chowdhury, S., Schulz, E., Milner, M., & Van De Voort, D. (2014). Core Employee Based Human Capital and Revenue Productivity in Small Firms: An Empirical Investigation. *Journal of Business Research*, 67, 2473–2479.

- Collins, J., & Low, A. (2010). Asian Female Immigrant Entrepreneurs in Small and Medium-Sized Businesses In Australia. *Entrepreneurship and Regional Development*, 22(1), 97-111.
- Creswell, J.W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. London: SAGE Publications Ltd.
- Daniyan-Bagudu, H., Khan, S.J.M., & Roslan, A.H. (2016) The Issues and Challenges Facing The Female Entrepreneurs In Lagos State, Nigeria. 3rd Kanita Postgraduate International Conference on Gender Studies. (16-17 November) 149–155. Universiti Sains Malaysia, Penang.
- David, M., & Sutton, C. D. (2004). *Social Research*. London: Sage Publications.
- De Vita, L., Mari, M., & Poggesi, S. (2014). Women entrepreneurs in and from developing countries: Evidences from the literature. *European Management Journal*, 32, 451-460.
- DTI [Department of Trade and Industry], (2005). Retrieved 16 November 2019 from https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/272133/6536.pdf..
- DTI [Department of Trade and Industry], (2011). Towards an Enabling Environment for Women Economic Empowerment in South Africa: A Status Quo Report. Pretoria. Retrieved 16 November 2019 from http://www.dti.gov.za/economic_empowerment/docs/women_empowerment/Towards_Enabling_study.pdf.
- Duflo, E. (2012). Women Empowerment and Economic Development. *Journal of Economic Literature*, 50(4), 1051-1079.
- Dutta, A., & Banerjee, S. (2018). Does Microfinance Impede Sustainable Entrepreneurial Initiatives Among Women Borrowers? Evidence from rural Bangladesh. *Journal of Rural Studies*, 60, 70-81.
- Duval-Couetil, N. (2013). Assessing the Impact of Entrepreneurship Education Programs: Challenges and Approaches. *Journal of Small Business Management*, 51(3), 394–409.

- Eresia-Eke, C., & Gunda, C. (2015). The entrepreneurial intentions of University of Botswana students. *Problems and Perspectives in Management*, 13 (3), 55-65.
- Etikan, I., Musa, S.A., & Alkassim, R.S. (2016). Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics*, 5 (1), 1-4.
- Ezeuduji, I. O. (2013). Nigerian tourists to South Africa: challenges, expectations and demands. *Acta Commerci*, 13 (1), 1-9.
- Ezeuduji, I.O., & Ntshangase, S. D. (2017a). Entrepreneurial Intention: South African Youth's willingness to start Tourism Businesses. *Acta Universitatis Danubius. OEconomica*, 13 (5), 48-58.
- Ezeuduji, I.O. & Ntshangase, S.D. (2017b). Entrepreneurial Inclination: South African Youth's Mental Attitude towards starting Tourism Business. *Journal of Economics and Behavioural Studies*, 9 (4), 144-152.
- Fairlie, R.W., & Robb, A.M. (2009). Gender differences in business performance: evidence from the Characteristics of Business Owners survey. *Small Business Economics*, 33, 375-395.
- Finn, M., Elliot-White, M., & Walton, M. (2000). *Tourism and Leisure Research Methods*. Harlow: Pearson Education Limited.
- Fisher, G. (2011). Which Type of Entrepreneur are you? Retrieved 01 July 2019 from <http://www.entrepreneurmag.co.za/advice/growing-abusiness/performance-and-growth/which-type-of-entrepreneur-are-you/>
- GEM (2012). Global Entrepreneurship Monitor 2012 Women's Report. Retrieved 22 July 2019 from <https://www.gemconsortium.org/report/gem-2012-womens-report>.
- GEM (2014) Global Entrepreneurship Monitor. 2014 Global Report. Retrieved 22 July 2019 from <http://www.baruch.cuny.edu/news/documents/GEM2014.pdf>. .
- George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference. 11.0 update*. 4th Ed. Boston: Allyn & Bacon.

- Ghiat, B. (2018). Social Attitudes towards Women Entrepreneurs in Algeria. *Global Journal of Women Studies*, 1(1), 1-6.
- Gidakou, I. (2015). Women's Entrepreneurship in Rural Greece. *International Journal of Business and Management*, 10(10), 129-142.
- González-Sánchez, V. M. (2015). Factors Promoting Entrepreneurship in European Countries: Unemployment, Taxes, and Education. *Journal of Promotion Management*, 21, 492–503.
- Gravetter, F.J., & Forzano, L.B. (2018). *Research Methods for the Behavioural Sciences*. Boston: Cengage Publications.
- Greenberg, J., & Mollick, E. (2017). Activist Choice Homophily and the Crowdfunding of Female Founders. *Administrative Science Quarterly*, 62(2), 341-374.
- Guillet, B.D., Pavesi, A., Hsu, C.H.C., & Weber, K. (2019a). Is There Such Thing As Feminine Leadership? Being a Leader and Not a Man in the Hospitality Industry. *International Journal of Contemporary Hospitality Management*, 1-20. DOI 10.1108/IJCHM-06-2018-0486
- Guillet, B.D., Pavesi, A., Hsu, C.H.C., & Weber, K. (2019b). What Can Educators Do to Better Prepare Women for Leadership Positions in the Hospitality Industry? The Perspectives of Women Executives in Hong Kong. *Journal of Hospitality & Tourism Education*, 1-13. DOI: 10.1080/10963758.2019.1575751
- Gupta, V.K., Goktan, A.B., & Gunay, G. (2014). Gender Differences in Evaluation of New Business Opportunity. A stereotype Threat Perspective. *Journal of Business Venturing*, 29, 273-288.
- Hashim, F., Razak, N. A., & Amir, Z. (2011). Empowering Rural Women Entrepreneurs with ict Skills: An Impact Study of 1 Nita Project in Malaysia. *Procedia - Social and Behavioural Sciences*, 15, 3779–3783.
- Hassan, F., Ramli, A., & Desa, N.M. (2014). Rural Women Entrepreneur in Malaysia: What Drives Their Success? *International Journal of Business and Management*, 9(4), 10-21.

- Henry, C., Foss, L., Fayolle, A., Walker, E. and Duffy, S. (2015). Entrepreneurial Leadership and Gender: Exploring Theory and Practice in Global Contexts. *Journal of Small Business Management*, 53 (3), 581–586.
- Hoang, H. & Antoncic, B. (2003) Network-Based Research in Entrepreneurship. A Critical Review. *Journal of Business Venturing*, 18, 165-187.
- Hodges, N., Watchravesringkan, K., Yurchisin, J., Karpova, E., Marcketti, S. Hegland, J., Yan, R., & Childs, M. (2015). Women and Apparel Entrepreneurship: An exploration of Small Business Challenges and Strategies in Three Countries. *International Journal of Gender and Entrepreneurship*, 7(2), 191-213).
- HuffPost South Africa. (2016). Women in Tourism: More Respect, Recognition and Representation. [Online]. Retrieved 18 May 2019 from <https://www.traveller24.com/Explore/BusinessTravel/women-in-tourism-more-respect-recognition-and-representation-20160511>.
- Humphries, B., & Truman, C. (2017). *Re-thinking Social Research*. New York (NY): Routledge.
- Idris, A.J., & Agbim, K.C. (2015). Effect of Social Capital on Poverty Alleviation: A Study of Women Entrepreneurs in Nasarawa State, Nigeria. *JORIND*, 13(1), 208-222.
- Imhonopi D., Urim U.M., Kasumu T.O., & Onwumah A. (2016). Dehexing Women Entrepreneurship in Nigeria: Turning Possibilities into Realities. *Gender & Behaviour*, 14 (3), 7855-7881.
- Irene, B.N.O. (2017). Women entrepreneurship in South Africa: Understanding the role of competencies in business success. *Southern African Journal of Entrepreneurship and Small Business Management*, 9 (1), 1-9.
- Iwu, C.G., Ezeuduji, I.O., Eresia-Eke, C, & Tengeh, R. (2016). The Entrepreneurial Intention of University Students: The Case of a University of Technology in South Africa. *Acta Universitatis Danubius. Œconomica*, 12 (1), 164-181.

- Iwu, C.G. & Nxopo, Z. (2015). Determining the specific support services required by female entrepreneurs in the South African tourism industry. *African Journal of Hospitality, Tourism and Leisure*, 4(2), 1-13.
- Jha, P., Makkad, M., & Mittal, S. (2018) Performance-Oriented Factors for Women Entrepreneurs – A Scale Development Perspective. *Journal of Entrepreneurship in Emerging Economies*, 10(2), 329-360.
- Jiyane, V. (2014). Challenges of e-society for Informal Sector Women Entrepreneurs of Hlabisa Local Municipality in KwaZulu-Natal, South Africa. *Innovation: Journal of Appropriate Librarianship and Information Work in Southern Africa*. 48, 87-112.
- Jiyane, G. V. Majanja, M. K. Mostert, B. J., & Ocholla, D. (2013). South Africa as Information and Technology Society: The Benefit to Informal Sector Women Entrepreneurs. *South African Journal Libs and Information Science*, 79(1), 1-12.
- Jiyane, V.G. Ocholla, D.N., Mostert, B.J., & Majanja, M.K. (2012). Contribution of Informal Sector Women Entrepreneurs to the Tourism Industry in eThekweni Metropolitan Municipality, in KwaZulu-Natal: Barriers and Issues. *African Journal for Physical, Health Education, Recreation and Dance*, 18(4), 709-728
- Jonsson, S. (2015). Entrepreneurs' Network Evolution – The Relevance of Cognitive Social Capital. *International Journal of Entrepreneurial Behaviour & Research*, 21(2), 197-223.
- Jovicic, D.Z. (2019). From The Traditional Understanding of Tourism Destination to the Smart Tourism Destination. *Current Issues in Tourism*. 22(3), 276-282.
- Kalyani, B., & Kumar, D. (2011). Motivational Factors, Entrepreneurship and Education: Study with Reference to Women in SMEs. *Far East Journal of Psychology and Business*, 3(3), 14-35.
- Karasi, Y., Shambare, R., & Nkondo, L. (2017). Challenges Faced by Rural-Women Entrepreneurs in Vhembe District: The Moderating Role of Gender Socialization. *The 2nd Annual International Conference on Public*

- Administration and Development Alternatives*. 26-28 July 2017. Gaborone, Botswana. 193-199.
- Kehler, J. (2013). Women and Poverty: The South African Experience. *Journal of International Women's Studies*, 3 (1), 41-53.
- Kim, W.G., & Brymer, R.A. (2011). The Effects of Ethical Leadership on Manager Job Satisfaction, Commitment, Behavioural Outcomes, and Firm Performance. *International Journal of Hospitality Management*, 30, 1020-1026.
- Kimbu, A.N., Ngoasong, M.Z., Adeola, O., & Afenyo-Agbe, E. (2019) Collaborative Networks for Sustainable Human Capital Management in Women's Tourism Entrepreneurship: The Role of Tourism Policy. *Tourism Planning & Development*, 16(2), 161-178.
- Kimosop, J., Korir, M., & White, M. (2016). The Moderating Effect of Demographic Characteristics on the Relationship between Strategic Capabilities and Firm Performance in Women-Owned Entrepreneurial Ventures in Nairobi, Kenya. *Canadian Journal of Administrative Sciences*, 33, 242-256.
- Klyver, K., & Grant, S. (2010) Gender differences in entrepreneurial networking and participation. *International Journal of Gender and Entrepreneurship*, 2(3), 213–227.
- Kokotović, D., Rakić, B., & Kokotović, T. (2016). Female Entrepreneurship: Main Challenges and the Impact of Gender Gap. Proceedings of the XV International Symposium of Organisational Sciences: *Reshaping the Future through Sustainable Business Development and Entrepreneurship*. Belgrade, Serbia, 504-512.
- Kothari, T. (2017). Women Entrepreneurs' Path to Building Venture Success: Lessons from India. *South Asian Journal of Business Studies*, 6(2), 118-141.
- Kotoua, S., & Ilkan, M. (2017). Tourism Destination Marketing and Information Technology in Ghana. *Journal of Destination Marketing & Management journal*, 6, 127-135.
- Kuada, J. (2009). Gender, Social Networks, and Entrepreneurship in Ghana. *Journal of African Business*, 10(1), 85–103.

- Kumar, R. (2014). *Research Methodology: A Step-by-Step guide for Beginners*. London: Sage Publications.
- Lamb, C. W, Hair, J. F, McDaniel, C., Boshoff, C., Terblanche, N. S, Elliot, R. & Klopper, H.B. (2010). *Marketing 4th Edition*. Cape Town: Oxford University Press.
- Lans, T., Blok, V., & Gulikers, J. (2015). Show Me Your Network And I'll Tell You Who You Are: Social Competence and Social Capital of Early- Stage Entrepreneurs. *Entrepreneurship & Regional Development*, 27(7-8), 458-473
- Li, Y., Chen, H., & Liu, Y., & Peng, M.W. (2014). Managerial Ties, Organizational Learning, and Opportunity Capture: A Social Capital Perspective. *Asia Pacific Journal of Management*, 31, 271–291.
- Lin, T. Lu, T., Hsiesh, M., & Liu, H. (2018). From Conception to Start-Up: Who and What Affect Female Entrepreneurship. *Contemporary Management Research*, 14(4), 253-276.
- Lindh, I., & Thorgren, S. (2016) Entrepreneurship Education: The Role of Local Business. *Entrepreneurship & Regional Development*, 28(5-6), 313-336.
- Luo, J., Ba, S., & Zhang, H. (2012). The Effectiveness of Online Shopping Characteristics and Well-Designed Websites on Satisfaction. *Management Information Systems Research Center*, 36(4), 1131-1144.
- Maliva, N., Bulkens, M., Peters, K., & Van Der Duim, K. (2018) Female Tourism Entrepreneurs in Zanzibar: An Enactment Perspective. *Tourism, Culture & Communication*, 18, 9–20.
- Manzanera-Román, S., & Brändle, G. (2016). Abilities and Skills as Factors Explaining the Differences in Women Entrepreneurship. *Suma De Negocios*, 7, 38-46.
- Marlow, S., & McAdam, M. (2013). Gender and entrepreneurship: Advancing debate and challenging myths; exploring the mystery of the under-performing female entrepreneur. *International Journal of Entrepreneurial Behaviour & Research*, 19(1), 114-124.

- Maurya, C.D., & Sharma, A.K. (2017). The Role of Managerial Skills in Success of an Organization. *International Journal Of Research in Commerce and Management*, 8(6), 12-14.
- McGowan, P., Cooper, S., Durkin, M., & O'Kane, C. (2015). The Influence of Social and Human Capital in Developing Young Women as Entrepreneurial Business Leaders. *Journal of Small Business Management*, 53(3), 645–661.
- McKeever, E., Anderson, A., & Jack, S. (2014). Entrepreneurship and Mutuality: Social Capital in Processes and Practices. *Entrepreneurship & Regional Development*, 26(5-6), 453-477.
- Mersha, T., & Sriram, V. (2019) Gender, Entrepreneurial Characteristics, and Success: Evidence from Ethiopia. *Thunderbird International Business Review*, 61(2), 157–167.
- Meunier, F., Krylova, Y., & Ramalho, R. (2017). Women's entrepreneurship: How to Measure the Gap between New Female and Male Entrepreneurs? *Policy Research Working Paper*, 1–28.
- Mkhize, G., & Cele, N. (2017). The role of women in tourism in KwaZulu-Natal. *Agenda*, 31 (1), 128-139.
- Moses, C.L., Olokundun, M., Falola, H., Ibidunni, S., Amaihian, A & Inelo, F. (2016). A Review of the Challenges Militating Against Women Entrepreneurship in Developing Nations. *Mediterranean Journal of Social Sciences*, 7(1), 64-69.
- Mukata, C.M., Ladzani, W., & Visser, T, (2018). The Effectiveness of Business Management and Entrepreneurship Training Offered By SME Service Providers in Namibia. *African Journal of Business and Economic Research*, 13(2), 81-98
- Mwobobia, F.M. (2012). The Challenges Facing Small-Scale Women Entrepreneurs: A Case of Kenya. *International Journal of Business Administration*, 3(2), 112-121.
- Nardi, P.M. (2018). *Doing Survey Research: A Guide to Quantitative Methods* (4th Ed). New York: Routledge Publications.

- Ndinda, C., & Okeke-Uzodike, U. (2012). Present but Absent: Women in Business Leadership in South Africa. *Journal of International Women's Studies*, 13 (1), 127-145.
- Newbert, S.I., Tornikoski, E.T. & Quigley, N.R. (2013). Exploring the Evolution of Supporter Networks in the Creation of New Organizations. *Journal of Business Venturing*, 28, 281–298.
- Nowiński, W., Haddoud, M.Y., Lančarič, D., Egerová, D., & Czeglédi, C. (2019). The Impact of Entrepreneurship Education, Entrepreneurial Self Efficacy and Gender on Entrepreneurial Intentions of University Students in the Visegrad Countries. *Studies in Higher Education*, 44(2), 361-379
- Nsengimana, S. Iwu, C.G., & Tenenge, R.K. (2017). The Downside of Being a Female Entrepreneur in Kigali, Rwanda. *The Scientific Journal for Theory and Practice of Socio-economic Development*, 6(12), 151 – 164.
- Nxopo, Z., & Iwu, C.G. (2016). The Unique Obstacles of Female Entrepreneurship in the Tourism Industry in Western Cape, South Africa. *Commonwealth Youth and Development*, 13(2), 55–71.
- Nyaruwata, S., & Nyaruwata, L.T. (2013). Gender Equity and Executive Management in Tourism: Challenges in the Southern African Development Community (SADC) Region. *African Journal of Business Management*, 7(21), 2059-2070.
- Odewale, G.T., Hani, S.H.A., Migiro, S.O., & Adeyeye. P.O. (2019). Entrepreneurship Education and Students' Views on Self-Employment among International Postgraduate Students in Universiti Utara Malaysia. *Journal of Entrepreneurship Education*, 22(1), 1-15.
- Okeke-Uzodike, O. E., Okeke-Uzodike, U., & Ndinda, C. (2018) Women entrepreneurship in Kwazulu-Natal: A critical review of government intervention politics and programs. *Journal of International Women's Studies*, 19(5), 147–164
- Okereke, E.C. (2019). Influence of Entrepreneurship Education on Entrepreneurial Intention in Polytechnics Poly Technics in Adamawa State. *Online Journal of Arts, Management and Social Sciences*, 4(1), 44-53.

- Omerzel, D. G. (2016). The Impact of Entrepreneurial Characteristics and Organisational Culture on Innovativeness in Tourism Firms. Managing Global Transitions. *International Research Journal*, 14(1), 93-110.
- Orser, B.J., & Riding, A. (2018). The Influence of Gender on the Adoption of Technology among SMEs. *International Journal of Entrepreneurship and Small Business*, 33(4), 1-18.
- Pahuja, A., & Sanjeev, R. (2015). Introduction to Entrepreneurship. Retrieved 13 June 2019 from https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2761878.
- Paniandi, A.T., Albattat, A.R., Bijami, M., Alexander, A., Balekrisnan, V., (2018). Marketing Mix and Destination Image, Case Study: Batu Caves as a Religious Destination. *Journal of Tourism, Culture and Territorial Development*, 17, 165-186.
- Patel, M. M., Sanoria, V. C., & Nahatkar, S. B. (2004). Entrepreneurship of Sugarcane Growers and Its Determinants. *Gujarat Journal Extension Education*, 15, 52-54.
- Račková, K. (2015). Towards Selected Interpersonal Skills in Management. *Sociálno-Ekonomická Revue*, 04, 68-70.
- Ramadani, V. (2015). The Woman Entrepreneur in Albania: An Exploratory Study on Motivation, Problems and Success Factors. *Journal of Balkan and Near Eastern Studies*, 17(2), 204-221.
- Rani, B.S. (2015). Women Entrepreneurship: Government and Institutional Support. *International Journal of Research in Commerce & Management*, 6(11), 50-53.
- Rao, D.K. (2018). Growth and Development of Women Entrepreneurs in India Challenges and Empowerment. *International Journal of Advanced Research and Development*, 3(1), 235-242.
- Ratten, V. (2017). Gender Entrepreneurship and Global Marketing. *Journal of Global Marketing*, 3(3), 114-121.
- Rauch, A., Rosenbusch, N., Unger, J., & Frese, M. (2016). The Effectiveness of Cohesive and Diversified Networks: A Meta-Analysis. *Journal of Business Research*, 69, 554-568.

- Rena R. (2016) *Women and Entrepreneurship Development – The Case of South Africa*. Rotterdam: Sense Publishers.
- Rawat, V.S. (2014) Uttar Pradesh to Promote Women Entrepreneurs. Retrieved 09 July 2019 from https://www.business-standard.com/article/sme/uttar-pradesh-to-promote-women-entrepreneurs-114120101212_1.html.
- Razak, N.S.N.A., Buang, N.A., & Kosnin, H. (2018). The Influence of Entrepreneurship Education towards the Entrepreneurial Intention in 21st Century Learning. *The Journal of Social Sciences Research*, 6, 502-507.
- Ruel, E.E., Wagner, W.E., & Gillespie, B.J. (2016). *The Practice of Survey Research: Theory and Application*. California: Sage Publications.
- Salkind, N.J. (2012). *100 Questions and Answers about Research Methodology*. London: Sage Publications.
- Santhi, A.B. (2017). Women Entrepreneurship: Problem and Prospects: A Study of Chittoor District. *International Journal of Research in Commerce & Management*, 8 (06), 6-11.
- Santos, G., Marques, C.S., & Ratten, V. (2019). Entrepreneurial Women's Networks: The Case of D'Uva – Portugal Wine Girls. *International Journal of Entrepreneurial Behaviour & Research*, 25(2), 298-322.
- Sarfaraz, L., Faghih, N., & Asadi Majd, A. (2014). The relationship between women entrepreneurship and gender equality. *Journal of Global Entrepreneurship Research*, 2 (6), 1-11.
- Sattar, A. Dewri, L.V., & Ananna, S.A. (2016). Working Environment for Women Entrepreneurs in Developing Countries: An Empirical Study of Bangladesh. *International Journal of Business and Management*, 11(12), 197-206.
- SA-Venues [South Africa Venues], (2013). Map of Durban Central, KwaZulu-Natal. [Online].Retrieved 16 November 2019 from <https://www.sa-venues.com/maps/kwazulunatal/durban-central.php>.

- Schaap, J.I., Stedham, Y. & Yamamura, J.H. (2008). Casino Management: Exploring Gender-based Differences in Perceptions of Managerial Work. *International Journal of Hospitality Management*, 27, 87-97.
- SEDA [Small Enterprise Development Agency], (2018) Seda Women-Owned Enterprise Development Information Booklet. Retrieved 13 July 2019 from: <http://www.seda.org.za/Publications/Publications/Seda%20Women%20Owned%20Enterprise%20Development%20Information%20Booklet.pdf> .
- Sequeira, M.J., Wang, Z., & Peyrefitte, J. (2016). Challenges to New Venture Creation and Paths to Venture Success: Stories from Japanese and Chinese Women Entrepreneurs. *Journal of Business Diversity*, 16(1), 42-59.
- Seyedinejat, S.S., Razaghi, M.E., & Dousti, M. (2014). Prioritizing Managerial Skills Based on Katz's Theory Cast Study: The Managers of Sports and Youth in Mazandaran Province. *Pamukkale Journal of Sport Sciences*, 5(1), 33-47.
- Shastri, D., & Rao, U. T. (2014) Women Entrepreneurs of Gujarat. *Procedia Economics and Finance*, 11(14), 745–752.
- Singh, S., Mordi, C., Okafor, C., & Simpson, R. (2010). Challenges in female entrepreneurial development – A Case Analysis of Nigerian Entrepreneurs. *Journal of Enterprising Culture*. 18, 435-460.
- South African Tourism Update (2015). A Woman's Touch in Tourism. Retrieved 10 April 2018 from <http://www.tourismupdate.co.za/article/49333/Awoman-s-touch-in-tourism>.
- SAT [South African Tourism]. (2016). South African Tourism Annual Report 2015/2016. Retrieved 16 May 2018 from https://nationalgovernment.co.za/entity_annual/1089/2016-south-african-tourism-annual-report.pdf
- Srećković, M. (2018). The Performance Effect of Network and Managerial Capabilities of Entrepreneurial Firms. *Small Business Economics*, 50, 807-824.
- Stam, W., Arzlanian, S., & Elfring, T. (2014). Social Capital of Entrepreneurs and Small firm Performance: A Meta-Analysis of Contextual and Methodological Moderators. *Journal of Business Venturing*, 29, 152-173.

- Stošić-Panić, D. (2017). Differences in the Human Capital of Female and Male Entrepreneurs – Evidence from the Republic of Serbia. *JEEMS*, 22 (4), 511 – 539.
- Sudarmanti, R., Van Bauwel, S., & Longman, C. (2013). The Importance of Fieldwork Research to Reveal Women Entrepreneurs Competence in Communication. *Journal of Women's Entrepreneurship and Education*, 3(4), 74-87.
- Taga, A. A. (2013). Social Capital and Poverty Alleviation; Some Qualitative Evidences from Lahore District. *International Journal of Basic and Applied Science*, 1(3), 681-693.
- Tajeddini, K., Ratten, V. & Denisa, M. (2017). Female Tourism Entrepreneurs in Bali, Indonesia. *Journal of Hospitality and Tourism Management*, 31, 51-58.
- Tavakol, M. & Dennick, R. (2011). Making Sense of Cronbach's alpha. *International Journal of Medical Education*, 2(1), 53-55.
- The Research Advisors (2006). Sampling Size Table. Retrieved 24 June 2018 from <http://researchadvisors.com/tools/Sample Size.htm>..
- Thomas, G. (2013) *How To Do Your Research Project* (2th Ed). London: United Kingdom. SAGE Publications Inc.
- Timmis, C. (2017). How South African Government Can Help Small Business. SME South Africa. Retrieved 12 July 2018 from <http://smesouthafrica.co.za/17591/Government-SME-Business/>
- Tlaiss, H. (2013). Entrepreneurial Motivations of Women: Evidence from the United Arab Emirates. *International Small Business Journal*, 33(5), 562-581.
- Tlaiss, H. A. & Kauser, S. (2019) Entrepreneurial Leadership, Patriarchy, Gender, and Identity in the Arab World: Lebanon in Focus. *Journal of Small Business Management*, 57(2), 517-537.
- Todorović, I., Komazec, S., Jevtić, M., Obradović, V., & Marič, M. (2016). Strategic Management in Development of Youth and Women Entrepreneurship - Case of Serbia. *Organizacija*, 49(4), 197-207.

- Tshabalala, S.P., & Ezeuduji, I.O. (2016). Women Tourism Entrepreneurs in KwaZulu-Natal, South Africa: Any Way Forward? *Acta Universitatis Danubius*, 12(5), 19-32.
- Tur-Porcar, A., Mas-Tur, A. & Antonio Belso, J. (2017). Barriers to women entrepreneurship. Different methods, different results? *Springer Science*, 51, 2019–2034.
- UNCTAD, [United Nations Conference on Trade and Development]. (2015). *Delivering On A Sustainable Agenda*. UNCTAD Annual Report 2015. United Nations. Retrieved 25 September 2018 from https://unctad.org/en/PublicationsLibrary/dom2016d1_en.pdf
- Vázquez-Carrasco, R., Ma. López-Pérez, M.E., & Centeno, E. (2011). A Qualitative Approach to the Challenges for Women in Management: Are They Really Starting in the 21st Century? *Quality & Quantity*, 46(5), 1337-1357.
- Veal, A.J. (2011). *Research Methods for Leisure and Tourism: A Practical Guide* (4th Ed.). Harlow, UK: Financial Times Prentice Hall.
- Vossenbergh, S. (2013). Women Entrepreneurship Promotion in Developing Countries: What Explains the Gender Gap in Entrepreneurship and How to Close it? *Maastricht School of Management*, 8, 1-27.
- Vrbanac, M., Milovanović, M., & Perišić, J. (2016). Women's Entrepreneurship - A Global Perspective and Current State in Serbia. Proceedings of the XV International Symposium of Organisational Sciences: *Reshaping the Future through Sustainable Business Development and Entrepreneurship*. Belgrade, Serbia, 522-528.
- Wankel, C. (2008). *21st Century Management. A Reference Handbook*. Los Angeles: Sage Publication.
- Wankel, C. (2008). *21st Century Management. A Reference Handbook*. Los Angeles: Sage Publication.
- Welsh, D.H.B., Kaciak, E., Memili, E., & Zhou, Q. (2017). Work-Family Balance and Marketing Capabilities as Determinants of Chinese Women Entrepreneurs' Firm Performance. *Journal of Global Marketing*, 30(3), 174-191.

- Wessels, W., Du Plessis, E., & Slabbert, E. (2017). Key Competencies and Characteristics of Accommodation Managers. *SA Journal of Human Resource Management*, 15, 1-11.
- Witbooi, M., & Ukpere, W. (2011). Indigenous Female Entrepreneurship: Analytical Study on Access to Finance for Women Entrepreneurs in South Africa. *African Journal of Business Management*, 5(14), 5646-5657.
- Yadav, O. (2018). Study on Internet Marketing Practices of Tourism Industry by Travel Agency of Nepal. *Pravaha Journal*, 24(1), 137-146.
- Yadav V. & Unni, J. (2016). Women Entrepreneurship: Research Review and Future Directions. *Journal of Global Entrepreneurship Research*, 6(12), 1-18.
- Zapalska, A.M., Brozik, D., & Zieser, N. (2015). Factors Affecting Success of Small Business Enterprises in the Polish Tourism Industry. *Original Scientific Paper*, 63(3), 365-381.
- Zeb, A., Jan, S., Ihsan, A., & Shah, F. A. (2019). Political Factors and Women's Entrepreneurial Performance. *Pakistan Journal of Commerce and Social Sciences*, 13(1), 165-179.
- Zeng, B., & Gerristen, R. (2014). What Do We Know About Social Media In Tourism? A Review. *Tourism Management Perspectives*, 10, 27-36.
- Zlatkov, C.M. (2015) Women Entrepreneurship in Serbia: A Qualitative Study of the Perceived Enabling Factors for the Female Entrepreneurship. Master's Thesis: Sveriges Lantbruksuniversitet, Swedish University of Agricultural Sciences. Uppsala.