

**Women entrepreneurs' experiences using social capital in
developing their manufacturing business**

Student name: Tracey Lee-Ann Philip

Student number: 19401711

A research project submitted to the Gordon Institute of Business Science,
University of Pretoria, in partial fulfilment of the requirements for the
degree of Master of Business Administration.

29 March 2021

ABSTRACT

The study aimed to explore women entrepreneurs' experiences using social capital to develop their manufacturing businesses. Social capital has apparent benefits for developing women-owned businesses. The manufacturing sector has traditionally been male-dominated globally, therefore to promote inclusivity the need arose to explore the dynamics of social capital and its perceived benefits, to gain an insightful understanding of the value it might hold for both academics and business.

Valuable insights were gained on the combination of creating and sustaining relationships, and social networking as influencers that impacts the accumulation of social capital. This research set out to discover the main drivers of social capital, obtain narratives regarding the barriers and enablers in accessing social networks. Deeper understanding was gained on how support structures act as resources to develop women-owned businesses. The study highlighted the need to promote cultural and societal transformation with social capital being a critical component to develop of women's entrepreneurship.

Keywords

social capital, social networks, relationships, trust, women entrepreneurs

DECLARATION

I declare this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Tracey Lee-Ann Philip

29 March 2021

Table of Contents

CHAPTER 1: DEFINITION OF PROBLEM AND PURPOSE	1
1.1 Introduction	1
1.2 Background to research problem	3
1.2.1 Social capital development.....	3
1.2.2 Women's participation in social networks	4
1.3 Problem definition	5
1.4 Research Objective.....	5
1.5 Significance of the research	6
CHAPTER 2: THEORY AND LITERATURE REVIEW	7
2.1 Introduction	7
2.2 Understanding entrepreneurship	9
2.3 Women's entrepreneurship: a resource of economic growth	10
2.3.1 The South African setting for Women entrepreneurs.....	13
2.4 Social Capital Theory	15
2.5 Social Networks	17
2.5.1 Bonds.....	19
2.5.2 Bridges.....	19
2.5.3 Linkages	20
2.6 Trust as a currency of networks	21
2.7 Personality attributes that strengthen networks	21
2.8 Support structures.....	23
2.8.1 Government support or lack thereof	23
2.8.2 Inner circle support.....	24
2.8.3 Women forum support.....	25
2.8.4 Business support.....	26
2.8.5 Social media	26
2.9 Conclusion of literature review	28
CHAPTER 3: RESEARCH QUESTIONS	30
3.1 Introduction	30
3.2 Purpose of the research.....	30
3.3 Research questions	30
3.3.1 Research question one	30
3.3.2 Research question two.....	30
3.3.3 Research question three	31
3.3.4 Research question four	31

CHAPTER 4: RESEARCH METHODOLOGY	32
4.1 Introduction	32
4.2 Research design and methodology	32
4.2 Population	33
4.3 Unit of analysis.....	34
4.4 Sampling method and size	34
4.5 Measurement instrument.....	36
4.6 Data collection instrument	36
4.7 Data analysis approach.....	39
4.8 Quality controls	41
4.9 Limitations.....	41
4.10 Conclusion of methodology	42
CHAPTER 5: RESEARCH FINDINGS	43
5.1 Introduction	43
5.2 Description of the sample.....	44
5.3 Presentation of Results	47
5.4 Results of research question one	47
5.4.1 Social networks as a driver of social capital	48
5.4.2 Conclusion for Research question one.....	53
5.5 Results of research question two	53
5.5.1 Limited access to government support structures.....	54
5.5.2 Exclusion from traditional networks	57
5.5.3 Conclusion of Research question two	59
5.6 Results of research question three.....	59
5.6.1 Support structures family and friends	60
5.6.2 Support of employees	62
5.6.3 Support structures forums and association.....	63
5.6.4 Conclusion of Research question three.....	67
5.7 Results of research question four	68
5.7.1 Variety forms of networking.....	68
5.7.2 Characteristics of women entrepreneurs to grow social networks	70
5.7.3 Personal development and skills	73
5.8 Conclusion of Findings.....	74
CHAPTER 6: DISCUSSION OF RESULTS	76
6.1 Introduction	76
6.2 Discussion of Research Question one:.....	76
6.2.1 Understanding the concept of social capital	77

6.2.2	Drivers that strengthens social networks	77
6.2.3	Summary of the discussion of Research Question one	85
6.3	Discussion of Results for Research Question two:	86
6.3.1	Government lack of opportunity to create relationships	86
6.3.2	Upskilling and knowledge-sharing	88
6.3.2	Challenges operating in a male dominated manufacturing sector.....	88
6.3.4	Summary of the discussion of Research Question two	90
6.4	Discussion of Results for Research Question three:.....	90
6.4.1	Informal support structures.....	90
6.4.2	Formal support structures	91
6.4.3	Summary of the discussion of Research Question three	93
6.5	Discussion of Results for Research Question 4:.....	94
6.5.1	Forms of networking.....	94
6.5.2	Learning and upskilling	95
6.5.3	Summary of the discussion of Research Question four	96
6.6	Conclusion on discussion of findings.....	96
CHAPTER 7: CONCLUSION AND RECOMMENDATIONS		98
7.1	Introduction	98
7.2	Principal findings	98
7.2.1	Drivers of social capital	99
7.2.2	Support structures of social capital.....	100
7.2.3	Continuous cycle of networking.....	100
7.2.4	Summary of the Social Capital Accumulation framework.....	101
7.3	Outcomes of the study	101
7.4	Implications for women entrepreneurs.....	102
7.5	Limitations of the Research.....	103
7.6	Recommendations for future research	103
7.7	Conclusion	104
CHAPTER 8: REFERENCES		106
APPENDIX A: ETHICAL CLEARANCE APPROVAL		114
APPENDIX B: INTERVIEW CONSENT LETTER.....		115
APPENDIX C: INTERVIEW DISCUSSION GUIDE		116
APPENDIX D: LIST OF CODES CREATED DURING DATA ANALYSIS		118

LIST OF TABLES

Table 4.1: Research Instrument Questions mapped onto Research Questions	38
Table 5.1: Information on participants and details of the context	44
Table 5.2: Entrepreneurial experience	45
Table 5.3: Number of years as an established business	46
Table 5.4: Overview of the results of the main drivers that create relationships ..	49
Table 5.5: Overview of the results of barriers to creating relationships	54
Table 5.6: Overview of the results in enabling relationships	54
Table 5.7: Overview of the results of support structures	60
Table 5.8: Overview of the results of forms of networking	68
Table 5.9: Overview of the results of characteristics of a women entrepreneur ...	70
Table 5.10: Overview of the results of personal development and enhanced skills	73

LIST OF FIGURES

Figure 2.1: Flow chart of literature review	8
Figure 2.2: Evolution of Social Capital model	28
Figure 4.1: Number of new codes by interview	35
Figure 4.2: Extract of data analysis into codes and themes	40
Figure 5.1: Elements of creating relationships	47
Figure 5.2: Drivers that creates relationships	49
Figure 6.1: Factors that initiate engagement	79
Figure 6.2: Essentials of creating and sustaining trust	80
Figure 6.3: Inner drive that builds networks	82
Figure 6.4: Awareness and Adaptability	83
Figure 6.5: Characteristics to achieving goals	85
Figure 7.1: Proposed Social Capital Accumulation Framework	99

LIST OF ABBREVIATIONS

BBBEE	-	Broad Based Black Economic Empowerment
CSI	-	Corporate Social Initiative
GEM	-	Global Entrepreneurship Monitor
GRI	-	Global Reporting Initiatives
KZNBWIB	-	KwaZulu-Natal Women In Business
MIWE	-	Mastercard Index of Women Entrepreneurship
SAWIC	-	South African Women In Construction
SEDA	-	Small Enterprise Development Agency
SMME	-	Small Micro Medium Enterprises

CHAPTER 1: DEFINITION OF PROBLEM AND PURPOSE

1.1 Introduction

Women's entrepreneurship has been recognised in the last decade as a significant and unexploited source of economic growth. The Global Entrepreneurship Monitor (2018/2019) Women's Entrepreneurship Report indicated that women are increasingly being attracted to the manufacturing sector as a chosen area of operations, however the sector remains competitive and vastly male-dominated globally (Elam, Brush, Greene, Baumer, Dean & Healow, 2019; Getz, Shacham & Klein, 2019; Unnikrishanan & Hanna, 2019). Furthermore, as the manufacturing sector is capital intensive in nature, combined with limited access to resources such as labour, distribution channels, assets and social networks, for women entrepreneurs this creates a barrier of entry into the industry (Aneke, Derera & Bomani, 2017).

The main challenge is lack of capital but not merely financial capital, access to social capital, intellectual capital and knowledge capital. While women may experience lack of access to financial capital they can certainly, because of their networking skills, give rise to social capital. Social capital is an intangible asset and involves the working together of social groups of networks to build valuable relationships that facilitate business development (Neumeyer, Santos, Caetano & Kalbfleisch, 2019). This research aims to explore the concept of social capital as an enabler in the development of women-owned manufacturing businesses.

Many scholars have attempted to come up with a precise definition of an entrepreneur. Despite the lack of a definition, the general consensus is that entrepreneurs are social actors associated with economic development. The preferred definition used for this research is Faggio and Silva's (2014) description, "entrepreneurs are individuals who bring innovations into the market, in a process of creative destruction and bears the risk of the uncertainty surrounding their success" (p. 68).

The GEM 2019 report indicated that women entrepreneurship is a catalyst of growing the global economy. Currently this opportunity for developing women's entrepreneurship appears to be vastly underutilised (Bosma & Kelley, 2019). However, the World Bank reported that the African continent has more women entrepreneurs than men (Gaye, 2018). The GEM Women Entrepreneurship Report stated that the percentage of entrepreneurs in the Sub-Saharan African region for women entrepreneurs at 43.5% and 23.6% for men entrepreneurs (Elam et al., 2019). The GEM 2020 Report highlighted an increase in women entrepreneurship in South Africa, with an upsurge in the entry into male-dominated industries (Bosma, Hill, Ionescu-Somers, Kelley, Levie & Tarnawa, 2020). This can be attributed to an earlier GEM report that

highlighted 59.2% of South African women entrepreneurs are optimistic and not deterred by setbacks, compared to the global average of 54.7% (Bosman & Kelley, 2019). Despite the upsurge the GEM report conveyed that women entrepreneurs face greater difficulties than men (Herrington & Pew, 2018).

Furthermore, the Mastercard Index of Women Entrepreneurship (MIWE) 2019 reported that ease of doing business in South Africa is quite high, but the quality of governance varies (MIWE, 2019). This suggests that establish structures that support women entrepreneurs are available, however the effectiveness of this support is not coming to fruition.

Having stated the **business need** for this research, the main objective of this research was to get a better understanding of the value of relationship building in social networks, and how this evolves into social capital that enhances the development of women-owned manufacturing businesses.

The primary theoretical framework for this research is based on social capital theory. Social capital theory offers the conceptual understanding of the complexity involved in building relationships for the purpose of doing business that is mutually beneficial for all actors.

Small businesses often are unable to succeed in their mission due to various reasons. The one area that this research focuses is the challenges women entrepreneurs experience in expanding business networks (Aneke et al., 2017). These may include limited access to support structures such as mentorships, skills development programmes and government support that enhance business development (Herrington & Pew, 2018; Songling, Ishtiaq, Anwar & Ahmed, 2018). This viewpoint is supported by McAdam, Harrison and Leitch (2019), as one of the barriers that prevent women entrepreneurs fostering business networks. Social capital demonstrates that building connections with external agents can increase opportunities into these valuable resources, which in turn enhances business development (Songling et al., 2018).

Social capital research has been criticised because the features of social capital changes over time, due to its complex dimensions that requires different levels of analysis (Mpanje, Gibbons & McDermott, 2018). Research undertaken by Yadav and Unni (2016) regarding the number of published articles based on women entrepreneurships show that studies on women-owned manufacturing businesses in developing countries is currently limited. Based on the call for further research on the subject of social capital, combined with the lack of relevant literature in the context of women entrepreneurs from established manufacturing businesses, signifies the **theoretical need** for this research to be conducted.

In light of the above, the purpose of this paper was to examine the types of relationships women entrepreneurs form, in the hope of contributing to a better understanding of how social capital is accumulated in women-owned manufacturing businesses. A qualitative study was conducted with a sample of twelve established women entrepreneurs from the manufacturing sector, to explore their experience of social capital, as a phenomenon in starting and developing their businesses.

The next section will provide the background and insight into social capital and the development of this concept.

1.2 Background to research problem

South Africa's unemployment rate increased to 32.5% in the fourth quarter of 2020 (Trading Economics, 2021). Women entrepreneurship is an emerging economic force in this century and a vehicle that can be used to create jobs which is critical to most economies, and yet it is reported that women have faced much greater difficulties in becoming entrepreneurs, than men (Getz et al., 2019; Herrington & Pew, 2018).

Some of the barriers of entry experienced by women entrepreneurs in their endeavours to promote their entrepreneurship is the inability to create relationships because of cultural influences that impede women's development; lack of exemplar female entrepreneurs, limited access to business networks and lack of mentorship opportunities (Herrington & Pew, 2018). This is of particular importance in the manufacturing sector in South Africa where sector growth has the ability to create much needed jobs, however the barriers of entry for women entrepreneurs remain (Bowmaker-Falconer & Herrington, 2020). Therefore, transformation in this industry is imperative to promote inclusivity for development of women-owned businesses. So, it is critical to create relationships that promote entry into social networks and support structures to enhance social capital development.

The next section will address the concept of social capital development in creating relationships to support women's business development.

1.2.1 Social capital development

Social capital develops from relationships with embedded resources, that includes valuable relationships in social networks, civil engagement, reciprocity and trust (Andriani & Christoforou, 2016). Social capital is core to civil virtue and social connectedness. The term social capital is said to have been initially coined by Lyda J. Hanifan in 1916. He highlighted

the importance of the social structure of people from a business and economics perspective (Amoah, 2017). Many scholars have ascribed to this concept and acknowledge Bourdieu (1986), Coleman (1988) and Putman (1993) among the elite (Bhandari & Yasunobu, 2009; McAdam et al., 2019). McAdam (2012) distinguishes social capital from social networks. Social capital is the accumulation of embedded resources and is an intangible asset and social networking is an act of interrelationships that creates structures where these resources can be drawn from.

Institutions like the World Bank (1999) recognised the value that social capital has had on social cohesion and development in communities. Although a large number of scholars (Baum and Locke, 2004; Brush, Bruin and Welter, 2009; Fedderke, De Kadt and Luiz, 1999; McAdam et al., 2019) agreed that valuable relationships lead to social capital and growth in communities, this practical value has been challenged. They argue that groups with high social capital have the means to subordinate others. An example of this is women-only forums where the purpose of these networks is to help negotiate support for members only, thereby creating boundaries for its members outside of these networks. A study undertaken by McAdam et al., (2019) concluded that since women-only networks may limit entry onto outside networks, they have less efficacy in the formation of social capital, given that social capital focuses on interpersonal relationships which create value for individuals to develop their businesses.

Some scholars describe social capital as ambiguous, in that it can be beneficial or disadvantageous for a business. While organisations can benefit from resources, others from outside the network might be excluded, thereby creating animosity (Andriani & Christoforou, 2016). Despite this criticism, Bourne (2016) maintains that the resources derived from the embedded relationships in entrepreneurial ecosystem is critical for the development of business. She argues that it is therefore vital that social capital is built in the early stages of entrepreneurship and it is sustained throughout the entrepreneurship.

1.2.2 Women's participation in social networks

The ability of women entrepreneurs to construct networks during their start-up phase of a business is important for exposure and business development. Networking is an association activity connecting family, social life and business (McAdam, 2012). The act highlights how organisations or groups develop relationships that can either provide or constrain opportunities (Makofane, 2019). Many scholars agree that social networks provide opportunities for businesses therefore it is vital that relationships are sustain (Fernández-Robin, Astorga, & Yáñez Martínez, 2017; McAlister, 2017; Priya, 2019; Rawhouser,

Villanueva, & Newbert, 2017; Unnikrishanan & Hanna, 2019). Social networks can provide support in many forms, and social capital is only developed when these networks translate into beneficial relationships. While women may be engaged in networking, Neumeyer et al., (2019) asks the question: why do women entrepreneurs face barriers, specifically in accessing resources from social networks, such as mentorship, investors or advisor? They stated that since the entrepreneurial social network consists of weak and strong ties, the nature of the relationship depends on the strength of the tie. They explained that relationships with strong ties generates bonds between people who are close knit such as family and friends. Relationships with weak ties creates bridges and is primarily formed between individuals or groups to access resources that are outside of their strong-tie networks (Neumeyer et al., 2019). Bonds and bridges form a range of relationships within mutually beneficial networks.

1.3 Problem definition

There has been significant academic research on the development of women entrepreneurs and the benefits of social capital. Yet the phenomenon of how women entrepreneurs from the manufacturing sector, created valuable relationships for the development of their businesses is not sufficiently understood.

1.4 Research Objective

The intention of this research is to understand how women entrepreneurs from the manufacturing sector accumulate social capital to develop their businesses. Furthermore, the study will attempt understand the barriers that restrict access to social networks and discuss the social enablers that create opportunities into these networks. The research objective will be addressed by answering the research questions below.

- 1.4.1 How are networks born and sustained in established women-owned manufacturing businesses?
- 1.4.2 What are the social capital barriers and enablers in developing women-owned manufacturing businesses?
- 1.4.3 What role have support structures played in women entrepreneur's accumulation of social capital?

1.4.4 How have women entrepreneurs developed in their entrepreneurship journey and the role of social capital in this journey?

1.5 Significance of the research

The research aims at obtaining insight into entrepreneurship and the lived experience of women in the male-dominated manufacturing sector and their accumulation of social capital.

The African Continental Free Trade Area agreement (AfCFTA, 2019), aims to improve industrialisation by creating a single market for trade of goods and services. The manufacturing sector is one area that governments have prioritised as areas to attract investments. The manufacturing sector is still fairly male-dominated and women are underrepresented (McClelland, Swail, Bell & Ibbotson, 2005).

Findings generated from this research project could potentially provide deeper insight on how women entrepreneurs, from the manufacturing sector, created opportunities to build resourceful relationships. Moreover, to gain insights into the lived experiences of operating within a male-dominated manufacturing environment in South Africa.

The study is necessary to understand ways to enhance women's entrepreneurial activity from within the manufacturing sector, through social capital with economic growth in mind for women, therefore this study takes an exploratory approach to the topic.

The literature review in Chapter two focuses on four fundamental approaches to accumulating social capital, in the context of women entrepreneurs. The literature reviews other influencing elements including the complexity of systems that exists within a social structure.

CHAPTER 2: THEORY AND LITERATURE REVIEW

2.1 Introduction

The purpose of this research is to explore women entrepreneurs' experiences in building valuable relationships that helped them to develop their manufacturing businesses. This chapter provides a literature review for the study, outlining the key constructs, together with the definitions, and an explanation of the relationships.

Several studies highlight that women entrepreneurs are enablers of economic growth (Getz et al., 2019; McAlister, 2017; McClelland et al., 2005; Meunier, Krylova & Ramahlo, 2017; Neumeyer et al., 2019). Yet despite these positive outcomes there still remains a high failure of women-owned businesses (Irene, 2017). The expectation of entrepreneurs is to grow their businesses and studies undertaken by Baum and Locke (2004) show that social capital creates wealth. However, Priya (2019) points to the significant challenges that women entrepreneurs face is unawareness of business offerings or limited access to business-oriented networks, combined with having a lower status in a patriarchal society, like South Africa (Pienaar, Naidoo & Malope, 2018).

Kaffka, Rosendal, Kurek and Geurts (2019) observed that through the formation of network activities, social capital is forged and the use of it can help in accessing resources for business development. Carter and Marlow (2006) imply that establishing and managing networks over the lifetime of the business is a strategic imperative for the development of a business. Furthermore, Baum and Locke (2004) point to entrepreneurs' personal characteristics, including social skills and relationship building, as dominant reasons for growth. This study is aimed at exploring how relationships are created that influence social capital in the context of women-owned businesses in the manufacturing sector.

The review commences with the definition of entrepreneurship, focusing on women entrepreneurs in particular. Various academic studies have been undertaken over the years in the field of entrepreneurship, while Bosma and Kelley (2019) posits emerging literature is highlighting the significant role women's entrepreneurship can play in economic development, although literature is lacking from a South African perspective (Mandipaka, 2014).

This research is anchored in social capital theory. The literature review will attempt to unpack the elements that contribute to the characteristics of social capital theory. These characteristics include the interrelationships that create networks, associates, bridges and bonds (Andriani, 2013). The characteristics of social capital will be reviewed from different perspectives in the literature, highlighting how social capital may or may not influence the growth of women entrepreneurs. A review of the literature on various types of support structures for women entrepreneurs and their contribution to social capital is provided.

The literature identified from peer-reviewed journals performed on social capital is highlighted in Table 4.1. These consist of a number of studies that discussed how women entrepreneurs used social networks to create social capital. These studies guided the research questions posed by the researcher, to address the overall research objective of this research which is to explore women entrepreneurs' experiences using social capital to develop their manufacturing businesses.

The following diagram is the framework of the concepts that will be discussed in this chapter.

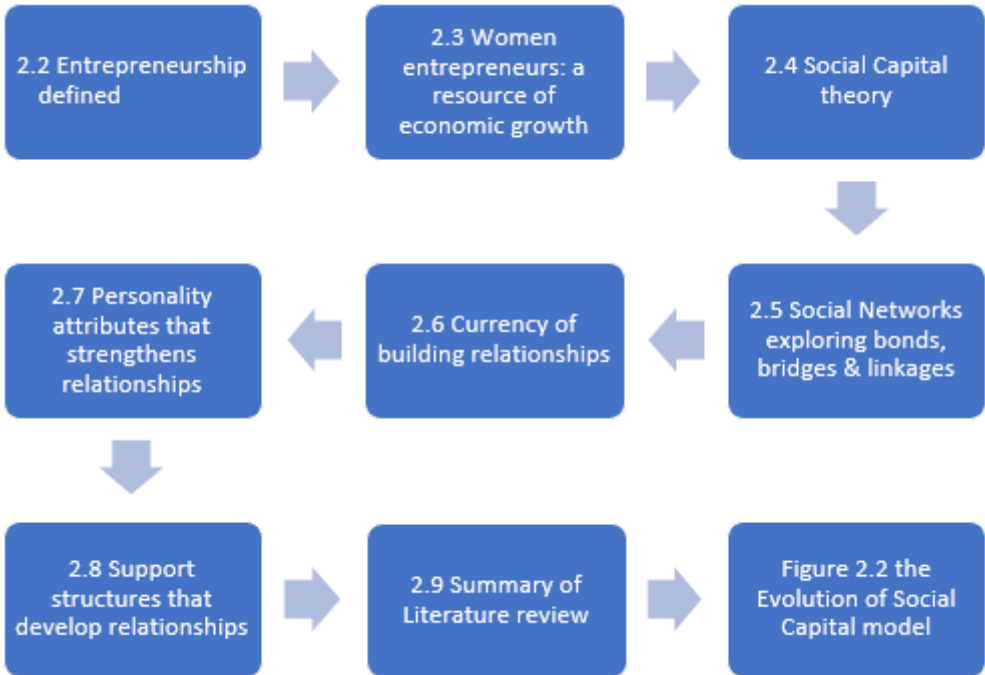


Figure 2.1: Flow chart of literature review

2.2 Understanding entrepreneurship

French economist, Jean-Baptiste Say first coined the word 'entrepreneur', which loosely translates to adventurer (Koolman, 1971). Like an adventurer, an entrepreneur takes risks by venturing into the unknown. Within the nature of an entrepreneur, is a prerequisite for relationships. Without forming relationships, an entrepreneur cannot get to where he wants to go. The 18th-century economist Richard Cantillon maintained entrepreneurs are a special, risk-bearing group of people, suggesting risk is an important characteristic of entrepreneurship (Koolman, 1971). Risks to create new markets, products and opportunities, thereby disrupting the balance of competition that may prevent monopolies from forming. Similarly, entrepreneurship is an act of building relationships which lead to creating social capital. Social capital is important to entrepreneurship development and the value of it should not be downplayed. This suggests that the definition of entrepreneurship is not limited to a specific type of organisation.

Economist, Schumpeter (1936) described an entrepreneur as one who is aware of the environment and seek opportunities to make new things, in essence a value creator (dos Santos, Morais, Riberio & Jardim, 2019). He further goes on to describe an entrepreneur as having the vision and purpose to innovate. While Schumpeter's view is to access new opportunities for innovation, Park, Sung and Im, (2017) highlight the importance of the value of information in creating resourceful relationships. Relationships that create bridges and linkages into networks. These descriptions of entrepreneurship are valid, but until a person is willing to bear the risks, only then does the need to start the business arise.

In addition, many economists have highlighted that entrepreneurship as the driving force for change and economic development. The GEM defines entrepreneurship as "any attempt by an individual to create a new business through self-employment or the expansion of an existing business" (Meunier et al, 2017, p. 3). The Organisation for Economic Co-operation and Development (OECD) have taken the approach that defining entrepreneurs as "people who own and work in their own business" (OECD, 2016, p. 22). An entrepreneur has an important role in changing social structures by improving imbalances through job creation and in building up of self-sufficient societies.

A study by Yadav and Unni (2016) suggests that differences between male and female entrepreneurs are rooted in psychological and sociological theories. They suggest that women perceive roles in businesses as a supportive network of closely knit relationships comprising of family and personal relationships. This viewpoint is different from the economic reasons for business creation and is likely to offer explanations for the differences between male and female entrepreneurs. Additionally, Gumel (2017) went into a deeper analysis of

entrepreneurs concluding that it is the entrepreneur's motivation that leads them to work towards growth and profitability with the desire to grow even further through innovation.

In a convincing study reviewing entrepreneurship, Okyere (2017) portrayed this concept as a combination of three elements, namely, "(i) the context in which the opportunity arises and is created, (ii) a set of personal abilities necessary to identify and use the opportunity, and (iii) the capacity to materialise the opportunity, by transforming it into results." (p. 161). Simply put, an entrepreneur is the actor and the entrepreneurship is the act (Okyere, 2017).

The act of entrepreneurship is a social phenomenon, not just running a business or not just about sustaining a family, but also about creating capital, both social and financial. Entrepreneurship is multifaceted and a complex interaction of interpersonal relationships, embedded resources and social interaction (McAdam et al., 2019).

2.3 Women's entrepreneurship: a resource of economic growth

The GEM Women Entrepreneurial report indicate that many woman entrepreneurs experience challenges due to the lack of access to resources and social networks (Elam et al., 2019). The lack of access to resources are often attributed to some societies cultural and social customs not being supporting of women entrepreneurs' businesses (Ahl, 2006), and is more prevalent in developing countries (Bowmaker-Falconer & Herrington, 2020). To move towards a more inclusive society, embracing gender inclusion mainly in the private sector, is a key component to develop businesses and undo inequalities and patriarchal neoliberalism (McAlister, 2017).

A study by Getz et al., (2019) highlighted that women's entrepreneurship have been "recognised in the last decade as an important and untapped source of economic growth" (p. 11). Women entrepreneurship is defined as women owning, creating and controlling of their business. According to Sangolagi and Alagawadi (2016), women entrepreneurship frees women economically by increasing their purchasing power and increases their economic position in society. Recently, research on women entrepreneurs and social capital has intensified due to increasing acknowledgement of its importance to alleviate social ills, for instance the lack of economic growth and social inequality (Andriani & Christofou, 2016).

In South Africa, several core issues underpin current challenges that directly impact women entrepreneurs, that include continued inequalities and discrimination held in place by sustained socioeconomic stratifications. The GEM 2019/2020 report concluded it is important to promote the cultural and societal transformation and a shift in mindset that recognises the capabilities of women as active market players (Bosma et al., 2020). Likewise, in citing

Bourdieu's (1985) work, de Camargo, Fiorini, Seles, Jabbour, Mariano and Jabbour, (2018) suggested that developing valuable networks with embedded resources, and allowing its members to access the resources, is a key component to undo inequalities in societies and patriarchal neoliberalism.

Early studies from Boserup drew attention to the role of women in economic development focusing on women's contribution in agricultural and manufacturing development. The findings concluded that specialisation in tasks leads to economic development. Historically, in African, Indian and some Asian countries, women farmers were seen as providers of food production, which Boserup termed female farming *par excellence* (Boserup, 2007).

The past few decades have marked a great upsurge in women-owned businesses. This upsurge is likened to the GEM Women's Entrepreneurship report, indicating women entrepreneurs have branched out into various sectors of manufacturing (Elam et al., 2019). Since a key value of entrepreneurship is one of relationship building for mutual benefit, this implies that embracing gender inclusion is vital to create additional networks in the entrepreneurial ecosystem. McAlister (2017) stated that developed countries have embraced women entrepreneurs as new instruments of economic growth and value creators in emerging economies. However, several studies undertaken regarding women entrepreneurship, include a myriad of barriers that women entrepreneurs encounter that impede their development (dos Santos et al., 2019; Fernández-Robin et al., 2017; McClelland et al., 2005; Priya 2019).

Entrepreneurship ecosystems comprise a number of interconnected elements that are mutually beneficial. McAdam (2012) stated that the area of social capital remains complex, meaning it has a variety of dimensions, levels and definitions. Chinomona and Mazziriri (2015) stated that women entrepreneurs are those who play an entrancing part in society, by continuously exploring opportunities to build networks and readily adapts herself with financial, socioeconomic and support structures. Participants in the network are interdependent and their development in the ecosystem creates connections. These connections consist of weak ties (bridging networks) and strong ties (bonding networks).

There are various motivating factors why women choose to become entrepreneurs. Studies undertaken by Raman, Anantharaman and Jayasingam (2005) highlighted reasons as job frustrations, belief in their capabilities to venture, produce a socially conscious product and to create a lifestyle that is flexible, are also amongst the motivation factors that lead women into entrepreneurship.

Support structure such as women-only support networks, is geared towards economic development through capital creation and one that strengthens the entrepreneurial ecosystem McAdam et al., (2019). In an opposing view Makofane (2019) argues tests undertaken illustrates the correlation between women-only support networks and women entrepreneurial success is weak. Neumeyer et al., (2019) claim that strong-tie relationships (bonds) are formed in women-only networks through partnership and emotional support. Strong-tie relationships may limit access to valuable information. Therefore, these authors suggests that women entrepreneurs consider building bridges that connects them with heterogeneous groups outside their current circle in order to enhance their development.

The shortage of institutional support in developing social networks is one of the important issue's women entrepreneurs are faced with (Bourne, 2016). Priya, (2019) argues it is not the lack of institutional and government programmes rather the awareness of these programmes available to women entrepreneurs. Similarly, Elam et al., (2019) highlights that in developing countries like South Africa, many women entrepreneurs are not aware how to access supportive networks. This implies that bureaucracy limits access to government support and incentives, thereby stifling economic development and creating barriers for women entrepreneurs to access these programmes. Likewise, Songling et al., (2018) concurs that the lack of government incentives for small businesses hinders survival for growth. Furthermore, they maintained that small business plays a vital role in an economy, especially those in developing countries, as it is used as an economic regulator.

Social capital is an intangible asset that plays a significant role in entrepreneurship, one that influences business performance (Mozumda, Farid & Sarma, 2017). A contributing factor that negatively impacts women-owned businesses is limited contact with exemplar businesswomen, and more so those in entrepreneurship (McAlister, 2017). Some scholars have suggested the use of alternate solutions like women-only networks as a catalyst to develop women entrepreneurs. McAdam et al., (2019) indicated that women-only networks create social capital and are designed to support women in their entrepreneurial efforts and disrupt the conventional entrepreneurial ecosystem.

The risk of participating in social groups or networks may have the potential to cause negative externalities like social exclusion or unhealthy behaviour. Therefore, making the decision to disassociate oneself from certain networks is an important characteristic of self-efficacy in one's character.

Many scholars identified four distinctive barriers that women entrepreneurs face which are lack of finance, balancing family responsibilities with business, cultural norms and educational

background for business (McAdam et al., 2019). There has not been much research to understand businesswomen's perspective on how they accumulate social capital. The complexities and contextual nature of social capital and its relationship with women entrepreneurs from the manufacturing industry made this an exploratory study.

2.3.1 The South African setting for Women entrepreneurs

The GEM report describes South Africa as an emerging economy (Bosma & Kelley, 2019). The rise of emerging economies after the 2007 economic crisis has suggested that South Africa has the ability to compete with advanced economies (OECD, 2016). Notably, Osuji and Chukwuanu (2007) recognised that the motivating factors behind the emergence of the South African women entrepreneurs was independence and an emerging economy that supports entrepreneurship. By contrast, Irene (2017) argues that South African women venture in to business out of necessity, rather than opportunity. In an opposing view, a survey undertaken by the GEM (2019) reported that 65.9% of women (82.1% men) see opportunity as reason for start-ups (Bosma & Kelley, 2019). Walker and Brown (2004) agreed, and further identified other non-financial factors that motivates women to choose entrepreneurship are independence, opportunities to innovate, new challenges and the pursuit of personal interests.

Entrepreneurship is highly linked to self-efficacy and performance. The Mastercard Index of Women Entrepreneurs (MIWE) is a global report that profiles women entrepreneurs progress across 58 countries. The MIWE report noted the stage of development for South African women entrepreneurs was efficacy driven (MIWE, 2019). According to Hechavarria, Renko and Matthews (2011) in this context, self-efficacy is the extent to which women entrepreneurs firmly believe that they can effectively execute actions and accomplish goals. Furthermore, they suggest that self-efficacy principles influence an individual's motivation. This is reflected in the effort and the perseverance an individual will exert in their venture even through challenges.

In their study of institutional frameworks, Manimala and Wasdani (2015) implied that South Africa has a weak institutional framework, therefore making access to resources challenging for entrepreneurs. Osuji and Chukwuanu (2007) further acknowledged that due to traditional, historical and institutional constraints South African women face, most of them will source support from informal networks. Informal networks consist of closely knit relationships that primarily comprise family and personal relationships within communities (McAdam et al., 2019).

There is limited South African entrepreneurial studies for women entrepreneurs that focuses on the relationship between the formation of social capital and the impact it has on the development of women run businesses, in relation to economic development. Although the South African government has made concerted efforts for the inclusivity of women in government (SEDA, 2020), the private sector has still not seen a drastic change. In spite of the understanding that women are an important resource for the manufacturing industry, their representation in these areas is sparse (Getz et al., 2019; Pienaar et al., 2018).

According to McClelland et al., (2005), South African women prefer to grow their product in niche markets first in their country and thereafter take a gradual approach to global trade. The outcome of their study revealed South African trade in mostly European markets. They stated this risk-averse trait is unique and becoming more apparent amongst modern female entrepreneurs. In addition, a GEM study reported that South African female entrepreneurs are more risk averse and opportunistic (Bosma & Kelley, 2019; Walker & Brown, 2004). Portraying these characteristics suggests the eagerness to connect and to develop businesses.

The development of women entrepreneurs and their value they create does not depend on the wealth of the nation, rather it is hinged on the culture or societal acceptance (MIWE, 2019). Culture and societal norms shapes women's entrepreneurship. dos Santos et al., (2019) suggests that both government and non-government organisations develop actions that strengthen women entrepreneurship such as supporting change to family structures and tradition. For change to occur, relationships need to be created to understand the challenges that women experience. The initial steps taken to create develop networks and build social capital is through norms of collective action, civic engagement and participation, with the intention of building relationships that bridge social capital (Mpange et al., 2018).

The GEM Women Entrepreneur reported that South African women are undeterred by fear of business failure reporting a perception indicator of 59.2% (54.7% global average) (Elam et al., 2019). This can be attributed to the business environment where the ease of doing business is quite high (MIWE, 2019), however the quality of governance varies. This suggests that government's initiative to establish platforms that support women entrepreneurs are available, however the effectiveness of this support is not coming to fruition.

Though deemed conversational, Madigaba and Jiliri (2019) agreed that the importance of women entrepreneurship development cannot be underestimated. The particular reason for the circumstance is women entrepreneurship contributions are obvious for economic transformation, especially for South Africa.

2.4 Social Capital Theory

The research is anchored in social capital theory. The essential idea for social capital theory highlights the importance of relationships and is a valuable asset in building relationships and interconnectedness. Social capital is defined as social networks which stems from social interactions (Tripp, Payne & Diodorus, 2009). Andriani and Christoforou, (2016) supports this definition and further alludes that trust, reciprocity and co-operation, and networking contribute to social wealth. An early scholar Fukuyama, believed that the quality of social capital, allows people to interact directly, and it helps to create social capital (Bhandari & Yasunobu, 2009).

Neumeyer et al., (2019) broadened the application on social capital and entrepreneurship to include two broad concepts of social capital that are: “bonding” social capital and “bridging” social capital and comprise of strong and weak ties respectively, in an entrepreneurial ecosystem. Strong ties are relationships that are closely knit like family and weak ties are relationships with people that belong to multiple groups (Andriani, 2013). Neumeyer et al., (2019) implies that women entrepreneurs create high degree of bridges through ongoing interactions and activities to compensate for low social status in the network. Therefore, the bridging capital is dependent on the type of venture they operate in (Neumeyer et al., 2019). This implies women entrepreneurs need to develop social bridges outside their strong ties to enable them to access resources such as universities for research and business incubators aimed at increasing their social capital (Kaffka, 2019). For example, entrepreneurs may reach out to universities and develop relationships and thus have access to information about emerging technologies that can be commercialised. Ruiu, Seddaiu and Roggero (2017) suggests due to the ineffectiveness of government support structures, when bonding social capital in a community is high, the contribution of an independent institution such as the university is crucial to create confidence in organisations.

In defining social capital, De Carolis, Litzky and Eddelston (2009) stated that goodwill is created through social relations which is then mobilised to enable the achievement of the required resources or support. The notion that trusts, group activities and reciprocity contribute to the economic wealth of a society, has been long tradition in the history of sociology and economic thought (Andriani, 2013). In light of this there is still considerable debate in the academic community about what refers to social capital and what its major components represent in various situations. The use of a gendered lens in researching the field of entrepreneurship adds to the view of the researcher on the social capital aspects of society.

Payne, Moore, Griffis, and Autry (2011) indicate that scholars have largely limited their research of social capital at an individual level analysis and failed to recognise that social capital is multifaceted. In citing Putman's (1995) definition of social capital (Payne et al., 2011) as being at a macro level that include networks, trust and cooperation that is mutually beneficial. In analysing the complexity of social capital, Neumeyer et al., (2019) stressed the importance of understanding the social stratifications in an entrepreneurial ecosystem, especially those pertaining to women that face challenges such as resources in the form of mentors or networks. Furthermore, social capital lies in not only human factors but also in institutional structures. These are collective entities, and are the foundation for human interaction, networks and trust. Aaltio, Kyrö and Sundin (2008) suggested that social capital can be highly valued in society and at the same time be vulnerable unless it is managed in real life terms. On the other hand, creating social capital also has its challenges.

Scholars who popularised the concept of social capital like Bourdieu, Coleman and Putnam stressed that social capital is formed through trust, reciprocity, shared norms, social relationships with individuals and organisations and termed these collective asset (Mpanje, et al., 2018). Building social relations are valuable resources for growth. Citing various authors, Bhandari and Yasunobu (2009) contended that social capital plays a significant role in providing access to information, suggesting it promotes social cohesion, creates valuable relationships, increase optimism and efficiency, and provides the assurance against risk and uncertainties. Another view is social capital might exclude people or groups in society even if the collective might benefit all (Aaltio et al., 2008). In the South African context with the history of discrimination (Barclay, 2018) claims there is largely is still deeply rooted feelings of distrust in society. In citing Bourdieu and Coleman, Bhandari and Yasunobu (2009) maintain social capital is collective by nature but by no means that it is an impartial or good concept.

Many scholars have opposed using the term "capital" used to describe accumulation of social relations as somewhat inappropriate, as one cannot measure the opportunity costs. They proposed terms like "social fibre" and "community" as suitable. The term "community" would be more appropriate as is it focuses attention on group activities rather than what a person does. In citing Woolcock's 1998 comments, Bhandari and Yasunobu (2009) points to the argument that individuals make decisions and maintain relationships with the expectation of future benefits and such decisions increase social capital. This brings with it certain opportunity costs. Stone and Hughes (2002) argue that social capital, like other 'capitals', is enabled by certain factors, that produce various outcomes, and these outcomes possibly serve to accumulate social capital. Therefore, the richness of social capital depends on the continued investment in the relationship (Bhandari & Yasunobu, 2009).

The qualities of social capital are in the interconnectedness that is created. Mpanje et al., (2018) remarked that a sense of belonging is formed in a society through the foundations of bonding, bridges and linkages. They further state that these types of interaction may vary in political, social and cultural setting. Social capital is known to support entrepreneurs identify business opportunities. Entrepreneurs can utilise their own contacts to expand their business and boost their competitive advantage. In citing Davidsson and Honig (2003), Aguinis, Ansari, Jayasingam and Aafaqi (2008), support the idea that successful entrepreneurship is a social game.

In her study of social capital Ahl (2006) criticises academia for ignoring women entrepreneurs (rather focusing on individuals) thereby overlooking the social dimension. In their assessments of Bourdieu's 1986 conception of social capital, Aaltio et al., (2008) highlighted that although social capital is an individual asset, it only becomes capital by virtue of social exchanges. The broadening of the application of social capital theory gives rise to characteristics of interconnectedness by creating networks through bridges, bonds, associates and trust.

Social capital emerges from sociology traditions. Many economists like Porter (1998) and Solow (1999) dismiss using social capital as a practical tool because it cannot be measured, due its multi-dimensional nature (Gannon & Roberts, 2020). Another critic from Woolcock (1998) imply that if the network of social relations is too strong (example ideology) it can stifle the environment in which it operates.

2.5 Social Networks

Social networks comprise a structure that includes people and organisations termed "actors" and the formation of relationships and connectedness amongst them, that may provide resources and information needed to exploit opportunities (Zhang, Zyphur, Narayanan, Arvey, Chaturvedi, Avolio, Lichtenstein & Larsson, 2009). Relationships form a network establishing dependency between the actors. Indirectly, this closes the gaps allowing better understanding of goals (Romo, Medina & Romero, 2017).

Networking is a social field in which people manoeuvre for position and resources (McAdam et al., 2019). In addition, De Carolis et al., (2009) explains that social network relationships include feelings of gratitude, reciprocity and respect and by being embedded in a network

promulgates mutual knowledge and recognition. Social networking leads to sources of information and opportunities that can connect the entrepreneur with opportunities critical for business growth. This is supported by Putman's (2000) view that social capital raises connections among individuals leading to social networks. Referring to Durkheim's (1933) work, Andriani (2013) indicates that the industrial period was characterised through informal connections and interactions amongst individuals which distinguished this period.

Women entrepreneurs intending connecting with social networks should first consider what can they gain by joining the network (Andriani & Christoforu, 2016). Existing studies (McAlister et al., 2017; Neumeyer et al., 2019) reveal women have strong ties in their own social circles. In these social networks, women are more likely to develop shared understanding and trusted relationship. Therefore, social networks connect individuals so that they may create pathways for information to flow for others (Magigaba & Jili, 2019). Social relations give rise to connections that allows others access to valuable resources, thereby improving the productivity of individuals and groups that are part of the network.

Social network is an enumeration of the relationships that exist between individuals or organisations. The structure of these networks and the strength of these links between individuals and influences how effectively the network can produce results (Mpanje et al., 2018). Lee (2015) suggests that small business requires myriad resources like information, capital and support, and those resources can be derived from ties with entities within a social network. Upon further examination, social networks are a design of "a complex web of relationships" (p. 503) representing the structural and interpersonal dynamics found within relationships (Payne et al., 2011). This suggests social network are multidimensional and intricate

In citing the International Labour Organisation (ILO) report into the failures of women-owned businesses, Lee (2015) highlighted that lack of access to social networks as one of the problems women experienced. Social networking is both critical to, and should be greater among women entrepreneurs than male entrepreneurs, particularly because women use networking as a common strategy to advance their business (McClelland et al., 2005). Additionally, they suggest that formal and informal networks are different in both the value of the social networks and in how male and female entrepreneurs utilise them to their advantage. Their study implies that women are most suited to utilising informal networks. According to Hoogendoorn (2011) formal and informal networks both contribute to resources and assist the progression of the entrepreneurship at different stages. Formal networks are organisations, like government that are more structured and tailor-made to support the network. Informal

networks involved those in the community and contributes something of value to the entrepreneurship. Aguinis, et al., (2018) infers that entrepreneurs with a similar position in social networks (be it formal or informal) differ in the extent to which they take advantage of the position.

2.5.1 Bonds

Bonding is a process where individuals emotionally attach to one another and encompasses strong ties. Strong ties are derived from internal forces within their collective creating bonds that forms social capital (Collins, 2012; De Carolis et al., 2009). Bonding interactions are developed among the friends and families through goodwill, fellowship, sympathy and associational activities which make up a social unit (Andriani, 2013). According to van Deft et al., (2016) bonding social capital in homogenous group strengthens values and consist of high levels of trust. This allows the group to work towards achieving common goals. In citing Granovetter's 1973 work, Villaneva, Angeles and Revilla (2018) infer that strong ties consist of individuals and groups that communicate constantly and influences the bonds. It assumes that employees can be considered strong tie or bonded networks. Due to the closeness created people in bonded networks tend to have higher levels of trust and relationships are based on reciprocity.

Bonding support the production of creative ideas because it activates economic and social resources, provides reciprocal trust, risk sharing and reduce uncertainty (Villaneva et al., 2018). The capital created leads to wider spread information flow and a more diversified social endowment. However, Neumeyer et al., (2019) maintains that strong tie networks do come with some caveats, such as lower access to diverse information that limits development. Bonds are strengthening and consequently the building of one's reputation is enhanced.

2.5.2 Bridges

The "bridging" form of social capital focuses on the individual as the unit (De Carolis et al., 2009), unlike bonding as collective. Bridging interactions are developed between members of different circles and relationships are infrequent and distance (Villaneva et al., 2018). The bridging function enables greater connectivity between entrepreneurs and outside networks. Bridging may include, e.g., interactions with the wider community, marketing, referrals, and tied in with venture capitalists (Autio & Rannikko, 2016). They further go on to express that

bridging encourages new learnings and knowledge transfer Van Deft et al., (2016) maintain that bridging in social capital is based on the involvement of heterogenous networks strengthen outwardness, openness and outer-directness.

It is through bridging that interrelationships and connections are built and these create high linkages onto various social networks. The direct benefits of the bridging forms of social capital are information that is attained and influence that is levelled. If entrepreneurs require various sources of information, they may link with different social circle (Andriani, 2013). As access to the flow of information becomes easier, the ties inside the network are strengthened (Lang & Ramirez, 2017). However, as far back as 1992, Burt's contribution to this study had suggested that the social structure is imperfect as embedded resources are beneficial to certain actors implying social capital creates an advantage for some in the structure (Bhandari & Yasunabo, 2009). Bridging capital, as opposed to bonding capital, is about perseverance, involving multiple networks which may make resources and opportunities that exist in one network, accessible to an individual of another network (Mpanje et al., 2018).

By linking social networks with an unfamiliar external network, strengthens the weak tie through connectedness. Although there are conflicting views about the strength and optimum combination of ties, the consensus is that strengthen ties provide valuable resources for business development (Neumeyer et al., 2019).

2.5.3 Linkages

Linkages are based on relationships created from different sets of communities. An example will be a community reaching out to institutions to facilitate additional resources like access to training (Neumeyer et al., 2019; Nieman, 2006). These foundations develop social networks that strengthen social capital. Linkages comprise of two aspects adapted from Woodcock and Narayan's (2000) study. Low linkage is associated with bonding networks (strong ties) that is considered non-developmental and termed "bonding trap" or "getting by," whilst high linkage is likened to bridging networks (weak ties), where individuals have the freedom to participate in a variety of networking activities that can bring far-reaching benefits outside of normal relationships which termed, "getting ahead" (Andriani, 2013; Stone & Hughes, 2002).

2.6 Trust as a currency of networks

In social capital, relationships matter. Collaboration between individuals, organisations and society creates trust (Payne et al., 2011). When trust is created reciprocal relationships develop, and allows individual to engage, contributing to social capital and socio-economic development (Andriani & Christoforu, 2016; Mair & Marti, 2006). Similarly, Schafer (2006) proposes that the element of trust is the foundation of social structures. Having trust assists individuals in maintaining long-term relationships and sustainable development (Lee, 2015; Stone & Hughes, 2002). Trust is having the confidence in another's abilities, reliability and integrity. Trust is the fundamental element that makes relationships work (Andriani, 2013). Trust is based on a shared understanding and is initiated by engagement with others for the purposes to exploit opportunities (Huse, 2014). Building, managing, and leveraging relationships that are based on trust and respect of each other's value is fundamental to enable the flow of value in the long-term. Establishing long-term relationship leads to reciprocal relationships and are drivers of entrepreneurship growth and development.

Trust and reciprocity are key elements of social capital (Stone & Hughes, 2002). In citing Drew, Kriz, Keating & Rowley's (2012) definition of trust, Mpanje et al., (2018) maintains that trust is achieved when there is commitment and intimacy in the social interaction, irrespective of the social context. Bourne (2016) states that women and men network differently. In networking, women network by creating relationships through interaction and trust first, as opposed to men who get down to business much quicker. Bonds and bridges are formed out of trustful relationships with formal and informal networks that are mutually beneficial. Credibility is the currency that underpins trust in social networks and allows relationships to develop with institutions, communities and the general public. Therefore, without trust, socio-economic development cannot grow (Andriani, 2013).

2.7 Personality attributes that strengthen networks

Entrepreneurs are people who have a high need for achievement coupled with competitive spirit, strong self-confidence and preference of taking risks. Due to the stereotypical nature of women being expected to be "communal" that is nurturing and affectionate, Aguinis et al., (2013) conclude that this view poses challenges to women entrepreneurs. In creating social capital, individuals having positive personality behaviours are essential to build effective links it their stakeholders. Hoogendoorn, (2011) states that total dedication and networking skills are essential attributes that contribute to entrepreneurial success. Social skill enhances social

networks thereby creating interest in the social network and opportunities to accumulate social capital. Women entrepreneurs experience challenges operating in manufacturing environment may conjure up self-imposed barriers, including gendered modesty, therefore according to Ham (2019) it is imperative that entrepreneurs persevere and pursue opportunities in external social networks.

Social skills they state are when actors are adaptive to the environment, and having the ability to read others accurately thereby making favourable first impressions and being persuasive to influence the quality of the interaction. Entrepreneurship occurs at different stages requiring social adaptability skills where the individual is capable to adjusting her behaviour in order to blend comfortably in any social context. Small businesses are usually affected by changes in the business environment and individuals strive to make strategic decisions to these changes in an attempt to develop meaningful relationships (Mair & Marti, 2006).

Passion is an intense feeling in an activity that is meaningful (Pradhan, Panda & Jena, 2017). Passion is a common trait in entrepreneurs as this is what drives them to face uncertainties. Building valuable relationships takes time and effort, having the ability for patience and maintaining self-restraint in a consistent manner, leads to discipline. Sull (2004) maintains that a disciplined approach benefits entrepreneur manages the many forms of uncertainty they encounter. Priya (2019) states that the drive to pursue entrepreneurships is the immense passion and compulsion. Immense passion results in perseverance and according to Baum and Locke (2004), perseverance or tenacity is a trait that involves focuses on action-oriented goals with high energy, through challenging times. Perseverance is demonstrated by the individual's continued investment of time and other resources in the venture.

The social nature of entrepreneurship means that entrepreneurs need to spend a great deal of time seeking opportunities, persuading others and negotiating in order to derive valuable relationships. Having gained experience in operated their established businesses, women entrepreneurs have evolved in their abilities and knowledge (Širec & Močnik, 2012) and this confidence gives them the courage to link onto other social networks outside their communities and support structures.

Social networking has complex concepts with both varying types of relationships and types of entrepreneurial traits that foster these relationships. According to Bhandari and Yasunobu (2009), much of the social capital literature focuses on informal relationship development although it is the formal support structures that creates linkages into institutions like government and linkages into private sector support, play a key role in providing a platform for growing social networks and inevitably accumulating social capital.

2.8 Support structures

Social support structures are defined by Neumeyer et al., (2019) as “the sum of the resources, actual or virtual, that accrue to an individual or a group through a network of institutionalised relationships of mutual acquaintance and recognition.” (p. 475). Support structures makes it easier for people to engage because the framework has embedded resource set up to benefit the relationship. Getz et al., (2019) maintain support structures help women support their businesses by enabling development through navigating a “daunting maze” (p. 79) of external growth opportunities and formal support. It is the ability to form network of relationships with groups, organisations or communities from which benefits can be derived, such as expertise knowledge, assistance or upskilling programmes. The formation of social capital is derived by continuously networking through support structures.

2.8.1 Government support or lack thereof

The South African government appears to be the major advocate of female entrepreneurship (Osuji & Chukwuanu, 2007). Notably, the South African government has made strides in developing bridges to support women in becoming entrepreneurs. These support structures aim to increase the number of women entrepreneurs in our social environment and keep these businesses sustained.

The Small Business Development Agency (SEDA), is a government mandated organisation created to support SMMEs. As this support appears to be a viable option for entrepreneurs, Bowmaker-Falconer & Herrington (2020) highlighted a large portion of women entrepreneurs are restricted to the informal sector. Herein, lies a potential untapped economic force (Getz et al., 2019; Unnikrishanan & Hanna, 2019).

Government policies aimed at encouraging inclusivity and growth, particularly, the establishment of Broad-Based Black Economic Empowerment (BBBEE). A policy introduced in March 2003 to redress the inequalities of the past and integrate black people in the South African economy through upskilling, mentoring and supporting black owned businesses (Khan, 2006). Additionally, a call on the private sector especially large corporates to support small businesses through mentorships and training in an effort to empower small business development.

The reality is that many government programmes established to support SMMEs target mostly participants from previously marginalised groups. Women-owned SMMEs from minority

groups believe that no benefits flow into their business as they do not meet the criteria particularly because of their race group. This in turn prevents them from benefitting from these programmes in the form of tenders, grant funding, small business relief programmes, upskilling and mentoring.

Studies undertaken by GEM (2019) suggests 16.2% of women (15.4% men) indicates reason for ceasing business operations is due to lack of funds. They propose a change the dialogue about entrepreneurship to match the reality reflected in the data (Bosma & Kelley, 2019). The problems experienced may be a symptom of something greater rather than the illness itself.

Despite these efforts made by government, the system is not flexible, therefore not built for mothers or women's lifestyles (Getz et al., 2019). Women are seen stereotypically as caregivers and having to apportion her time with family, business and community, therefore has a preferred style of working. Flexibility allows women to harmonise their family lives with work; it permits the convenience of caring for children while at the same time operating a business. Fewer government programmes aimed at women support, is effective. Bourne (2016), believes possibly the mismatch is having used a business model fit for male entrepreneurs and how they create social capital for female entrepreneurs. For these programmes to be effective and create business opportunities for women entrepreneurs, government should be asking right questions by engaging with these women.

An example of a mismatch as (Songlai et al., 2018) highlight that access for financial data can be easily accessible for large business but SMEs do not publish their financial data, hence difficult to measure. An opportunity for policymakers to support women entrepreneurs to enhance growth. This means that governments should play a primary role in unblocking, and even promoting and enhancing social capital, by considering the specific needs of local communities (Ruiu et al., 2017). Zhu, Kara and Zhu (2019) suggested to support women entrepreneurs the government should design effective programs that direct women entrepreneurs to move into high-growth. Similarly, to address the skills gap, Brixiová, Kangoye and Said (2020) highlighted that government has a pivotal role in supporting women's entrepreneurship by supporting entrepreneurial training.

2.8.2 Inner circle support

For women entrepreneurs, their networks tend to be comprised of individuals who know each other well or have similar attributes, like family, friends and their community and refer to these as their support structure (Brush, 2006; Neumeier et al., 2019). The nature of the family

relationships found in entrepreneurial venture influences important entrepreneurial outcomes (Brannon, Wiklund & Haynie, 2013). The bounds of family are socially constructed, and vary across cultures. In many start-ups financial investments in business is either by the entrepreneur and/or family. In the latest statistics, GEM (2019) reports that 65.5% of South African women-owned business was financed by the women's family or relatives (38.2% for men) (Bowmaker-Falconer & Herrington, 2019).

In citing Brush's 1992 study, McClelland et al., (2005) supports the notion that women blend their business relationships with other relationships in their lives, including family and ties to the community. They believe this linkage is the key motivation among women entrepreneur's interest in helping others. Brannon et al., (2013) suggests spouses make the conscious choice of joining the entrepreneurship, this is mainly due to the recognition of the importance of the social, emotional and psychological support they provide to their significant other. This creates a flexibility in the relationship with quicker decision making leading to high levels of trust.

2.8.3 Women forum support

Women-only forums is a platform established to support and connect businesswomen with other businesses, with a common purpose of growing businesses. The Kwazulu-Natal Women In Business (KZNBWIB) women's forum was established to grow business through referrals, decision-making, sharing ideas and to impact the KZN economy. Women-only forums may consider charging membership fees, instituting mandatory attendance and policy requirements that could either limit or enhance development (Unnikrishanan & Hanna, 2019). According to GEM (2019) report an entrepreneur's connections to other entrepreneurs in the community are considered a positive influence. In many cases women entrepreneurs act as role models, whether directly or indirectly. In countries where women are less likely to take up entrepreneurship, role models may conjure up the feelings to take up entrepreneurship according to the GEM Women Entrepreneurship report (Elam et al., 2019).

A study undertaken by Magigaba and Jili (2019) noted there is a high proportion of women running micro enterprises in KZN, who are associated with a non-government organisation. They found that although this entrepreneurial network did empower women through business indicators, this did not translate into actual business growth (Magigaba & Jili, 2019). McAdam et al., (2019) alludes to the perception that membership of women-only networks conjured up negative connotations such as 'knitting circles and women's groups' (p. 469), that has a detrimental impact on the accrual of social capital and the building of acceptability. To address

these stereotypes, the GEM (2019) proposes all participants in the ecosystem should support a more inclusive vision of entrepreneurship (Bosman & Kelley, 2019).

2.8.4 Business support

Globally, SMME's are seen as an instrument for achieving economic growth and development. In many countries, women-owned small businesses are a significant element in global supply chains. Hence, large businesses can play a significant role in cultivating networks. Large business can strengthen the development of networks that help female entrepreneurs gain insight and advice on various topics from how to finance their operations and how to manage inventory. In citing research undertaken by Boston Consulting Group (BCG), Unnikrishanan and Hanna (2019) have found that business support is one of many opportunities that companies have to advance societal goals while boosting returns for shareholders. Support alone is not good enough, but tailor-made support (Aneke et al., 2017) to mitigate the specific challenges.

Širec and Močnik (2011) suggests components of a successful business is the intrinsic balanced alignment of the entrepreneur's intention with her business abilities, and environmental opportunities. Opportunities in the environment may be that of business incubators. Business incubators are established businesses that assist smaller businesses to develop by providing support such as skill development, training and infrastructure. (Kaffka et al., 2019). Business incubator support are key to strengthening networks in terms of referrals.

2.8.5 Social media

Social capital can be broadly defined as the value of interpersonal relationships in a community. Many scholars see community as subtle networks of personal relationships, (de Zúñiga, Barnidge and Scherman, 2016); they view social capital as the value of those relationships that impacts individuals. Since building a valuable relationship is important for success, entrepreneurs tend to use social media to share information and find better opportunities (Park et al., 2017). The study introduced social media as a new concept and empirical construct to complement face-to-face social capital. Social media provide users with new and different kinds of social information about relationships from which value can be derived.

Social media is an important driver of social interaction through participation, which may lead to accumulation of social capital. Social media platforms are a crucial part of entrepreneurship success. They offer entrepreneurs a stage for helping grow their business and developing their brand. Brand strategies are becoming increasingly one of the most important marketing strategies (Romo et al., 2017). Their purpose to establish a clear and distinctive identity of the products and organisation.

Social media offers opportunities to reach target customers and generate new ideas. Online platforms also encourage informal relationships (de Zúñiga et al., 2016), idea exchanges and collaboration through its online forum where individuals, groups or alumni access on demand, whenever they have an internet connection (Unnikrishanan & Hanna, 2019). Social media relationships tend to expand networks and that relationship is strengthened via offline connectedness. There are however posts on social media platforms producing inaccurate and untrustworthy information, leading to “fake news.” In searching for opportunities via social media, entrepreneurs should consider the implications of the entrepreneurship in practice. Online communities have become a key platform for users to share information and interests, and to engage in social interactions (Park, Rishika, Janakiraman, Houston & Yoo, 2018). Social media is an enabler to creating and strengthening relationship using virtual platforms by have real time interactions. According to the GEM SA report media attention generates awareness around entrepreneurship and can increase acceptance and interest in this activity across a society (Bowmaker- Falconer & Herrington, 2020).

Social media platform became a crucial tool for many businesses amid the Corona virus pandemic of 2019, termed COVID-19. Due to the lockdown restrictions imposed by governments globally; social distancing meant that there was limited social interaction amongst people. Many business owners sought alternate ways to interact with society and used various online platforms and keep the brand alive. During this time many businessowners used their many skills to innovate. Some developed new products whilst other created online stores to sell their products.

Social media has become a cheaper form of advertising compared to traditional marketing. It is the preferred tool to use amongst female entrepreneurs as it holds many benefits along the line of online surveys, promotions, referrals, real-time interaction with public, immediate notification, networking through webinars and creating social capital. Social media affords newer ways of social networking and a structure that can develop social capital quicker.

2.9 Conclusion of literature review

Women entrepreneurs are fairly reliant on bonded networks like family as they provide much needed support. Forums are relationships outside the bonded circle that links onto businesses for development of social capital. In spite of this the government policies aimed at investing in entrepreneurship, the transformation for women’s entrepreneurship in the manufacturing sector has not been effective thus far. Government should be asking right questions by engaging with women entrepreneurs.

To illustrate this, the Evolution of Social Capital model (termed by the researcher) depicted in Figure 2.2 begins with displaying the different types of relationships in the form of the four circles. Each circle represents a type of social tie embedded in the relationship that can be derived for development.

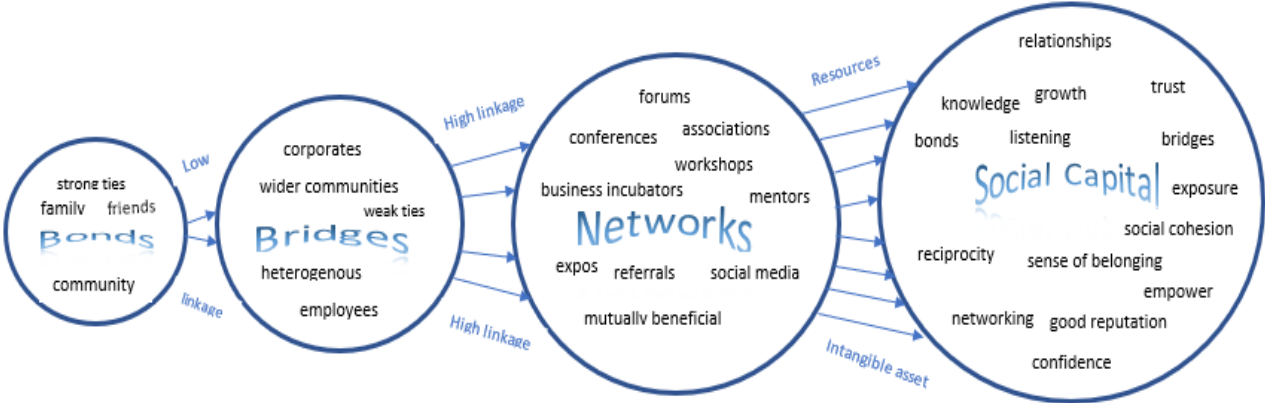


Figure 2.2: Evolution of Social Capital model

Bond circle consists of strong ties that link people together who are in close relationships like family, friends and close-knit communities. Women entrepreneurs depend on the strong ties for business, social and emotional support. However strong bonds may limit exposure onto diverse groups needed for growth and hereby are considered low linkages (Andriani, 2013).

Bridging consists of weak ties that establishes relationships amongst individuals who are not particularly close to one another meaning homogenous groups. These relationships stem out of trust and reciprocity like relationships with employees, corporates and the wider community and it is predominately the association that kickstarts the journey into creating networks. Various forms of bridges are formed through connections to wider communities across racial divide. Bridging leads to social cohesion and civic engagement. As a result of civic

engagements, bridging leads to high linkages that are created with diverse groups in society, which strengthens networks.

Social networks are created by gathering of like-minded people for a common purpose and mutual benefit. Networks gives women the opportunity to create visibility for their businesses. Networks are formed less from bond type networks but more from bridge type networks via high linkages. The model indicates various forms of networking platforms that are beneficial to gain access to resources and derived hidden opportunities that eventually evolves into social capital.

Participating in forums, women empowerment programmes, conferences and many other platforms increases the network, thereby making the social network circle bigger and expands relationships. As networks increase, mutually beneficial relationships are created leading into the social capital circle. Women entrepreneurs develop in the social capital circle through constant interaction. Social capital is an intangible asset and the benefit arises from continuous interaction.

This chapter reviewed literature related to social capital, with a specific focus on women entrepreneurs' experiences in building valuable relationships. It described the different types of relationships that act as barriers and enablers in developing social capital. The multidimensional character of interrelationships was discovered in the discussion. Insights into the social support structures (Neumeyer et al., 2019) and the significance of this concept as part of stimulating the networking process were also presented.

Furthermore, the importance of a social media presence was explored, which has become a crucial tool for networking in the COVID-19 era. Lee (2015) stresses that it is no exaggeration that small businesses require many resources like knowledge and capital support, and those resources may be derived from ties with within a social network.

CHAPTER 3: RESEARCH QUESTIONS

3.1 Introduction

In this chapter the purpose of the research question is defined and the research questions are presented. This study aims to answer four specific questions. Each of these questions have been derived from reviewed literature.

3.2 Purpose of the research

The purpose of the research is to explore women entrepreneurs' experiences of social capital in developing their manufacturing businesses.

3.3 Research questions

3.3.1 Research question one

How are networks born and sustained in established women-owned manufacturing businesses?

This research question aims to establish what are the key drivers of creating and sustaining social capital. It will provide greater insight into the distinction of formal and informal networks and the multiplexity and nature of relationships.

3.3.2 Research question two

What are the social capital barriers and enablers in developing women-owned manufacturing businesses?

This research question is intended to understand the social stratifications in the entrepreneurial ecosystem that women entrepreneurs face in accessing social networks and what mechanisms are used to overcome the barriers and enable growth.

3.3.3 Research question three

What role have support structures played in women entrepreneurs' accumulation of social capital?

Support structures was identified as family, associations, institutions, government and large businesses. This research question may help determine the role of stakeholders. Since entrepreneurial ecosystems is a social network of stakeholders with reciprocal ties, the aim is to determine how networks can influence the various stages of the entrepreneurship process.

3.3.4 Research question four

How have women entrepreneurs developed in their entrepreneurship journey and the role of social capital in this journey?

Since this is a qualitative study, its nature follows an interpretative epistemology into understanding the entrepreneur's journey and look for commonality. This research question explores how women entrepreneurs view and gauge the success of their businesses. The intention is to draw out conversation that highlight the plight they have experienced in operating in an environment that is highly unequal socially, politically and economically.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

This chapter outlines the chosen research methodology that was used in this study. The purpose of this study was to explore women's experience of social capital in the establishment and development of their manufacturing businesses. The literature reviewed and presented in Chapter two informed the basis of the design of the methodology. The interview guide was designed in keeping with the primary research questions posed by the study. In-depth interviews were conducted and highlighted the experiences of social capital in women's journey of entrepreneurship by understanding how they described and structured their world (McAdam et al., 2019). The selected population, unit of analysis, sample size, unit of measurement, data collection process and data analysis methods are outlined in this chapter. To anticipate any distortion the researcher considered the validity and reliability of the study, ethical responsibilities and methodological limitations of the research.

4.2 Research design and methodology

The research is of a qualitative nature meaning the researcher was interested in understanding how the participants construed their experiences, how they construct their worlds, and what meaning they attribute to their experiences (Merriam, 2009). This method was undertaken with the aim of obtaining an understanding of the phenomenon in its natural setting. Merrim and Tisdell (2016), highlighted that the strengths of undertaking qualitative methods, is to focus on the reasons why a phenomenon has occurred. These methods offer a wealth of knowledge of the participants' thought process. The findings will be compared to social capital theory.

The research emerges from the 'interpretivist' paradigm, a research philosophy that advocates the understanding of the human experience of research subjects. The philosophy was chosen as it aimed to understand and explore women's entrepreneurs' experiences of social capital in the establishment and development of their manufacturing business. Hence, the research philosophy underpinning the study is one of social constructionism. This method used allowed for sufficient dialogue between the participants and the researcher. Bourne (2016); Nowell, Norris, White and Moules (2017) believes using a qualitative framework with an interpretivist

approach is the right choice of methodology for exploratory studies of this nature due to the amount of trust required for collecting data from the participants.

The researcher conducted semi-structured interviews with the ambition of collecting data to deepen the understanding of the phenomenon in how social capital is experienced in the development of women-owned manufacturing businesses.

Merriam and Tisdell (2016) suggested quality controls should undertake an iterative approach. These controls are to ensure the data quality and integrity of data. Reflexivity is a common method used in qualitative research as it is used to validate the research procedures implying the researcher's positions allows for the acknowledgement of potential bias (Kinnear & Ortlepp, 2016).

Purposive sampling was used to ensure that the sample selected could contribute to the building of theory (Merriam, 2009). Purposive sampling was used to ensure diversity of demographics. The researcher used the snowball sampling method where the researcher asks interviewees to refer other businesswomen, who meet the criteria and who are likely to participate for this study. Snowball sampling relies on natural social networks and is favourable concept in feminist studies (Kinnear & Ortlepp, 2016).

4.2 Population

The population for this study were all women entrepreneurs in the manufacturing industry and was further defined by region. The study took place in the region of KwaZulu-Natal due to the researcher's location and the prevalence of small and medium manufacturing enterprises in this province. From this pool, 15 participants were selected and purposive and semi-structured interviews were undertaken. The criteria applied to the sample were that the women had to own established manufacturing small or medium businesses; they create or manufacture products; they had three or more years in manufacturing operations and created more than three permanent jobs since inception. The GEM report recognises an established a business one that has been in operation for 42 months or longer (Bosman & Kelley, 2019). Participants were contacted through referrals via women-only forums like KZN Women in Business, via internet searches using the term 'businesswomen in KZN' and through snowball referrals.

4.3 Unit of analysis

The unit of analysis were the women entrepreneurs who own established business in the manufacturing sector in KwaZulu-Natal that are still operational and developing. The criteria for development of their businesses were:

- 4.3.1 manufacturing or creating products
- 4.3.2 partnered with at least two established businesses
- 4.3.3 operated continuously for past three years
- 4.3.4 created three or more permanent of jobs since inception

4.4 Sampling method and size

For this research entrepreneurs were looked at as a homogeneous group. The selected sample was aimed at understanding common perceptions and experiences (Guest et al., 2006) among a group of women that operated in a similar environment. Non-probability sampling techniques were undertaken and an initial sample of five participants were selected before data was gathered, which aligns to Merriam & Tisdell's (2016) purposive sampling approach, where participants who fit the typical characteristics of the population are selected and deemed to be a fair representation of the sampling unit of this research project. The participants were homogeneous in the sense they were female entrepreneurs, operating various types of manufacturing businesses in KZN. Thereafter participants were added to the sample size from the snowball sampling approach.

While the target sample was 15, the final sample used for this study was 12 which was deemed to be sufficient due to saturation as described later in this section. Prior to the interviews, five participants were sourced via internet searching for businesswomen in KZN. Four participants were obtained via snowball sampling, and three participants were obtained via direct referrals to the researcher from fellow students who deals directly with women entrepreneurs as part of their business.

The focus empirical study involved participants from four different areas in the KZN region: Durban (7), Emfolozi (1), Kwa-Dukuza (2), Midlands (1) and Pietermaritzburg (1). The participants included a racial mixture of businesswomen to ensure demographic representation and to incorporate differences in their narrative. The age profile of the women interviewed was between 25-55 years old. The sample of women-owned business came from the manufacturing sector as all of them engaged in the transformation of goods or materials

into products. All participants met the critical criterion for currently running established and developing manufacturing businesses as laid out in the unit of analysis.

While an initial sample size of 15 participants was selected, based on the coding and analysis as the primary data was collected, the number of participants changed as saturation was achieved during the analysis process. Guest, Bunce and Johnstone (2006) found that in homogenous studies, saturation usually occurs within the first 12 interviews. Merriam (2009) suggested that if continuing data collection produces tiny increments of new information in comparison to the effort expended to get them, then the exhaustion of sources is achieved.

To achieve data saturation, all participants were asked a similar set of questions. Since the study objective was narrowly focused, a greater number of participants understood the phenomena of interest and rendered useful information. Guest et al., (2006) further stated if the goal is to describe a shared perception, belief or behaviour [as in the case of accumulating social capital] among a relatively homogeneous group, then a sample of 12 will likely be sufficient, as it was for this study. For each interview the researcher's intention was to test any emerging themes from the data analysis. Sample was adequate following saturation analysis for new codes that emerged during the process. In this study data saturation was reached at 11 interviews. The graph below (Figure 4.1) illustrates the data saturation analysis and represents the number of new codes generated by each interviewee following the interview process.

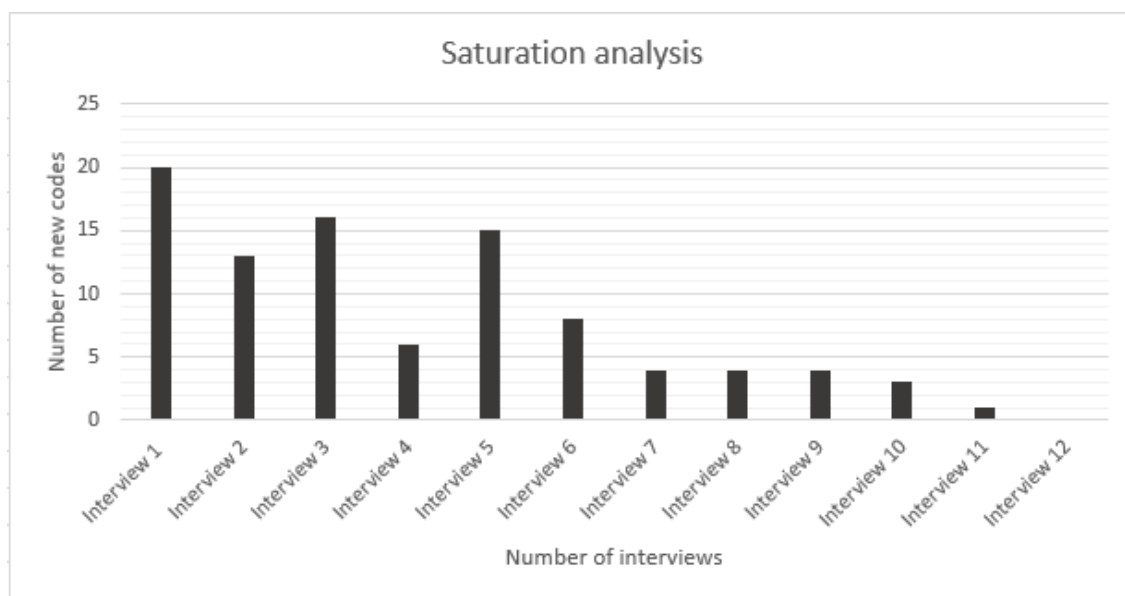


Figure 4.1: Number of new codes by interview

4.5 Measurement instrument

The method used to collect data was semi-structured interviews. Interviews were conducted with individual women entrepreneurs using an interview guide as the measuring instrument (See Annexure D). The questions included in the interview guide were derived and mapped against the research questions as per Chapter Three, consistent with literature review as illustrated by Table 4.1. Interviews were conducted either in person or via an online platform. Most participants were cautious and preferred the online platform due to the COVID-19 pandemic that restricts personal contact. The interviews were recorded on the researcher's phone and transcriptions made thereafter. Interview seven was conducted in two parts because participant seven had to attend to an emergency.

4.6 Data collection instrument

Data was collected through a qualitative interview process, specifically semi-structured interviews. Interviews were conducted over a three-month period in the KZN region. The interview guide was constructed and mapped against the research questions to ensure alignment with the research objectives and consistent with constructs reviewed in the literature review, as outlined in Table 4.1. Carefully worded, open-ended questions that aligned with the research questions were asked.

Prior to data collection, a piloted interview was conducted with a businesswoman from the manufacturing industry to ensure clarity and relevance of the questions posed, and also test the technique of the interviewer. The pilot interview allowed the researcher to adjust the questions into slightly more simplified language without losing the essence of the study. This interview was recorded and detailed hand written notes were taken. The voice recordings from the pilot interview were transcribed into a word document and with the hand written notes formed part of the data that was analysed. The pilot interview did not form part of the final research.

The interview guideline started with an introduction and explanation of the main constructs of social capital to set the tone of the interview and ensured participants understood the context of the questions (Merriam & Tisdell, 2016). The concept of social capital was made clearer by describing it in more detail and examples of networks and support structures were given to give a broader understanding of the nature of the concept under discussion.

The purpose of the interview guide was to ensure consistency and credibility of the interview process. The GIBS interview consent letter (Appendix B) was forwarded to the participants

before the interview and signed once the interview was concluded. This process ensured participants anonymity was safeguarded.

The primary source for data collection was questions prepared for open-ended interviews for women entrepreneurs from the manufacturing industry. The intent was not to restrict the participants through the questions, but rather to create an environment for a discussion. Of the 12 interviews conducted, seven participants opted for interviews via a Zoom link; four participants agreed to meet face-to-face in person and one participant preferred being interviewed using the WhatsApp tool. This stance, according to Merriam (2009) makes the participant comfortable and forthcoming with what they have to offer. The interviews that took place in person was conducted at a place of convenience for the interviewees; two of the interviews took place at a coffee shop, one interview occurred at the participant's home and the other at the participant's office. The interviewees were informed beforehand that the interview was being recorded and all participants agreed to this process. The in-depth interview ranged in time, dependant on the interviewee. The longest interview lasted 53 minutes and the shortest interview took 28 minutes. The average interview lasted 41 minutes.

Qualitative semi-structured questions were asked during the interviews to get rich data on experiences of social capital. The topics explored the use of social networks in starting and sustaining their business; the barriers and enablers in developing their businesses and the role of support structures in accumulating social capital. Throughout the interviews, the researcher was listening for key themes and probed issues to understand the constructs in relation to the literature, such as bridges the formal relationships that create linkages to other businesses and bonds the informal relationships that provided support and opportunities for business growth. The support structures which women engaged with were also explored through an open-ended question and women raised constructs of women's forums, government and private sector support.

The interview solicited data to answer the overall research objective to understand women's experiences of social capital in the development of their businesses. The following table (Table 4.1) relates the interview questions from the interview guide (Appendix C) to the four research questions aligned to literature review. Question 11 of the interview guide was an open-ended question that allowed participants to add any further insights of the role that social capital have played in establishing and developing their businesses.

Table 4.1: Research Instrument Questions mapped onto Research Questions

Research Questions from Chapter 3	Alignment of research question to Literature	Interview Questions
Research question one: How are networks born and sustained in established women-owned manufacturing businesses?	Neumeyer et al., 2019; Mozumdar et al., 2017; Andriani, 2013; de Zúñiga et al., 2016	1. When you first started your business, how did you create relationships that helped contribute to the development of your business? 3. How do you currently use these relationships to sustain your business and keep it thriving?
Research question two: What are the social capital barriers and enablers in developing women-owned manufacturing businesses?	dos Santos et al., 2019; McAdam et al., 2019; Unnikrishanan & Hanna, 2019; McAlister, 2017; Getz et al., 2017; Bourne, 2016; Chinomona & Maziriri, 2015	2. In the early days of start-up, what were some of the challenges you experienced in building business relationships? 5. What forms of social networking do you use to grow networks? 6. What are some of the challenges you currently experienced in networking?
Research Question three: What role have support structures played in women entrepreneur's accumulation of social capital?	Magigaba & Jili, 2019; Mpjange et al., 2018; Songling et al., 2018; Bourne, 2016; Aneke, et al., 2016; McAdam, 2012; Boserup, 2007	7. What do you believe are the most important support structures you have used to develop your business? 8. In your opinion how important are social networks for women-owned businesses specially? Please elaborate.
Research Question four: How have women developed in their entrepreneurship journey and the role of social capital in this journey?	Makofane, 2019; McAdam et al., 2019; Neumeyer et al., 2019; Andriani & Christoforou, 2016; Bhandari &	4. What social skills have helped you in building relationships that are important to your business?

	Yasunbo, 2009; Roomi, 2009; Baum & Locke, 2004	<p>9. How do believe business networking has helped you evolve or develop yourself as a business woman and an entrepreneur?</p> <p>10. Looking back what advice would you have given your younger self about building relationships for business success?</p>
--	------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

4.7 Data analysis approach

The recorded interviews were transcribed using the transcription tool found in Microsoft Word. Each recorded interview was played against the relevant transcription a few times, to ensure the accuracy and correctness of the recorded data matched the dataset on the transcription.

A manual data analysis technique was undertaken. The unstructured data from the transcription was read multiple times, to get an idea about what was going on in the data. Initial constructs from the interviews in relation to each question were which was logged into a spreadsheet designed by the researcher (Appendix D).

The researcher's personal reflexivity involved an ongoing process of questioning the relevance of identity in forming how the research proceeds. The researcher undertook regular journaling of reflections one of many methods of keeping records of your research. Different types of writing formats used in journaling such as notes about insights, chart mapping and audio recordings about reflections in this research. Quotes and extracts from the transcriptions contributed to the descriptive nature of qualitative research (Merriam, 2009).

Once the similarities in the datasets were identified for each question, constructs were given codes so that they could be grouped and themes then developed. Qualitative coding is a process of reflection, and a way of thinking about data (Nowell et al., 2017). Its purpose in this research was to identify patterns or similarities from dataset that aligned to existing theory of social capital or add knowledge to practical interpretations. The analysis therefore focused on codes related to networks, barriers and enablers and support structures in relation to the accumulation of social capital.

Themes arose from what was openly stated in the interviews derived from a deeper understanding that was implied. This process is in line with Allen (2017) interpretation that, a theme demonstrates a common line of understanding occurring within the data.

This technique called thematic analysis, is a method to analyse data from transcripts to identify patterns and themes (Nowell et al., 2017). Each construct was recorded, and the number of times it was mentioned or the frequency within which something arose was noted (Merriam, 2009). This method allowed the researcher to demonstrate that data analysis was undertaken in a precise, dependable manner to demonstrate credibility (Nowell et al., 2017). Extracts from the participants interview transcripts that were responsive to the research questions were identified into segments data sets or codes as shown in Figure 4.2. These codes were further analysed and themes were formed. The themes were colour coded per theme for each interview per the research questions.

An example of data analysis began with reading the transcripts that related to interview question one, “When you first started your business, how did you create relationships that helped contribute to the development of your business? (Table 4.1). The researcher initially analysed the raw data and did a word count. The word ‘interact’ was used often but what it really referred to was ‘engage with people.’ This prompted the researcher to reread the raw data and refined it more by searching for similar concepts within the data ‘tell your story, initiate conversations, listen, socialise, connect with people and participate;’ which was clustered into the theme ‘engage with people.’ Finally, to verify that the theme was in fact correct, the researcher reread the transcripts again to confirmed that it was actually what participants were meant in this context, and how it connected to the literature. For this example, the theme ‘engage with people’ was associated with a study undertaken by (Andriani, 2013).

Participant	Code	Theme
1	Assetive not rude. Draw boundaries	Leadership skills
	Knowledge enhances capabilities	Openness to learn
	Chase the knowledge and experience	Openness to learn
	Women of your Word	Reliable
	Listen, be present in conversations, tell your story	Engage with people
2	People buy from people they know.	Build Trust
	Socialising is key to business growing	Engage with people
	Culture, Manufacturing environment males do business differently	Adaptable and awareness
	People test your character	Build trust

Figure 4.2: Extract of data analysis into codes and themes

4.8 Quality controls

Reliability and validity in qualitative research comprise conducting the investigation in an ethical manner (Merriam, 2009; Nowell et al., 2017). Reliability is consistency of process and can be ensured by documenting the processes followed, and applying them consistently (Merriam & Tisdell, 2016). They further state validity, which ensures that findings are credible, is achieved by keeping coding records, voice recording and interviews for reference, following the protocol of other qualitative research through the data gathering process and using the literature to inform the interview guide.

Merriam & Tisdell (2016) suggested quality controls should undertake an iterative approach. The quality in qualitative research was aimed to establish trustworthiness of the research. Lincoln and Guba's (1985) concept of trustworthiness sets the criteria of credibility, dependability and conformability in research (Nowell et al., 2017). Hence, for this research credibility was undertaken by following established methods via member checking, a process that tested the research findings and interpretations with other participants, and by relating the findings to previous research. Researcher bias was limited by the accurate transcription of interviews and following a systematic approach towards analysis of the data. Dependability was achieved by providing a detailed description of the methods so another researcher could easily understand (Kinnear & Ortlepp, 2016). The strategy used to confirm the findings was to check and recheck data to establish how conclusions were derived. The researcher continuously reviewed and reflected on themes emerging during the interview process and in the analysis process. The pilot interview also assisted in honing the research instrument.

The conformability criteria included reflexivity, a conventional practice in qualitative research to validate research procedures. Kinnear and Ortlepp, (2016) pointed to reflexive approach as a method to legitimise research procedures. Being aware of and sensing the potential biases helped the researcher to alleviate the influences of them during the process. The researcher made a concerted effort to focus on the participants insights and perspectives. Additionally, the strict adherence to the sample selection was applied.

4.9 Limitations

The nature of an explorative study surely comes with limitations and biases. Firstly, the small number of participants of 12, was not representative of all female entrepreneurs in manufacturing in KZN. However, the purpose was to obtain their experiences and highlight

the themes, so the richness of data was the focus of the study rather than the generalisability of results.

Secondly, information in the public area, may have influenced participants responses, therefore sample may be open to certain biases. The interview concentrated on the business owners only and no attempt was made to extend the sample to stakeholders.

Thirdly, access to demographics that represented all race groups from Kwazulu-Natal, South Africa, could not be fully attain for this study, therefore racial biases in the participants responses could have taken effect.

Fourth, the way the participants recalled events may have distorted their description of the experience based on their emotional state.

Lastly, with COVID-19 restrictions that limits physical contact; safety precautions relating to face-to-face contact was observed. A large portion of interviews were conducted online via Zoom. Due to the nature on connectivity of sometimes being unstable, certain portions of interview may have dropped speech. Contact with women's forums to access information was limited since data was gathered towards the end of the year and most forums had ended their operations.

4.10 Conclusion of methodology

This chapter outlined the research design and methodology in fulfilling the research objectives of the study as introduced in Chapter 1. A qualitative study was imperative for this type of research as this was an explorative study regarding insights into social capital, that was documented. Academic literature informed the chosen research questions which guided the semi-structured research instrument for data collection were presented to enable answering of the research questions.

A sample of 12 interviews were conducted through purposeful sampling with women entrepreneurs from the manufacturing industry based in KZN. The participants had different definitions and insights into how social capital is accumulated as a form of building relationships with embedded to develop their businesses. The data from the interviews was analysed and segmented into data sets and then coded. The codes were derived from the research questions recorded in Chapter 3. The codes were further analysed clustering into themes. To ensure trustworthiness of the data and to limit the probability of interviewer bias, the researcher conducted all the interviews.

CHAPTER 5: RESEARCH FINDINGS

5.1 Introduction

This chapter presents the findings of the research related to the data collected from the interviews. The interviews aimed to explore how women entrepreneurs use social capital to develop their manufacturing businesses. The data collected was through in-depth, one-on-one, semi-structured interviews based on the interview guide (Appendix C). The results obtained were analysed to understand the research questions formulated in Chapter 3. Table 4.1 in Chapter 4 served as guidance to ensure alignment amongst the research questions, interview questions and literature reviewed for data analysis. The findings were then analysed using an inductive approach to generate codes. Codes were structured into categories according to themes that emerged from the data analysis of the interviews. The results presented are organised in accordance with themes that emerged from the qualitative analysis. The key findings of this chapter are building relationships is driven by initiating engagement with other and creating trust. Social media become an important platform of networking during the COVID-19 period, and support from private sector in developing women entrepreneurs was most effective in accumulating social capital. The results of the findings are detailed in this chapter.

The research problem highlighted that there is limited information of how the accumulation of social capital is experienced by women entrepreneurs. The literature review identified four themes that were pertinent to the topic of social capital which were, - the elements of social capital, including social networking, support structures and the attributes of women entrepreneurs that contribute to social capital - and these informed the four research questions. The research methodology was an inductive qualitative research that focussed on women entrepreneurs in the manufacturing sector, and their experiences of accumulating social capital to develop their businesses.

The researcher undertook 14 interviews with women entrepreneurs from different sectors in manufacturing, but only utilised 12 interviews. One participant withdrew from the research and one participant succumbed to COVID-19 complications. The sample was selected from participants who operated established manufacturing businesses in the region of KZN. Due to COVID-19 restrictions promoting social distancing and the geographical nature of this study, eight interviews were conducted using online applications, and four interviews were conducted through face-to-face interviews.

5.2 Description of the sample

As highlighted in the methodology of Chapter 4, non-probability purposive sampling was applied to select the twelve participants. A diverse sample in terms of experience, sector and race was selected which contributed to the depth and richness of the data gathered. The women entrepreneurs selected also represented a wide scope of sectors from the manufacturing environment in different areas of KwaZulu-Natal.

Each participant was sent a written brief of the research topic that gave them better insight into what the interview aimed to achieve. This process gave the participants a chance to clarify any concerns or uncertainties prior to the interview. Table 5.1 represents the diversity of the sample selected, which contains supporting information on the sector each participant represents, their geographical location and their race group. Owing to South Africa's diverse culture and a focus on women-owned businesses in the post-apartheid era; racial representation was an important consideration for the research sample, because the study concentrated on women's lived experiences, which would be influenced by race in the South African context. In the search for interviewees, and to get a good demographic representation, the researcher failed to obtain a candidate from the Coloured race group who operates in the manufacturing sector in KwaZulu-Natal. Various attempts were made but to no avail. Participants names was anonymised to protect confidentiality.

Table 5.1: Information on participants and details of the context

Participant number	Years in operation	Manufacturing sector	Area	Race group
1.	Twenty years	Fashion Design and Textile manufacturing	Treasure Beach, KwaZulu-Natal	Indian
2.	Fifteen years	Auto Component manufacturing	Pietermaritzburg, KwaZulu-Natal	Indian
3.	Five years	Paper manufacturing	iLembe, KwaZulu-Natal	Black
4.	Six years	Beauty Healthcare manufacturing	New Germany, KwaZulu-Natal	Black
5.	Twenty-six years	Healthcare & Pharmaceuticals manufacturing	Hillcrest, KwaZulu-Natal	White
6.	Six years	Engineering and Construction	Berea, KwaZulu-Natal	Black
7.	Twenty-four years	Agriculture: Pecan nut farming	Kwa-Dukuza, KwaZulu-Natal	White
8.	Twelve years	Arts & Crafts manufacturing	Durban, KwaZulu-Natal	Indian

9.	Four years	Agriculture: Wine Farming and School of Wine	Lions River Midlands KwaZulu-Natal	White
10.	Six years	Food manufacturing	Morningside, KwaZulu-Natal	White
11.	Three and half years	Hydroponics: Vegetable Farming	Mandeni, KwaZulu-Natal	Black
12.	Six years	Electronic Component manufacturing	Pinetown, KwaZulu-Natal	Indian

Entrepreneurial experience

It was important to get an understanding of whether the participants previous experience influenced their choice of manufacturing endeavour. Previous experience in the sector laid the foundation of how relationships were created and sustained, and so participants were asked to choose from three categories to identify the nature of their choices. The results are presented in the table below.

Table 5.2: **Entrepreneurial experience**

Rank	Constructs	Number of participants
1	Previous experience in the choice sector	6
2	No prior experience in choice of sector	4
3	Previously family owned	2

The participants ranked 1 - prior experience in the sector – began their journey of building relationships mostly from the bridging stage of networking. As having previous experience in the sector, their experience was to build trusted relationships that permitted them to link onto mutually beneficial networks.

Participant Two: "...had it not been for partnership with Company X, we would not have had the referral to work with Company Y."

The participants ranked 2 – no prior experience in the sector – their experience in building relationships in an unfamiliar sector took longer as one had to rely on bonded relationships or their skills to get linked onto bridges. Participants recalled it initially being challenging building relationships in a sector that is predominantly male-dominated and barriers of initiating engagement with others.

Participants Six: "...having to proof myself worthy to the engineers" and " in construction [environment] men do not want to see your weakness."

Four participants spoke of the enablers that helped create relationships through having "specialist skills." Their journey involved forming trust to build beneficial relationships and relying on support structures like government supportive initiatives and private sector support to grow social networks.

The participants ranked 3 - previously family-owned – the path to creating relationships were not so tedious because the social networks and valuable relationships had already been built by their predecessors. Their experiences in business development were to sustain these relationships and have the discipline to persevere further and expand bridges onto additional social networks.

Number of years as an established business

The qualifying criteria of an established business for this study was a business that continuously trading for more than three years. The majority of participants years of trading fell into the category of more than 3 years but less than 10 years.

Table 5.3: Number of years as an established business

Rank	Constructs	Number of participants
1	Years of trading >3 years but < 10 years	7
2	Years of trading > 20 years	3
3	Years of trading > 10 years but < 20 years	2

The sample comprised 12 female participants representing different sectors of manufacturing. Of the 12 female participants, three participants were in business for more than 20 years, two for more than 10 years and seven were in business for 3 years or more.

The participants ranked 1 - 3 years but < 10 years - had built strong networks of valuable relationships and are newly experiencing the benefits of social capital in their business development. The participants ranked 2 - > 20 years – are at a mature stage in that they continue to sustain relationships to derive benefits of social capital for their businesses and have evolved into strong businesswomen. The participants ranked 2 - > 10 years but < 20 years - have derived benefits of social capital, however they continue to seek support structures to upskill themselves and their employees to further develop their businesses.

5.3 Presentation of Results

The results are presented as per research questions tabled in Chapter 3 and the interview questions listed in Table 4.1.

5.4 Results of research question one

Research question one: How are networks born and sustained in women-owned manufacturing businesses?

The intention of research question one was to establish what the key drivers of creating and sustaining social capital are through social networks. The researcher set the scene by defining the term social capital and the various elements of relationships such as bonding, bridging and networking that lead to social capital. Since this was a narrative inquiry, participants were asked opened ended questions.

Participants were requested to describe the background of their businesses, and their experiences of operating the business when they first began and then to current. Interview question one and interview question three of the interview guide (Appendix C), pertained to research question one, which was formulated to identify the understanding of forms of relationships. These interview questions sought to provide greater insight into the distinction of formal and informal relationships, so as to ascertain the multiplexity nature of relationships, as identified from literature. The following diagram (Figure 5.1) outlines the concepts of relationship building from the participants' perspective, the drivers of social capital and a deeper understanding of the elements of building relationships that will be discussed in this chapter.

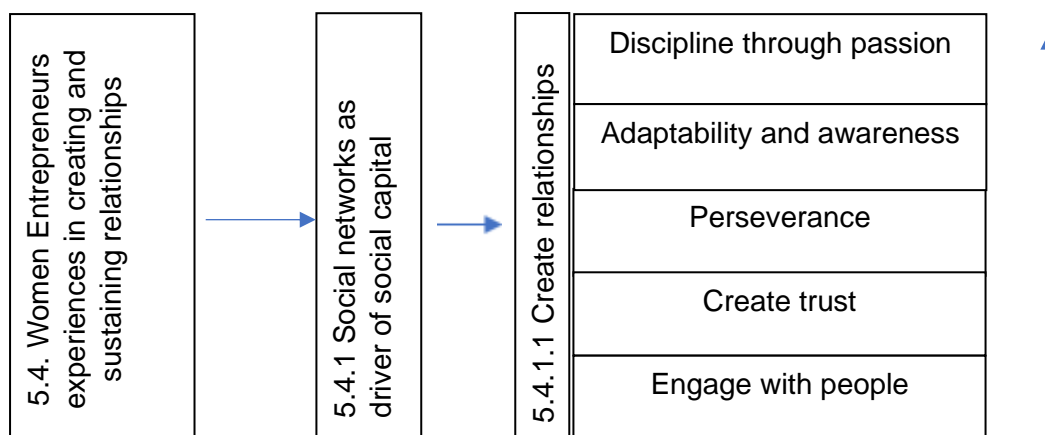


Figure 5.1: Elements of creating relationships

5.4.1 Social networks as a driver of social capital

As the term 'social capital' is an intangible phenomenon, it was important to establish a common definition that all the participants were able to relate to at the outset of the interview. A range of views on the concepts of social capital was derived from participants through the various interview questions. The interview questions used the word 'networking' more frequently as this was a more tangible concept for participants to grasp, and is the means by which social capital is developed.

Table 5.2 illustrates the five common understandings of social capital within the context of women entrepreneurs creating valuable relationships, that gave rise to and sustain their businesses. Many participants adopted a broad viewpoint when discussing these concepts, whilst some held conservative views that social capital related to social networking only. In their own conceptual understanding, the majority participants affiliated social networking to creating relationships.

5.4.1.1 Create relationships

The objective of creating relationships is to interact and connect for a common purpose (Bhandari & Yasunobu, 2009). The majority of participants identified pro-active measures such as networking and communicating to maximise resources offered by business networks. All participants contributed towards identifying the drivers of social capital that created opportunities to work together with people and businesses for collective action. All participants agreed that creating relationships are vital for business survival.

Participant Three: "You cannot run a business without people, ...people buy from people," and further added, "Socialising is the key to any business."

In analysing interview data, five overlapping sub-themes emerged as the main drivers that created relationships, and are illustrated in Figure 5.2. They include engage with people, create trust; perseverance, adaptability and awareness and discipline through passion. Furthermore, the results are presented, focusing on each of the drivers identified by the participants.

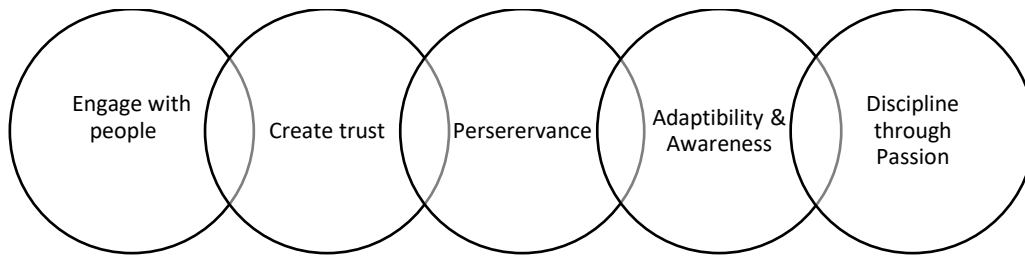


Figure 5.2: **Drivers that creates relationships**

An overview of the number of times participants mentioned characteristics related to the particular driver that associated to creating relationships, was recorded (Table 5.4). For each driver the frequency was determined by the number of times similar words were repeated or when similar constructs were mentioned (Merriam, 2009). Furthermore, the results presented focused on each of the drivers and was identified by the participants.

Table 5.4: **Overview of the results of the main drivers that create relationships**

Rank	Driver	Frequency
1.	Initiating engagement with people	115
2.	Create Trust	84
3.	Persistence	53
4.	Adaptability and Awareness	51
5.	Discipline through Passion	41

Initiating engagement with people

In socialising, engagement is interacting by listening, conversing and being attentive with the individual in the conversation.

Participant One: “Making contact with all these manufacturing industries... always hosting a lot of business drives, business conferences, expos, especially in the textile industries pertaining to my kind of manufacturing business. So, attending all these...helped my business grow.”

Participant Five: “Telling your story to a wide range of people is a big way of gaining support,” alluding to its an opportunity to further bridge social networks, “do not be afraid to ask for connectors.”

In the conversation of telling your story, a tactic used to build networks is to talk about your specialists’ skills when engaging with people and offer it to the social network.

Participant Twelve: “... just purely having the confidence to meet people and chat to people and that is the cornerstone in relations.”

Findings

The key finding in initiating engagement is not just about initiating relationships with others, but being able to talk about yourself comfortably and with confidence. This is a significant personal attribute and one that either comes naturally to a person or one that is nurtured over time. Širec and Močnik (2012) study of entrepreneurs, highlighted that confidence is having a good opinion about one’s abilities or it is gained with years of experience. Furthermore, in creating relationships, the content that is shared when engaging with others is an opportunity to capture the audience attention.

Create trust

Trust is created through valuable relationships for mutual benefit. Most participants confirmed that interrelated relationships create trust. Participants were asked to define trust in terms of their understanding.

Participant Six: “...people want relationships with people, so they trust them and give them business,” highlighted that trust creates opportunities.

Participant Three: “Understanding your brand and having the ability to talk about the technicalities of your product builds trust in the network,” stressing the importance of product knowledge to create trust.

Participant Four: “...being compliant and not misbehaving financially puts you in a good footing, when you need assistance.”

Findings

A business that is stable and one that has a good reputation is seen to be trustworthy in the community at large. Social network connections are extended when there is trust created with others. Therefore, trust is not only relational, also about expertise and reliability

Perseverance

All participants stressed having the perseverance of working hard in creating networks and never giving up in pursuit of growing the business, was of utmost importance.

Participant Two: "Knock on doors, to start relationships, call the procurement to offer my product."

Participant Nine: "Persistence is huge in terms of the [wine] school, like trying to convince people to spend the money on the [wine] training. So, there's a lot of persistence there."

However not all perseverance efforts are fruitful. During the COVID-19 pandemic many small businesses experienced financial difficulties. The majority of participants approached government for support in terms of funding and one for training programme and was unsuccessful. The majority of participant relayed their disappointment with government during the interviews. Participant Seven: "We've gone through bad times before and we will dig ourselves out of this hole."

Findings

Perseverance combines courage and pushing through obstacles. It is an inner drive to continue with something despite challenges and is a natural attribute of an entrepreneur. Similarly, Baum and Locke, (2004) indicated that entrepreneurs who hold stubbornly to their goals and who never gives up increases their chances of success.

Adaptability and awareness

A few participants have found it sometimes challenging approaching people or businesses to network in due biases like gender stereotypes. The majority of participants in this study recognised being 'aware' and 'adaptive' to the environment they operating in makes conversations easier.

Participant Five and Participant Eight worked closely with rural communities. As most governance in rural communities is influenced by men, making connections have been challenging. By engaging with people of all ages and races, and behaving in a manner that is acceptable to people of that society, allowed participants to build bridges and strengthen their relationships in those communities.

Similarly, three participants who operate directly with heavy manufacturing largely male-dominated environments rose above culture and gender stereotypes to gain acceptance, "...work extra hard for you to prove yourself, before they can trust you with anything."

Findings

The manufacturing industry and operating in rural communities is likened to male-domination. The challenges participants faced was adapting to this environment. Being aware to the environment and having the ability to adjust oneself in the environment to blend comfortably in any social context, led participants to build bridges and strengthen relationships.

Discipline through passion

Being disciplined helps one to focus on their goals.

Participant One: "Discipline required an introspection. First, you have to set a criterion for yourself"; and continued, "say to yourself what is this that I want, and this is where I want to be eventually and stick to it."

At the same time, she acknowledged it may be difficult to stick to the plan and alluded to approaching structured forums like business incubators that will guide and support the strategy (Kaffka et al., 2019).

Participant Three: "Passion is nice but discipline is more important. Passion is nice, it will get you through tough times, but discipline will stay in anything that you do."

In another viewpoint, not everyone can be disciplined.

Participant Ten: "My discipline is not as strong as my passion. I tend to get so involved with running the business and doing the deliveries and making sure the orders are sorted that my paperwork lacks discipline."

Findings

Discipline requires action, a type of human behaviour that requires self-control. Discipline is displayed in the behaviour and those one connects with will likely model what one does and that may have a positive effect in the entrepreneurial ecosystem.

5.4.2 Conclusion for Research question one

The aim of research question one was to determine the drivers of social networking. Initiating engagement is not just about initiating relationships, but about being able to talk about yourself comfortably and with confidence; an attribute that is nurtured over time (Širec & Močnik, 2012). Engaging is an opportunity to capture the audience attention and build relationships that extend onto social networks. An obvious driver of relationships is the aspect of trust. However, from this research, it was revealed that trust is not only relational, but also having a reputation of expertise and reliability. A natural attribute of an entrepreneur is a trait of perseverance which is an inner drive to continue with something despite challenges. In the context of social networking entrepreneurs and is for pursue valuable relationships for business development. Being aware to the environment that one is operating in and having the ability to adjust oneself in the environment, to blend comfortably in any social context, led participants to build bridges and strengthen relationships. Discipline is displayed in the behaviour and passion is a natural attribute of an entrepreneur.

5.5 Results of research question two

Research question two: What are the social capital barriers and enablers in developing women-owned manufacturing businesses?

The question required participants to ponder on their past experiences and identify what they believed were barriers and enablers in accumulating social capital. The responses varied as five participants focused on the effectiveness of communicating, three participants appreciated the efficacy of government's focus on women-owned businesses, and the rest of the interview was a narrative review.

A barrier is understood in context as something that limits uptake. At an interpersonal level, it affects individual negatively. From participant responses, a list of barriers is listed below and the limitations these barriers have on creating relationships and social networks.

Table 5.5: **Overview of the results of barriers to creating relationships**

Rank	Barriers	Frequency
1.	Limited access to government support	33
2.	Challenges operating in male dominated manufacturing sector	24

In contrast, an enabler in the context of relationships is often getting a secondary gain from the dynamics in the relationship. From participant responses, a list of enablers is listed below, that indicates the positive effect of the enablers on the relationships and enhances social networks.

Table 5.6: **Overview of the results in enabling relationships**

Rank	Enabler	Frequency
1.	Support from of institutions namely government, corporates and forums	12
2.	Specialist skills	10

The barriers and enablers are discussed in the next section from participants detailed experiences.

5.5.1 Limited access to government support structures

Common barriers identified by all participants was the lack of support from government initiatives (Table 5.5, Rank 1). Although there appears to be a large drive from government to enhance woman's entrepreneurship in South Africa, through initiatives like SEDA and BBBEE policy, participants experienced challenges in accessing to this type of support that offer upskilling programmes and advise, that would have helped the participants to develop their businesses. From the research it was evident that participants had reached out to government for support but to no avail. The barriers the participants experienced are especially too

common to start-up businesses. These participants explained the roles of government in their journey as an entrepreneur, highlighting the challenges.

Participant Three: “Government does not fund ideas.” Additionally, “I started in 2016, but the actual buying of the paper machine which was self-funded happened in 2017. And then we had to save again for operations ...we had to fly someone down from China, to give us training and an overview of how the machine works. We were fully operational in...2018.”

Participant Eleven: “When I started, I approach the Department of Agriculture. I said there's a portion of land that I want to utilise. Could you guys please assist me? They didn't even come to see where I'm trading, as compared to when they started reading articles about me and then all of a sudden, I was very, very interesting to them.”

Another theme that emerged from some participants is discrimination as concerted efforts were made over a long period to reach out to government for support but to no avail. This theme came through strongly from a few the Indian and White participants. They maintained that they are invisible to government when it comes to funding because they are established businesses.

A participant who manufactures women's health products and supplies them free to rural schoolgirls. Even though the product is critical and valuable in this community, funding to continuously manufacture these products are hard to come by.

Participant Five: “Because of BEE [BBBEE], I'm not a black person so people don't want to deal with me, so that's a big negative straight away. I'm White and with all the [government] departments they only want to deal with black people. They only want to buy from black people and so on. Government is not interested in us.”

Participant Eight: “I haven't managed to get any support from any government institution.”

Participant One: “Even though I applied to different organisations for funding, which is one of my challenges, I didn't get the funding from government.”

Participant Seven: “...they [government] said they can help with a one-time intervention [funding] but nothing materialised.”

The next participant was seeking access to upskilling programmes offered by government for her crafters. She explains,

Participant Eight: “While many people think that our government got hundreds of skills programmes going on, the challenge is it's having access to the skills programmes.”

The attempt from these participants to access the support structures of government, and failing at them, conjured up feelings of disappointment and distrust in government. This may have led to participants feelings of perceived discrimination. Although, it may be governments' intention to support mostly black-owned business. This calls for further research investigation.

Government support was also described as an enabler (Table 5.6, Rank 1). One participant, a young black woman and owing an established paper manufacturing business, benefitted from government support through funding and access to skills programmes. Her belief was government is supportive of businesses run by young entrepreneurs.

Participant Three: “You have access to a lot of funding and you get certain attention from relevant people because you are young. You're of use, if you are a youth. People would want to groom you; they want to mentor you. Yes, it has an advantage.”

Similarly, a young white wine maker was successful in attaining support from the Department of Tourism and maintains her business was an avenue for government to boost the wine industry in KwaZulu-Natal.

Participant Nine: We've been pretty lucky with the government... they are trying to boost the wine sector, and they've actually been incredible to fund that.”

Findings

From the challenges experienced, there appears to be a notion that government is supportive of youth entrepreneurship. Responses recognised government is supportive of women despite race group. It can be concluded that government support structures are set up with the intention of developing youth-owned business. This may be seen as being discriminatory based on age. In light of this, Bourne (2016), believes that government should be asking the right questions by engaging with women entrepreneurs for these structures to be effective and create business opportunities for women entrepreneurs, as many scholars highlight them as

an untapped economic resource (Getz et al., 2019; Unnikrishanan & Hanna, 2019). As this research investigates the participants lived experiences, both these viewpoints of perceived discrimination in racial bias and age bias are worthy of further investigation.

5.5.2 Exclusion from traditional networks

The manufacturing industry consists of many sub-sectors that is traditionally male-dominated. Participants stated that it is challenging for women to create business relationships and gain acceptance in this sector (Table 5.5, Rank 2). One participant highlighted the additional challenge operating in the manufacturing sector is trying to break the racial barriers as well.

Participant Twelve: "It's more of a white boys club, that it's very, very old South African mentality, and they will only deal with people they know and they struggle to deal with people of colour. I think there's quite a lot of jealousy when they see you doing quite well. And it's not spoken of, its kept under the radar."

Participant Four: "Construction is a male dominated industry and as a business woman, people underestimate your capabilities. You have to prove yourself to earn the professional's (engineer's) trust."

Participant One: "A female entrepreneur that does menswear fashion shows, amongst the male dominated industry, I think for me, is one of the challenges that I've had."

The culture in the manufacturing sector is still steeped in tradition and difficult to build relationships. It is inferred that people in this industry underestimate women's abilities and participants recount having to constantly proves oneself worthy. These add to challenges that women entrepreneur experiences which creates barriers in building valuable relationships.

Through perseverance, four participants looked for innovative or alternative methods of raising above barriers of operating in the manufacturing sector, and this was by strengthening relationships in various forms resulting in enablers. One form was to hone in on their specialist capabilities (Table 5.6, Rank 2), and because of this was able grow networks that developed her business.

Participant Six: "I joined a woman construction forum, where women from the building contractor's industry are active. I am now a specialist in electricity, so you can imagine."

Implying because of her specialist talent, she secured many jobs from builders within the construction forum. Similarly, one participant believed having specialist capabilities in international markets is advantageous.

Participant One: "... there is a drive to grow the men's fashion industry in South Africa and there are currently very few women doing men's fashion. Having international exposure ... my marketing skills grew because of my international networking and obviously the business sector eventually helps you to grow."

A young winemaker recalled a conversation with a wine connoisseur from Cape Town.

Participant Nine: "What do the 'banana boys' know about winemaking," referring to winemakers from KZN. Her plan to address naysayers was to educate herself about winemaking and the wine industry.

Participant Nine: "I'm going to achieve more than anyone has ever achieved and push myself higher and higher, so that when someone asked me what does a young girl from KZN know about wine, I can tell them my achievements... I'm doing my Master of Wine at the moment and there's only two people in history who have achieved it in South Africa."

These experiences are testament to stereotypes that exists in male dominated arenas and the tenacity of women entrepreneurs to raise above these challenges.

Conversely, one participant believed that the manufacturing sector is not gendered.

Participant Two: "... some large companies' are reluctant to change suppliers because they have already sustained long term relationships with other suppliers... they don't easily want to change over to another supplier, especially now in that I came from nowhere and I'm a small... business."

This participant is of the belief by continuously communicating with large companies and keeping the face of the small business present is the opportunity to trade. She continues,

"...the only time they gave me a chance was when one of their current suppliers could not supply them and they phoned me... I did it, and I delivered within 48 hours."

Creating exposure for businesses and continually building the relationship will likely pay off eventually benefit when given an opportunity to trade.

Findings

The manufacturing sector is not easy environment to create relationships. A majority of participants highlight that people underestimate your capabilities and one constantly have to prove one's worth. The challenges runs deeply and conjured up negative feelings in some participants of discrimination and jealousy if one is successful.

The results suggest having specialist capabilities, seeking knowledge and the perseverance to endure obstacles is an enabler for strengthening relationships and breaking barriers in the vastly competitive manufacturing sector. Women entrepreneurs having characteristics of determination and persistence, and consistently communicating with large business may lead to opening up valuable relationships for business development.

5.5.3 Conclusion of Research question two

The general consensus in this explorative study was that the manufacturing sector is largely male-dominated with high barriers of entry. The participants sought alternate solutions to build relationships by honing in on their specialist skills, adding greater depth through international exposure that adds credibility, educating themselves to address pessimists and participating in forums and social network to gain exposure. Despite these efforts the culture of male-dominance still remains.

5.6 Results of research question three

Research question three: What role have support structures played in women entrepreneur's accumulation of social capital?

The aim of research question three was to establish interdependencies between the formal and informal support structures the participants had pursued. The purpose was to understand whether these structures contributed to the development of women's businesses. The idea was to explore the nature of the relationships in terms of the demographics and types of

manufacturing businesses that these structures support. Many of the participants found this particular question thought-provoking and it led to a significant amount of discussion.

As note in Chapter two, informal support structures are created via strong ties and are likened to bonds with family and close relationships. Formal support structures are created via weak ties of bridges or linkages that is created by networking, through referrals and associations.

Table 5.7: **Overview of the results of support structures**

Rank	Support structures	Frequency
1.	Informal support structures	
	a. Family	23
	b. Employees	19
2.	Formal support structures	
	a. Women’s forums	26
	b. Private sector	25
	c. Government	12

In answering the questions most participants took time to understand and some pondered on what the question was actually asking. All participants identified informal support structures as continuous support structures. They referred to informal structures as family, friends and employees.

5.6.1 Support structures family and friends

In supporting owner managed businesses, scholars along the lines of dos Santos et al., (2019); McAdam et al., (2019) and Neumeyer et al., (2019), suggest that entrepreneurs conciliate their networks with family and regard family as allies and supporters. All but one participant acknowledged family as the foundation structure in their businesses (Table 5.7, Rank 1a). These participants stated that having family join or assist in their businesses, has impacted positively on the development of the businesses. The majority of participants noted family support is vital in their business operations.

Participant Three: “Having a business and keeping it going is mentally exhausting, so you need a family support structure that has your back no matter what.”

Participant Two: "...my husband is also in the business with me, joined me now... that helps quite a bit and also, he understands and respects the person I am, my kids as well and that all plays a very important role."

Similarly, Brannon et al., (2013) highlighted that family members provide social, emotional and psychological support that adds flexibility and understanding in the relationship. The value of support structures understanding the business and its pressures create strong-tie relationships which are invaluable to women entrepreneurs.

Likewise, families act as agents of referrals that may lead to owners bridging onto stronger networks.

Participant Six: "My family has been very supportive. My husband has been ... referring me as well... he saw an advert and applied on my behalf ... and that's how I go onto the programmes [business incubator]." This participant went on to further explain the importance of family support, highlighting, "...these are the people that you live with...it's important for them to see the vision, especially when there's no money at the end of the month."

During the period of COVID-19, when many businesses contemplated ceasing, one participant was ready to close her business. By having a supportive partner led to a turnaround stating,

Participant Seven: "...we just literally went from one month to the next, not even breaking even, and my husband was adamant that we had to keep at it and keep going, ... and a friend suggested Facebook to market the business...and things literally changed overnight."

Findings

The impact that strong bonds have in informal structures and the way it influences the decision of business owners' demonstrates the high reliance women have on their family's support. Business women having a supportive group that understand the vision and experiences is also a critical factor that affects emotions, decision-making and social capital.

5.6.2 Support of employees

In small businesses the owner is usually involved in all aspects of the business, at least at the start-up phase. The need to build networks with the intention of raising capital leads to changes in the structure and business owners recruit employees. The majority of participants agreed that employees in small businesses form a special bond in the support structure through reciprocal reliance and dependability (Table 5.7, Rank 1b).

Four participants in this study recognised their employees as most important support structures for their businesses and referred to them as 'family.'

Participant Three: "My employees are carrying the core of the business of which is the paper...that I am selling. So, it's very good to keep a good relationship with them.... they spend more time than with me than their families. They are my family."

Participant Seven: "I employ women from the community...and they helped to grow my business. So, because of the sacrifices they made, the time that they have invested in my business..... we entered into a partnership, not just as a business and employer, business employee, and employer, but it's now become like ...one big family."

The acknowledgement of employees been regarded as close-knit bonded relationships was unexpected and an area that requires further research.

As women operating in manufacturing specific importance was placed on how participants recruited and managed male employees. One participant stated that because of her training in a previously male-dominated sector, she understood how men work and how they think. This training ground experience led this participant to adapt to her surrounding with a changed mindset when dealing with male employees, "Men, they don't want a weak person. They don't want to know about your weakness." This view was supported by another participant who highlighted, the outcomes of this that employees view owners as role models, in the way they behave and carry out their duties, highlighting respect and ethics as important traits.

Findings

While employer and employee relations are intertwined in both formal and informal structures as small business the interdependency, trust, respect and reliance with one another facilitates business growth.

5.6.3 Support structures forums and association

Formal structures are the types of supportive relationships that are created through institutional organisations like forums, business incubators, associations and government programmes. The advantage of these structures is that it widens networks by forming linkages in the entrepreneurial ecosystem.

5.6.3.1 Benefits of Women's forums support structures

Two thirds of the participants had experiences as members of women's forums (Table 5.7, Rank 2a). Women's forums are typically established as a platform where women in business benefit from mentorship, advice and networks, all of which contribute to component of social capital in the entrepreneurial ecosystem.

"Women naturally want to help each other so it is a good way to start," said one participant. Another stated, "if you are able to affiliate yourself into the right networks, you will have the correct support, ...my networks have expanded exponentially as a member of a women's forum, the strength we draw from each other with similar experiences, ...networking in a forum is a point of social strength." In the same way another participant agreed to the strength drawn from the forum, "...if it wasn't for the women's stokvel [forum] I would not of launched my business... we don't just collect money, we discuss business opportunities... women would share if there are government programmes being offered to women or empowerment programmes... so I was very active in making sure that I apply to get into those programmes."

The ability to be pro-active in this context is a trait that brings with it many benefits for personal and business development.

Participant Ten "There's many ideas that we can share through these forums and we can empower each other by attending all these networks. And for me I think being part of a business forum is essential to grow my business because we can't be doing it [business] alone out there, women need the support."

Women in business need the support from businesswomen,

Participant Five: "Women are social beings, we do business differently, ... we like intimate interaction... we do business by talking about our children or all sorts of personal things for example...so women socialising within women's networks are very important."

An alternate view of women's forums was presented as one participant stated, "if you are not getting referrals or being introduced to new people, the forum does not benefit you, move out."

Another participant agreed,

Participant Seven: "I don't belong to a women's forum but I get invited occasionally."

From the investigation it appeared that as long as women's forums were helping from a personal growth or business development perspective, women view them as beneficial for building social capital. These viewpoints highlight the reciprocal relationship of support structures like women's forums. While women may approach bridges into social networks differently to their male counterpart, the business development benefit is still an important consideration.

5.6.3.2 Private sector support structures

Another formal support structure for women owned businesses are support from large corporates. In South Africa enterprise development often forms part of a corporate organisation's social responsibility contribution. Large corporates who support SMMEs as part of their contribution to socio-economic development provide a support structure to these small businesses that facilitates the development of social capital. Four participants benefitted from private sector support (Table 5.7, Rank 2b). A participant from the auto component manufacturing sector spoke of the support that helped her business grow quickly.

Participant Two: "I was a supplier to Company X and they put me on to the Company Y programmes ... I was mentored by Company Y, ..., so that's how we just grew quite a bit. Because of being on the Company Y programmes, I was selected by the Company Z group ... it opened me up to a whole lot of opportunities and onto all the different countries." Another who benefitted from the support of large business

Participant One: “A regional business support unit actually hosted a workshop for emerging designers, which I entered into and I was selected to go to Milan, which was my springboard into the international industry.”

This demonstrates the vital role private sector plays in the upskilling of entrepreneurs for business development. Through support corporates introduce small businesses to supply chains thereby creating bridges to new relationships and expanding the social networks. It follows that the private sector has the power to develop the skill of women entrepreneurs. In the manufacturing sector, private sectors can improve the opportunities available to women to make use of new instruments, exploit new technologies and enter new markets.

5.6.3.3 Government support structures

The majority of participants raised government in relation to institutional support structures that they should be able to tap into. The researcher probed these views to ask participants to consider not only access to government support structures, but also the relational experiences in the pursuit of exploring opportunities to develop their business, and to understand the link between this support structure and social capital. All participants attempted developing relationships with government to access either funds or developmental programmes, however only four participants managed to benefit from government’s support.

Participant Six, representing the construction industry, confirmed her constructive experience of participation in government’s women empowerment programmes. The access onto these programmes occurred through her network of referrals established through the association with a women’s forum.

“They’re [government] are very helpful...all of this [programmes]...are important, so the government should be commended.”

Her experiences of the relational links created through networks by bridging into government creates high links onto other networks thereby developing social capital.

An opposing view from Participant Eight that,

“While many people many think that our government has got hundreds of skill programmes going on, it’s the access to those programmes that are a challenge.

Participant Eight's assertion of the need to access skills upliftment programmes was confirmed by four other participants. Her frustration was evident when she commented,

“And I read these articles and things that not enough people approached them [government] or not enough people were available... or the funds have somehow disappeared. It makes me very angry, it does.”

Disillusionment with this potential support structure appeared as a common theme amongst participants, including lack of government delivery and mistrust of government support.

Similarly, Participant Seven, spoke of her discontentment with her interactions with government, especially during the time of the COVID-19 pandemic. She expressed

“I have not managed to get any [government support], ...and they said they [government] can help with like a one-time intervention.... And it just never seemed to materialise. So, I'm really frustrated with the government institutions that say, 'we're going help, we're going help'. What I need help with most of all right now is... ability to access finances.”

Likewise, Participant Five “...and government of course are not interested in us, ... it's a bit of a challenge just getting funding...” Similarly, Participant Ten applied for government funding and was unsuccessful. Deflated, she remarked, “Such was the case that I'm not actually even going to try anymore.”

The disillusionment and distrust appeared to be heightened due to the fact that this study was taking place ten months into the COVID-19 pandemic which has had a devastating effect on small and medium enterprises. While funding per se is not part of social capital the perceived non-delivery on the promise from government with regard to support mechanisms for small and medium businesses is the relational issue highlighted here. Distrust in what could be viable support structures, such as government programmes, is a significant barrier to the accumulation of social capital.

Another viewpoint amongst the majority of the participants is the belief that race is a deciding factor in who is selected for government support. Referring to the limitations that the government's BBBEE policy has on businesses, one participant criticised, “the only way that you would get some government support is if you would be compliant... and after working so

hard, are you prepared to give away 51% of your business. I don't think anyone would agree to it.” The perception of discrimination and unfair practices in relation to government support contributes to the distrust in this relationship. This points to a significant challenge in South African institution’s role in the development of social capital for women-owned businesses in the manufacturing sector.

Findings

The majority of participants expressed the importance of forums and the positive effects that these forums had in creating networks. First, women’s forums were the most favoured type of forum used to generate social capital. Second, business incubators and third support from large business was also highlighted as favourable. On the other hand, support from government featured highly as ineffective. This implies a high reliance on non-government structures to help develop women entrepreneurship.

5.6.4 Conclusion of Research question three

The relationships of informal relationships support the foundation of the entrepreneurship as the participants are clearly reliant on family and employees. The interdependencies between the formal and informal support structures are developed because of the need to develop the business through larger social networks. Through mentorships, referrals and workshops support structures contributed to the development of women’s businesses. The dynamics of the relationships in terms of the demographics and types of manufacturing businesses that these structures support geared more towards heavy manufacturing like component making and specialists. Women’s forums are helpful for creating new relationship and women supporting one another. These forums are developed businesses through social networking and referrals, but once the participants “outgrew” the forum, by no longer benefitting, the forum is then not effective. Government support structures that promote women entrepreneurship is available, but the bureaucracy to access this support is tedious and not forthcoming. Clearly a misalignment between the structure and access to the structure, possibly a need for further research.

5.7 Results of research question four

Research question 4: How have women entrepreneurs developed in their entrepreneurship journey and the role of social capital in this journey?

The purpose of Research Question 4 was to allow the participants to self-reflect on their entrepreneurship journey thus far. This part of the interview offered participants an opportunity to share to their experiences and offer additional perspectives on social capital through their narration.

A significant number of participants found their entrepreneurship journey difficult and challenging. All participants agreed that the more forms of networks they have built, the more success they have had with their businesses.

The final interview question prompted participants to recall their past experiences and offer golden nuggets or words of wisdom that may contribute to the learnings of women considering a career in entrepreneurship.

5.7.1 Variety forms of networking

The majority of participants recognised the benefits of participating in different forms of social networking. Social network included joining business incubators and government programmes; being members of women's forums; partaking in trade events and exhibitions; involvement in community projects or simply making acquaintances with new people. Their experiences were to using anything to make a connection, however stressed that this should be done in a respectful and dignified manner. Table 5.8 notes the five type of forms of networking that participant commented on.

Table 5.8: Overview of the results of forms of networking

Rank	Forms of networking	Frequency
1.	Make friendships with right people	142
2.	Participate socially	70
3.	Social media platforms	29
4.	Upskilling programmes	24
5.	Mentorship programmes	17

A simple viewpoint regarding connections were interacting and communicating to get exposure, and this should be done frequently (Table 5.8, Rank 2). One participant elaborated further by suggesting to create bridges into social networks, one has got to seek new companies continuously for embedded opportunities to collaborate (Table 5.8, Rank 1). Collaboration requires creating connecting with the right people in the entrepreneurial ecosystem. As a small business the owner needs to be seen, therefore socialising is key to any business.

Additionally, two participants believed involvement in mentorship programmes was key to their development (Table 5.8, Rank 5). One participant reflected on experiences with a global foundation for women (Table 5.8, Rank 4) which focuses on women empowerment, highlighting how participation in mentorship internship programmes created bridges into social networks.

Ethics was a theme that came out strong in most interviews. Hence, the majority of participants spoke with passion.

Participant Four: "Make sure that you don't compromise on anything good that you do because you never know when the opportunity comes in. ... be found in the good standing. ... you never cut corners...give everyone a quality product...you cannot damage your brand."

Good reputation increases trust and may lead to referrals that increases network participation, thereby aiding business development. By staying true to their values women entrepreneurs have the ability to the greatest impact, and sustain valuable relationships.

All participants agreed that social media plays an important role in their business (Table 5.8, Rank 3). This is a platform that give entrepreneurs the space to create, exchange and share information that are vital to develop networks.

Participant Four: "Social media is very important tool for networking." An entire business concept can be created from social media.

Participant Eleven: "I started doing research on YouTube to see what can be manufactured, I found something called hydroponic farming. I then decided to take that information then started producing." To build her networks she stated,

“I attended a lot of seminars and webinars,” and was able to get referrals “...if you go into venture farming, you should attend these types of programmes.”

Social media connects relationships virtually, expanding into networks both online and offline. During COVID-19 pandemic, social media had become a valuable source of connecting with others and increasing networks. Social media platforms are a crucial part of entrepreneurship development as they offer cheaper forms of marketing and communication strategies (Romo et al., 2017). The contribution that social media has on social capital in the COVID-19 era should be investigated and an area for future research.

Findings

Various forms of networking platforms were used to build relationship. The most profound was social media as the preferred platform due to COVID-19 pandemic that occurred during the time of this study. Social media launched participants into new networks. The most effective for on social capital develop was from mentorship because of upskilling, knowledge attainment linking participant to the broader supply chain.

5.7.2 Characteristics of women entrepreneurs to grow social networks

The ninth question of the interview guide allowed participants to consider what inner qualities and learnings helped them to develop their networks. Since networks is about relationship building, the question was designed to uncover what strategies have successfully worked that created valuable relationship. Many participants spoke of having a combination of qualities that strengthen an individual’s character whilst networking.

Table 5.9: **Overview of the results of characteristics of a women entrepreneur**

Rank	Characteristics of an entrepreneur	Frequency
1.	Adaptability	51
2.	Passion	42
3.	Openness to learn/attain knowledge	40
4.	Maintaining a good reputation	35
5.	Humbleness and Respect	30

The quality of adaptability was mentioned by the majority of participants as a key trait for an entrepreneur (Table 5.9, Rank 1). It is often the point in an entrepreneur's journey where they have to adapt to continue with their venture. For instance, in the manufacturing sector, many women entrepreneurs encounter obstacles of having "to prove themselves worthy". One participant emphasised women entrepreneurs should be resilient to "move forward despite setbacks." The question of how to overcome resistance was voiced by Participant's Six experience being a black woman operating in the construction field. Enquiring how one overcomes this type of resistance, she simply states,

"I think like a man. Because of my prior training working predominately with males, I know how they think. They don't want to see my weakness."

The strategy actioned was to adapt to the environment and to deliver quality work on time. To build social capital in an environment where women are marginalized, often seems to require perseverance, understanding the context and expectations of those with whom you do business with. Mair and Marti (2006) highlight creating value in the entrepreneurial process involves combining resources in new ways to adapt and explore opportunities.

Although adaptability was referred to most frequently as a characteristic of an entrepreneur business, passion was also a significant characteristic highlighted (Table 5.9, Rank 2). One participant stated a women entrepreneur has to have an inner strength because one put up with a lot of obstacles and you actually is draining. Furthermore, this participant referred to ambition is what drives passion. Another participant agreed and also indicated having right kind of "attitude" is what will set you apart.

Participant Three articulated, "passion is great, but having discipline is even better." On the contrary,

Participant Ten: "My discipline is not as strong as my passion."

The challenge of juggling many roles as a woman entrepreneur, leads to certain areas being neglected, especially administrative tasks according to this participant.

Passion is necessary to drive relationships for business women, but without discipline to follow through on, relational issues may suffer. Equally discipline and tenacity in pursuit of goals, including developing relationships is important for the success of women entrepreneurs.

Four participants believed that knowledge is a key factor in developing business (Table 5.9, Rank 3). Knowledge is built through connecting with people and businesses and strengthens the relationships. As one participant said, "... don't chase the money, chase the knowledge..."

the money will come eventually.” From the interviews it appeared that knowledge and passion were linked since knowledge stimulates the ambition to thrive even more and expand social networks in doing this.

The majority of participants pointed to having a good reputation as key to grow women manufacturers in this industry (Table 5.9, Rank 4). Good reputation is enhanced through the acknowledgment of the importance of ethics. For Participant Five, a good reputation is a result of your purpose, “It is not about the product, it’s about helping by empowering women in rural communities.”

Participant Five contribution was recognised, ‘I have won a lot of awards from influential people, so this helps to get my name out there.’

Businesses that have good reputation creates a brand for themselves, once that is recognise. People associated highly with brands. It is less challenging trying to explore opportunities to builds relationship if one has a good reputation. People will want to do business with companies that have good reputations, thereby expanding the social networks.

Developing relationships and reciprocal networks include an element of being grounded. When entrepreneurs try to convince would be partners to trade, this requires them to listen and be engaged. By listening and engaging entrepreneurs not only attain knowledge but also deepen the relationships.

The majority of participants agreed that attaining knowledge helps one grow but one participant qualified that by saying that despite gaining knowledge you still need to “be humble, be accessible and people need to feel warmth around you when you talk to them (Table 5.9, Rank 5).

Participant Six commented about respecting saying, “... even if one needs to be assertive do it in the most humble and respective manner.”

One participant spoke of the importance of ethics and the belief that qualities of “honesty, integrity and personal ethics are what leads to your network to trust you.” By having a value system intact should be the foundation of business owners particularly those from small businesses, as the temptation to want to grow rapidly by conducting business that goes again one’s value system is prevalent. Behaving in an ethical manner is an attractive quality that stimulates the networking activities.

Findings

Discipline and perseverance in pursuit of goals, including developing relationships is important for the success of women entrepreneurs. Knowledge was seen to be even more effective in expanding social networks through mentorships. People will want to do business with companies that have good reputations, thereby expanding the social networks. Also behaving in an ethical manner is an attractive quality that stimulates the networking activities.

5.7.3 Personal development and skills

As women owning established businesses, question eleven of the interview guide required participants to reflect on their personal development and additional skills set that they may have acquired in their entrepreneurial journey. The most significant skills mentioned were networking and leadership skills.

Table 5.10: **Overview of the results of personal development and enhanced skills**

Rank	Enhanced skills	Frequency
1.	Networking skills	50
2.	Leadership skills	40
3.	Business skills	25
3.	Confidence	25
4.	Financial skills	17

The majority of participants commented that through listening and networking with others, their confidence levels grew and implied that their leadership skills improved. These characteristics are important to build relationships and upskilling that opens up resources to new social network and markets, the benefit of this creates social capital.

As Participant Three highlighted, being a young black woman and considered a youth as defined (between ages of 20-30), possessing the power to control and negotiate with others was daunting. Having being part of a business incubator programmes and government empowerment programmes, benefitted her immensely owing to her acquiring business skills”and “learning a new [business] language.” Exposure to these programmes, introduced her to new networks;

Participant Three: “I met other small business people... and was introduced us to the basics of business...I developed the language of networking.”

This is indicative of the importance of employees in business as part of an important contribution to social capital.

Being business savvy is what assisted one participant to develop networks, “you have to know your product; you have to know your target market.; you have to learn about costing and you have to know about what the consumer wants.” However, one participant acknowledged the limits of being human in that one cannot accumulate all the skills set needed to run a business;

Participant Seven: “...not everybody has every talent, so I surround myself with people who can do the things that I can't do.”

This statement appears to be true assessment of an entrepreneurs' business networks. Taking cognisance of talents in oneself, having the ability to recognise talents in others, and employing that talent, is a leadership skill itself which grows social capital. Developing new skills and personal traits through knowledge and experiences helped participants evolve both personally and professionally. Upskilling lead to be developing business savviness and with increased confidence developed leadership skills and decision- making skills with interacting in social network thereby making informed businesses decisions and through this accumulating social capital.

5.8 Conclusion of Findings

The results of eleven interview questions are presented in this chapter. These interview questions were based on the four research questions posed in Chapter three. The drivers of social capital were identified to be creating relationships by continuously engaging with people, creating trust, perseverance, adaptability and awareness of the environment one's operating in and having the passion to drive discipline to achieve the goal. Social media played an important role in keeping lines of communication opened during the COVID-19 pandemic. Personality traits that are appealing in social networking were unveiled such as adapting to the environment, the determination to persevere despite challenges and the need to be discipline with finances. Support structures like in the form of public and private sector support were identified as most critical in mentoring and guiding the participants in their entrepreneurship journey. Government support for women entrepreneurs is available but not

easily accessible to all participants, perhaps through the tedious task required to complete applications for the perceived notion that they do not qualify.

The following chapter proceeds with a discussion of these findings and proposes a framework to guide the understanding of how women entrepreneurs accumulate social capital to develop their manufacturing businesses, in relation to the themes identified.

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

This chapter proceeds with a discussion of the research findings, based on the study of social capital of women entrepreneurs from the manufacturing sector in developing business, are discussed in detail. The results will be discussed in relation to the literature review that was conducted in Chapter Two, and used to explore the research questions formulated in Chapter Three. The aim of this section is to combine the themes that were developed in Chapter Five and build on the current body of literature review to establish the relevance of the results. The research findings contribute to the understanding of how women entrepreneurs use social capital to develop their manufacturing businesses.

6.2 Discussion of Research Question one:

How are networks born and sustained in women-owned manufacturing businesses?

The aim of Research question one was to establish drivers that created and strengthened social networks. First, it was essential to seek an account of participants experiences to gain an understanding of how social networks were created, so as to appreciate how networks developed business relationships. Second, it was important to compare participants accounts with the literature reviewed, to illuminate differences or similarities between both thoughts.

Many researchers including (Bourne, 2016; Huse, 2014; McAdam et al., 2019; McAlister, 2017; Neumeyer et al., 2019) identified drivers that create and sustain relationships which were affirmed by the findings in the study. These are outlined in table 5.4 in chapter 5 as was by continuously engaging with people; creating trust and reciprocity; being disciplined; being adaptive and aware; and persistence.

Participants recalled their experiences highlighting that building and sustaining relationships took time and energy. The investment in relationships evolved into trust and reciprocity and formed linkages into social networks. As with most investments the benefit was the resources embedded within the relationships which created social capital, and contributed to developing businesses (Andriani & Christoforou, 2016; Roomie, 2006).

6.2.1 Understanding the concept of social capital

Social capital is ill-defined, with different authors (Aaltio et al., 2008; Bhandari & Yasunobu, 2009; Neumeyer et al., 2019; Payne et al., 2011) attributing different meanings to the concept. Scholars like Bourdieu, Putman and Coleman (Mpanje et al., 2018) who popularised the term 'social capital' themselves could not agree on a defined meaning. A preferred definition of social capital for this research is Tripp's et al., (2009) explanation that social interactions give rise to social networking, alluding to the fact that social interactions arise out of social connections, which forms the basis of relationships. The data from the interviews supported the formulation of a common understanding of the concept of social amongst all participants, in that social capital is about relationships and networks. These words 'relationships' and 'networks' were used interchangeably, suggesting that the features of social capital are embodied in the interrelationships that create networks (Andriani, 2013). Participants understood the intangible concept of social capital through the more practical act of building relationships to network.

The majority of participants understood networking as building relationships for business development. The strength of the relationship are networks that are embedded with a diverse set of knowledge, information and resources (Huse, 2014) beneficial for business development. Relationships are built at various stages which are beneficial to different entrepreneurial phases, meaning participants who were in businesses for fifteen years have bonded networks because the relationships have strengthened over time, and those with fewer years in operation are actively bridging networks in an effort to expand into other networks.

6.2.2 Drivers that strengthens social networks

Previous studies (de Zúñiga et al., 2019; Park et al., 2017; Payne et al., 2011) have found that the foundation for building social capital is through building valuable relationships that is mutually beneficial. As listed in the introduction to this chapter, table 5.4 in chapter 5, illustrates the five common understandings of social capital within the context of women entrepreneurs identified as creating and sustaining valuable relationships. These compared favourably with many studies cited in the literature (Bourne, 2016; Huse, 2014; McAdam et al., 2019; McAlister, 2017; Neumeyer et al., 2019) and the five constructs are discussed in more detail in the discussion which follows. In reviewing the constructs that emerged it can be assumed

that the findings dictate that social capital is created as a result of building relationships. Relationships are built over time (Villanueva, 2018) and begins with initiating engagement with others by exercising good judgement, creating trust with others because “people do business with people they trust,” for the purpose of maintaining long-term relationships (Lee, 2015). It is common knowledge that successful partnerships do not occur instantly, but often take time through elements of perseverance and discipline displayed in behaviour and the passion (Baum & Locke, 2004) to “hook” the target audience. Finally, as the setting of this study occurred in manufacturing sector which is in itself diverse sector, participants acknowledged that awareness of, and adaption to the environment made conversions easier. As all participants operated in established businesses, most of the participants indicated that by being actively being involved in networking, led to opportunities which created social capital and business growth. The main identified drivers of social capital will be discussed in the subsequent sections.

6.2.2.1 Initiating engagement

Engagement is a process of connecting with someone via action that triggers interest with each other, collectively (Kaffka et al., 2019) and one that creates opportunity. One participant stated she sought “any opportunity to interact with people, accepted any invitation presented, and made sure she left the room having connected with as many people as possible.” Women, in general have excellent soft skills (Huppertz, 2009). This participant proposes initiating conversations with others through “telling your story” is one way of breaking the ice and further advised “make yourself a bit vulnerable and share something personal.” Therefore, social interactions arise when people connect in pursuit of discovering or exploiting opportunities (Huse, 2014), including the courage to approach others as well as being comfortable to talk about oneself.

Participants acknowledged the face-to-face, human conversation was more effective such as visiting or communicating with businesses to introduce their products. Two participants who initially lacked self-confidence, initiated engagement by primarily giving away products to trigger interest and this created the opportunity to trade. By instilling a culture of engagement in business participants confidence levels improved, which allowed them to connect to their audience and this led to opportunities that grew their businesses (McAlister, 2017). Figure 6.1 demonstrates three purposeful factors for engagement being the “act” (Okyere, 2017) or action, that leads to creating a connection for perceived opportunities.

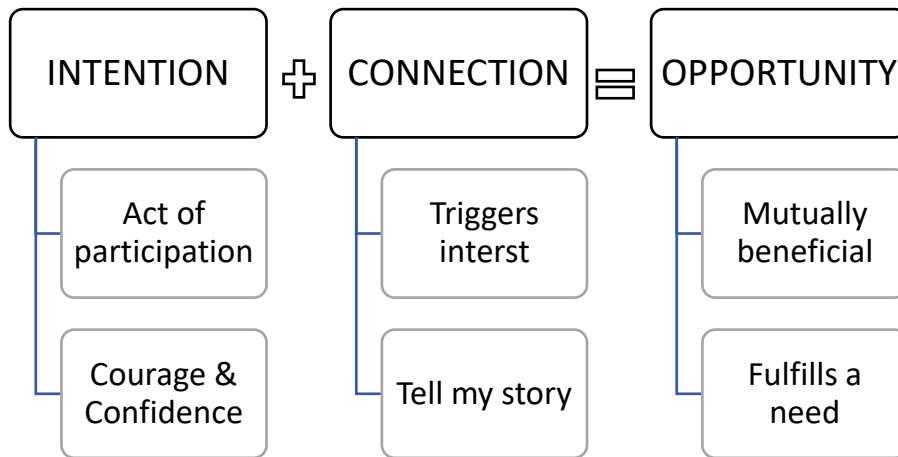


Figure 6.1: **Factors that initiate engagement**

People discover opportunities not through search but through recognising the value of new information to create opportunities (Park et al., 2018). The findings from the study emphasise that intentional and consistent efforts as depicted in Figure 6.1 builds valuable relationships and is the philosophy that permeates every aspect of the engagement. Entrepreneurs are constantly searching new ventures or opportunities (Meunier et al., 2017). Having the confidence and courage to participate in pursuing ventures signifies the intention of the individual. Operating in a male-dominated environment with high barriers of entry, the majority of participants revealed it was through their courage that they were successful in creating relationships by connecting with others through engagement and through story telling. As their businesses developed their confidence levels increased and more opportunities created.

6.2.2.2 Creating and sustaining trust in relationships

In engagement efforts, the role and importance of trust in cannot be under estimated. The most important value that brings about and maintains social capital is trust. Sociologist Bourdieu believed that ‘trust’ is the relational element in the social capital structure (McAdam et al., 2019). All participants reiterated and agreed that trust was key in creating valuable relationships for mutual benefit, and sustaining trust amongst stakeholders, which also strengthened the networks. Likewise, Villaneva and Angeles (2018) agreed when trust is achieved, bonds and bridges with stakeholders are strengthen and this impacted positively on the participants financial and social wealth.

Trust leads to trustworthiness. Trustworthiness of an individual refers to their reputation, dependability and their track record of fulfilling on promises. Participants explained that

manufacturing a quality product and delivering on time and in full, strengthened the trust factor in relationships and made it easier to solve any problem with customers or suppliers. Whilst this might sound obvious, it is essential element to communicate effectively; honestly and clear, devoid of any 'hidden' agendas. Integrity sustains trust and creates reciprocal relationships, and in the context of entrepreneurs, is likely to contribute to social capital, economic wealth and socio-economic development (Andriani & Christoforu, 2016). Fulfilling promises is key to foster long-term valuable relationships by creating strategic partnerships.

However, in the South African context with the history of discrimination (Barclay, 2018) there is largely is still deeply rooted feelings of distrust in society. Another element to consider in an environment of distrust, is the factor of culture. Because the South African culture is still largely seeded in patriarchal traditions, and the perceived biases (dos Santos et al., 2019) that women entrepreneurs are still weaker in business dealings remain. This perception hampers the ability of women to create relationships and puts additional pressure on women entrepreneurs to 'prove themselves worthy' to gain the trust as denoted by four participants in this study. Distrust with government departments fared highly amongst participants as the process to access resources was complex. Distrust increases distances between government departments and beneficiaries due to lack of clear regulatory framework (Ruiu et al., 2017).

Trust is based on a shared understanding and is initiated by engagement with others for the purposes to exploit opportunities (Huse, 2014). In bonded networks, trust is high because actors are in close relationships. This was evident from the study where family played a huge role as a trusted bonded network. The majority of participants relied on their families for advice, emotional and financial support. For bridge networks, creating trust required effort, time and discipline to build relationships due to the nature of the network being diverse and entails collaboration with heterogenous groups (van Delt et al., 2016).

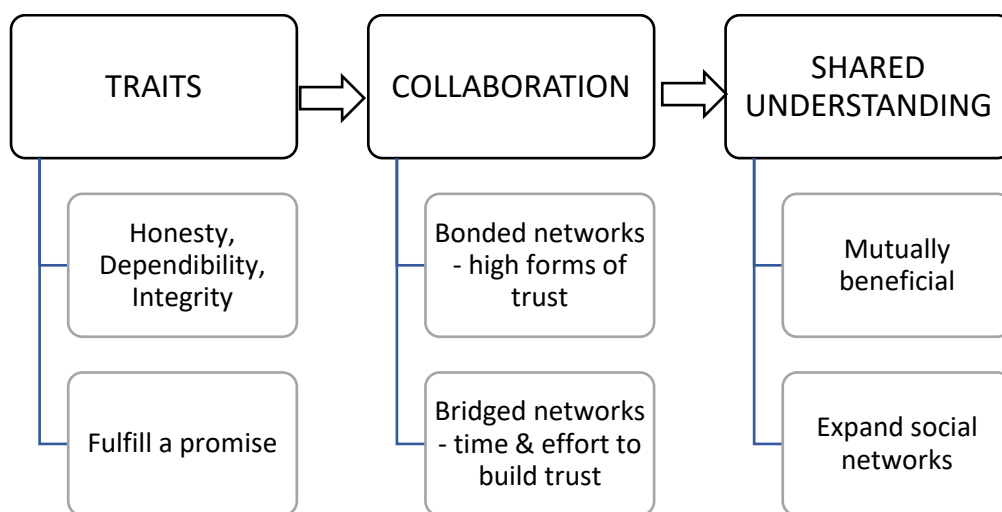


Figure 6.2: **Essentials of creating and sustaining trust**

The essential themes of creating and sustaining trust in relationships, depicted in Figure 6.2, point to three basic elements of being personality traits or qualities, collaboration and share understanding. Displaying traits of honesty, dependability and integrity, is the most essential step in forming trust with others. Collaboration in bonded or familiar network contain high forms of trust due to strong ties. All participants maintained it took time and effort in the pursuance of creating trusted relationships in “bridged” networks because of diversity in the network. Once the traits are displayed and relationships formed, the final element of creating a shared understanding or reciprocity of relationships emerges. Traits, collaboration and share understanding for the creation and sustain of trust in relationships.

6.2.2.3 Discipline through passion

Trust goes hand in hand with discipline as the majority of participants appeared to be aware of the need to be disciplined in their interactions with actors within the network. The characteristics of discipline is having patience and maintaining self-restraint in a consistent manner. One participant recounted that she consistently interacted with a potential supplier in the hope of doing business together. Her disciplined approach and endurance of interacting over a 12-month period eventually paid off, in a moment of need. As depicted in Figure 6.2 above, bridged networks entail time and effort of building relationships. Sull (2014) believes a disciplined attitude benefit entrepreneur’s during uncertainty. Additionally, entrepreneurs should be aware and guard against perceived opportunities that will likely not come into fruition. A lack of discipline could lead to breakdown of a single relation which could spread across the network in quick time. Sull (2014) highlights perceived opportunities is a tricky balance of objectivity and surrender, rather request external advice to make a decision.

Passion is an intense feeling in an activity that is meaningful and is a natural trait in terms of entrepreneurship (Pradhan, Panda & Jena, 2017). All participants voiced the reason for their continuous success thus far was their passion to grow their businesses. All participants were clear on the importance of discipline as a driver of strengthening relationships for mutual benefit. Discipline to behave in an ethical manner to sustain relationships within the network. One participant understood discipline fulfilling her promise by “being a woman of your word.” Similarly, another explained by delivering products on time in full, followed by reaching out to the customer to request feedback on the service was her way on sustaining the relationship. Displaying discipline sends a message that you are reliable. Reliability opens up entrepreneurial possibilities within the network system (Villanueva & Angeles, 2018). Good

habits are formed through discipline and focus. Passion is an inner drive and an emotional response to achieve something. Discipline through passion is likely a recipe for success.

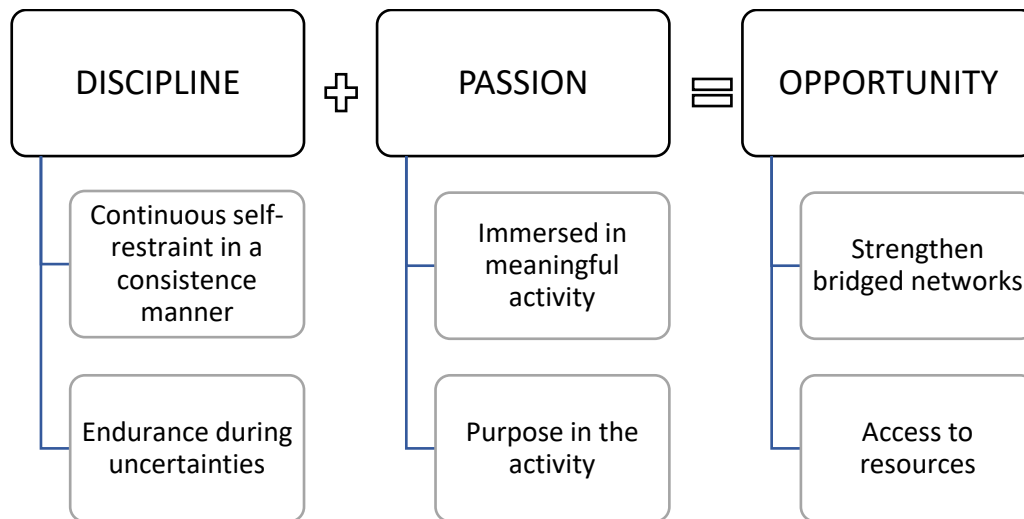


Figure 6.3: **Inner drive that builds networks**

The inner drive that builds networks (Figure 6.3) for entrepreneurs is the passion of doing what one loves by immersing oneself in the activity (Baum & Locke, 2004). This trait was evident in the study when participants spoke passionately about their businesses, and one participant summed it up saying “passion is great, but having discipline is even better.” Passion is an emotion and discipline are the behaviour which manages the emotion. Maintaining self-restraint and patience to pace oneself in the pursuance of the goal is a trait which participants found lead to beneficial opportunities which strengthened networks and access to resources.

6.2.2.4 Adaptability and awareness

Social adaptability entails an individual’s capability to adjust their activities to blend comfortably in any social context (Mair & Marti, 2006). In citing Fukuyama’s 1995 work, Bhandari and Yasunobu (2009) noted that social capital matters to the human development of culture when networking in communities. Being aware of the diverse array of cultures and ability to adapt the manner of communication crucial in strengthening networks.

Ruiu et al., (2017) highlighted the need to create bonds, bridges and linkages that support adaptation in the network. Especially in the context of South Africa where the strength of diversity is being strained by the current economic situation and exacerbated by the racial divide, entrepreneurial women have a key role in helping to bridge these gaps by being

examples of courage to others who would ordinarily be afraid to take up the challenge of entrepreneurship.

In a diverse country like South Africa, women entrepreneurs' faced challenges in gaining the trust of key or influential people particularly in rural communities, since women's skills are less valued in the context of the business world. Two participants, whose businesses are directly related to empowering rural communities, stated that learning and understanding the environment they operate in, was vital to strengthen their networks within that community.

Furthermore, operating in environments where cultural traditions dominate, these participants recalled the need to adjust to "the ways things are done" in the pursuit of long-term relationships, with the intent of benefitting from the embedded resources. An example one participant gave was having to first create a friendship with the wife of the household over a long period, before being introduced to her husband, and it took a while before they saw the benefit doing business together. As illustrated in Figure 6.2, bridged networking requires time and effort. Likewise, another participant said that men in rural communities do not want to hear about the benefits of women's health products for their community. It is "unspoken of" in that society. This participant had to first conjure up the women and the local church in that community to allow her to operate in that environment. Both these experiences convey the importance of demonstrating respect as a method to penetrate the cultural veil.

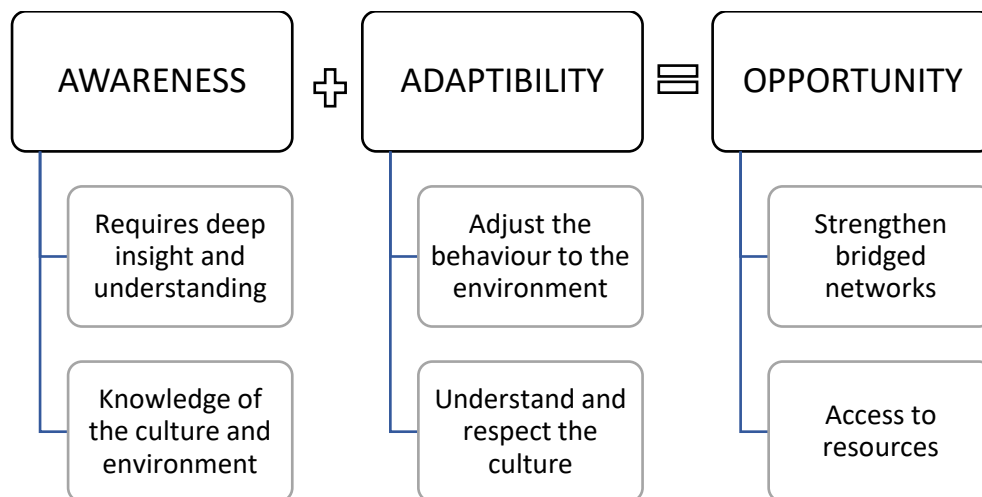


Figure 6.4: **Awareness and Adaptability**

It can be concluded that women entrepreneurs should lead with deep insight and high level of self-awareness. Aware of the environment that she operates in, and making an effort to learn and understand the culture is the first step to creating a relationship. South Africa's diverseness lends itself to operating in an environment that is multifaceted. To build

relationships require women entrepreneurs to constantly adjust her conduct when engaging with actors in various networks. Being aware of the context and adjusting oneself to 'fit in' or adapt one's conduct is likely to generate opportunities (Figure 6.4) that builds relationship thereby strengthening social networks.

6.2.4.5 Perseverance

Hechavarria et al., (2011) highlighted that self-efficacy principles influence an individual's level of motivation. This is reflected in how much effort the individual will exert in their venture, and how long the individual will persevere in the face of obstacles. Perseverance is required by all entrepreneurs. The majority of participants stated that it was challenging for them to create business relationships and gain acceptance the manufacturing sector, one that is primarily male-dominated. In the face of biases and exclusion, through perseverance, they had to dig deep, and rely on their bonded relationship for support. Likewise, perseverance was associated to the current context of the research, that is, in the COVID-19 pandemic. The majority of participants have had to adapt their business activities to circumstances they have not faced before, the survival of their businesses.

Entrepreneurial history rests in male-dominated organisations, which are hard to break into as a woman. The GEM SA reported that cultural norms in South Africa are changing, but not at the rate which can actively to support the growing entrepreneurial spirit of women in society (Bowmaker-Falconer & Herrington, 2020). The effect of women is now even more exposed, for example, customers are more likely to deal with male owned businesses. Perseverance is thus the essential ingredient to succeed as a woman entrepreneur in South Africa. In recounting their entrepreneurial journeys, the participants stated that they had to be tenacious about pursuing their goals even through the many obstacles faced. Quite a few participants gave examples of how they persevered and overcame rejection. In social networks, rejection is part of the journey and by having a strong mindset, "rejection actually makes you stronger because you learn from it." Thus, perseverance and tenacity appeared most natural trait in entrepreneurship, and considered essential characteristics for business development (dos Santos et al., 2019).

The negative impact that the COVID-19 pandemic has had on businesses raised additional challenges for women-owned business during 2020, when this study took place. It has changed the way business is done and there are a lot of unknowns. The majority of participants

businesses was negatively affected by COVID-19. As small business owners, majority having experienced financial and business challenges previously, the entrepreneurial spirit of perseverance kicked in when one participant stated, “we will dig ourselves out of this hole, we've gone through bad times before” alluding to self-efficacy, being the motivation and effort, the individual will exert in their business in the face of obstacles (Hechavarria et al., 2011). Likewise, Baum and Locke (2004) stated that perseverance and tenacity is keeping focused on action-oriented goals and being optimistic, through challenging times.

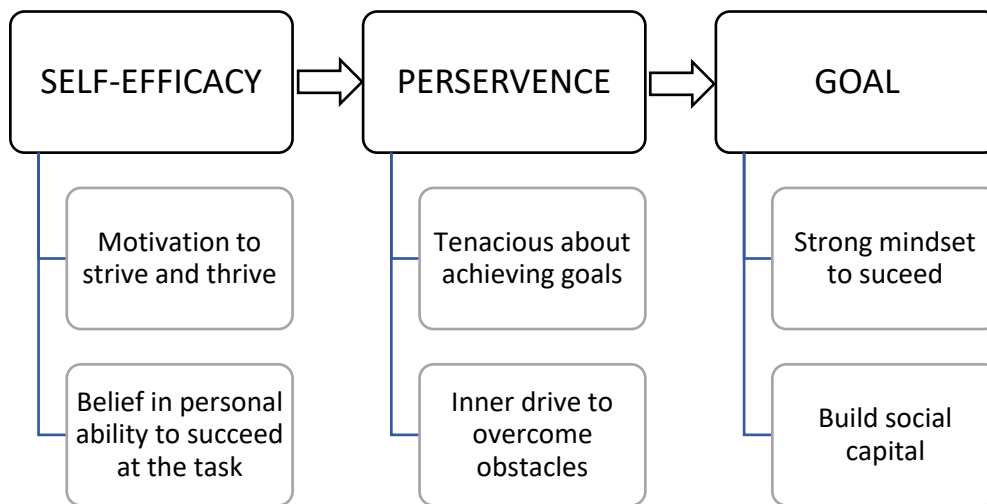


Figure 6.5: **Characteristics to achieving goals**

Perseverance is a natural trait in entrepreneurs as this is the inner driver to want to succeed and achieve goals despite of obstacles. Similarly, self-efficacy is the belief in one’s ability to achieve business goals, coupled with the desire or motivation to reach the goal (Figure 6.5). Due to the many social biases experienced by participants whilst operating in the manufacturing environment, remaining steadfast in the pursuit of exploiting perceived opportunities in the network (Hechavarria et al., 2011) thereby building social capital to attain the goal.

6.2.3 Summary of the discussion of Research Question one

Five aspects related to creating and sustaining social networks were discussed and analysed in relation to Research question one. Engagement and trust were highlighted by as most important aspects of relationships. Characteristics of openness in receiving and approaching people is necessary to unlock possible avenues to attain resources, thereby strengthening networks. In the South African context and for this study, women entrepreneurs need to be

cognisant of culturally diverse environments in which they operate in. Understanding the target market and its culture, and adapting behaviour when interacting with people within that target market, is likely to develop social networks. These personality traits were considered essential characteristics for successful business development.

6.3 Discussion of Results for Research Question two:

What are the social capital barriers and enablers in developing women-owned manufacturing businesses?

Research question two was designed to identify the obstacles and opportunities participants experienced in developing and maintaining relationships valuable to their manufacturing businesses leading to business opportunities. The participants in the research raised barriers and enablers in response to this question around two key areas and that appeared to be lack of opportunity to create relationships with government and the manufacturing industry. Although the participants seemed to predominantly discuss the barriers they experience and touched on enablers when prompted.

6.3.1 Government lack of opportunity to create relationships

Barrier

Women throughout the world face challenges in entering new markets, particularly the sourcing of capital and supportive relationships (Zhu et al., 2019). This is especially true in South Africa where women were historically disadvantaged (Barclay, 2018; Bowmaker-Falconer & Herrington, 2020). Ideas can easily be lost because of the lack of access to networks that can lead to resources required. Women entrepreneurs operating in a patriarchal society also hampers the need to build valuable relationships.

Enabler

Government policy like the Broad-based Black Economic Empowerment (BBBEE) Act and Small Enterprise Development Agency (SEDA) programmes are tailored to support SMMEs businesses, however are not too effective to promote and grow for women's entrepreneurship.

Despite these efforts made by government, the system is not flexible, therefore not built for mothers or women's lifestyles (Getz et al., 2019), whereby women's role in family is central. For women entrepreneurs in particular, family responsibilities can be both a privilege and strain and these responsibilities is one of the factors that renders women less competitive and a primary source of socio-economic inequalities (Pienaar et al., 2018).

Barrier

Frustration often grows in dealing with outside social networks like financial institutions as noted by the majority of participants, and likewise the lack of women-friendly incubators, inclusion in existing business networks and grants, where grants tend to be more suited for advanced technologies and not manufacturing.

The assumption is that government legislation supports entrepreneurs in the form of funding, upskilling and development, however for this research, only four participants recounted having received government support and that was only available once the participants' businesses were proven to be a going concern. As one participant pointed out that government "does not fund ideas." This statement lends itself to data reported by the GEM SA which demonstrates a higher rate of business discontinuance in start-up businesses at 4.9%, compared to 3.5% for established businesses due to lack of support (Bowmaker-Falconer & Herrington, 2020).

Enabler

The government policies aim at investment in entrepreneurship as a known significant driver of economic development and growth especially, amongst women (SEDA 2020; Songling et al., 2018). Although the government does provide for assistance to SMME's in general, the benefits are derived mainly by the organisations owned by youth and young women. These include empowerment programmes, training allowances, and preferential procurement.

Barrier

The argument exists that most often government funds is not consumed and the reasons for this could vary from not enough applications to incorrect completions of applications. Two-thirds of the participants in this research were left deflated having applied for funding, just to be turned away. An example of this is where funding is available from supporting institutions, like government, but the process to apply for these funds are so onerous making it almost impossible to benefit from.

The notion that there are not enough applicants frustrated one participant when she stated that the belief is that "our government has hundreds of skills programmes going on, the

challenge is having access to the skills programmes.” A large proportion of applications are not submitted because individuals due to the onerous nature of applying.

This relationship with government is key to the support of entrepreneurship and small business. This kind of support has the potential to ensure that entrepreneurs and small business are able to sustain themselves and can contribute in a significant way to the economy. Policymakers do not think like SMMEs and programmes are a ‘one size fit all.’ By purposeful and meaningful engagement with women entrepreneurs to get an understanding of how women do business, government could foster more meaningful relationships with women entrepreneurs and tailor their support to their specific needs.

6.3.2 Upskilling and knowledge-sharing

Entrepreneurs in general are role models to other potential entrepreneurs and this applies to women entrepreneurs as a motivator to other women entrepreneurs through women’s forums or mentorships. Upskilling women entrepreneurs and meaningful collaboration to further their own ventures is vital to the growth of this sector to the overall benefit of the national good (Byrne et al., 2019). One participant indicated that because of her participation in a skills programme, she learnt a “new business language,” and these skills assisted her in negotiating and in her business environment.

Although the entrepreneurs may be technically skilled in their area of manufacturing expertise, they may lack supporting skills like finance or human resource management (Bosman & Kelley, 2019). When businesses are at their start-up phase, they typically cannot afford full time resources dedicated to these functions. Meaningful collaboration between corporates and government could support small businesses by creating a pool of individuals that have the necessary training and experience to transfer skills and knowledge to women-owned businesses.

6.3.2 Challenges operating in a male dominated manufacturing sector

South African patriarchal culture still relies heavily on women to play the domestic role and act as primary carer of children (Pienaar et al., 2018). For women entrepreneurs to give the time and energy required for social networking and pursuing business opportunities requires a shift in mindset to one of inclusivity.

Barrier

The participants responses indicated divided opinion on the subject of male domination in the manufacturing sector. On the one hand the manufacturing industry is heavily male-dominated and the main disadvantage may not be discrimination but the fact that the industry has been male-dominated for so long that the relationships that have been established are so entrenched that it is difficult to break into these environments. On the other hand, where women entrepreneurs offer more specialised skills that are in short supply, they appear to have more success as indicated by one participant. The male-dominated view of how businesses should be run, for some women entrepreneurs are off-putting (Bourne, 2016).

The success of South Africa's economic development is severely hampered by the systematic exclusion of women entrepreneurs from the formalised, established industries (Aneke et al., 2017, McClelland et al., 2005). The continued male domination of these industries, especially entrepreneurial enterprises, deprives the industry of skills that women possess like multi-tasking and relationship building (Aneke et al., 2017). The more prominent representation of women-owned small businesses in the less prominent industries such as the service industry and the textile industry has less of a positive impact as these industries have much lower contribution to the economy (Aneke et al., 2017; dos Santos, 2019).

A study undertaken by Chinomona and Maziriri, (2015) suggests female entrepreneurship is more developed in the low-productivity activities and in the informal sector. By intentionally seeking inclusivity, through building relationships and expanding social networks could create value-adding transformation of the manufacturing industry.

Enabler

The real impact for women's social and financial empowerment comes from specialisation (Boserup, 2007; Getz et al., 2019). When given the educational opportunity to gain specialist qualifications, the job market becomes an attractive place for women and provides a lifestyle which is difficult to risk giving up to become an entrepreneur. So, the cycle is perpetuated because the male-dominated industries tend to employ these women with specialised skills which keeps them out of the industry as competitors (Brixiová et al., 2020). Where large businesses take a genuine interest in promoting the inclusion of women-owned businesses in their supply chain, social capital can be accumulated. Two participants were "fortunate" enough to have the support of large business and it was through this support, enabled them to grow their networks.

It is through interventions from the private sector and government, and government regulation that could facilitate the progress of women in the manufacturing industry and drive this sector into procuring products from these businesses. The networks created within industry are invaluable in allowing women-owned businesses to compete in the male-dominated industry. The manufacture or production of large quantities of goods may not be possible for a small entrepreneurial venture but, facilitation of partnerships makes it possible for small companies to compete.

6.3.4 Summary of the discussion of Research Question two

Government should be asking what women entrepreneurs want, rather than subjecting them to what they think they require (Bourne, 2016). Collaboration with government and corporates could assist women entrepreneurs to gain practical knowledge and build relationships with the intention of forming a culture of inclusion in the sector. Support alone is not good enough, but tailor-made support to mitigate the specific challenges if necessary (Aneke et al., 2017). Upskilling women entrepreneurs through collaboration with corporates appeared to be a viable option that could be explored.

6.4 Discussion of Results for Research Question three:

What role have support structures played in women entrepreneur's accumulation of social capital?

The intentions of Research question three was to identify the social support structures in the entrepreneurial ecosystem that assists women to elevate their businesses in all spheres.

6.4.1 Informal support structures

Informal support structure are relationships created between closely bonded people like family and friendships with strong ties. Traditionally as women are expected to homemakers, these low expectations about the societal role of women have kept them in traditional roles regardless of rapid social changes and women's capability to do business (Bourne, 2016).

Many scholars (Gannon & Roberts, 2015; Lee, 2015; Neumeyer et al., 2019) believe family support is one of the reasons why women to choose entrepreneurship as a career. Family support forms the foundation of woman's emotional support. Having a supportive group that understand the vision and experiences is a critical factor that affects emotions, decision-making and social capital. An important factor is due to the lack of support from financial institutions, women entrepreneurs depend on family and friends for financial support (McClelland et al., 2005). Responses from participants clearly illustrated dependence on family and friendships for emotional and financial support (especially at start-up phase) was essential. As business become more established, many participants family become part of the business.

Women entrepreneurs usually find themselves torn between commitment to the family and business and the majority of participants agreed that the balancing of family responsibilities with business commitments is a challenge. Given the nature of women entrepreneurs and the additional role women play in the household, Brannon et al., (2013) highlights that family and business are inextricably intertwined. Family embeddedness impacts on the entrepreneurship process because the family can assist with the valuable resources required for business survival and to maximise efficacy. Another insight from participants is the long-term view to pass on the business to their children. As the investment in the entrepreneurship is at the established stage, with the foundation of bridged relationships and social networks created, it would be the expectation for the children to build onto these social networks for furtherance of the business.

Brush (2006) suggests that women's networks tend to be comprised of individuals who know each other well, like family, friends, and community. Surprisingly, the majority of participants acknowledged the support of employees as bonded networks referring to employees as family, brand ambassadors and people that they cannot do without, alluding to trusting close relationships. This is synonymous in entrepreneurship where the owner works closely with the employees, thereby building strong ties. The extent to which employees are seen as bonded type networks was an unexpected finding and could be further researched.

6.4.2 Formal support structures

Formal support structures are relationships outside the bonded circles; external structures that support entrepreneurship (Neumeyer et al. 2019). Formal structures are guided by policies. For policy to be impactful, the study purports that there needs to be an understanding of how male and female entrepreneurs do business.

6.4.2.1 Support from government

The lifestyle of a women that shares her time between family and business has not been adequately considered by policy makers. Women are the foundation in most family structures, and balancing family responsibilities with business is challenging (Getz et al., 2019). A practical example would be raising children, sometimes as a single parent, whilst pursuing entrepreneurship in a male-dominated environment like manufacturing, coupled with building relationships for business development. South African policy makers have the influence to strengthen the formal structures that support the sustainability and growth of women entrepreneurs. Participants in this research highlighted that access to formal support structures was lacking especially those that are offered by government. Two out of the twelve participants were successful in obtaining support from government in the form of upskilling programmes and referrals. As women entrepreneurs are referred to “untapped economic resources” (Getz et., al 2019, Unnikrishanan & Hanna, 2019), obtaining adequate knowledge through the form of skills development or mentorships is an important support that can lead to the development of relationships (Kaffka et al.,2019).

6.4.2.2 Support from corporates

Similarly, corporate support from the manufacturing sector is equally beneficial to women entrepreneurs in the form of mentorship programmes and business incubators to encourage knowledge transfer (Kaffka et al., 2019). The study acknowledged only two participants being privileged having undergone mentorships with large business which allowed them access further networks which established further relationship and developed their businesses.

Alternately, the study purports that government programmes support owned businesses youth (young women). The main driver to upliftment of women entrepreneurship is the intentional and actionable support private and public sectors to creates a culture that promotes gender inclusion especially in the manufacturing sector. Another option is that women-owned businesses are given the opportunity to work with corporates to gain the experience necessary. But this has to be a regulated structure or attractive offer to corporates because they may not want to undertake this responsibility or see it as being menial tasks.

6.4.2.3 Support from women-only groups

For women, connecting with other women in a group like a women's forum is another type of support structure, relevant to women entrepreneurs. The participants in this study who are members of women's forums spoke well of the benefits such as referrals and emotional support they gained to develop their businesses. However, McAdam et al., (2019) believes that women-only group limits the legitimacy of the entrepreneurs as actors. While participants in this study did not advocate that women's only groups were limiting, some participants whose businesses were over twenty years old expressed that if there is no reciprocal benefit, there is no point being part of the forum. In essence they believed that forums benefit businesses that are in start-up phases or those moving into alternative spaces.

6.4.2.4 Social media support

The study introduced social media as a new concept and empirical construct to complement face-to-face social capital. Social media is recognised as a support structure and was the survival platform for all participants during the COVID-19 pandemic. The virtual relationships created through these engagements allowed access to a broader spectrum of communities through digital platforms and individuals derived value embedded in these ties (Park et al., 2017). Very often through social media networks are expanded and the relationship transcends to an offline connectedness (de Zúñiga et al., 2016).

Trust is a currency for networks and therefore social capital. Although social media is reliable in terms of instant information, society have started to see the erosion of trust in information and data being shared. In citing a study undertaken by Porter, Anderson and Nhotsavang in (2015) concluded that social media sources are least credible and personal contacts most reliable and trustworthy in exploring opportunities (Park et al., 2018). Therefore, in building valuable relationships trust is achieved when there is commitment and intimacy in the social interaction (Mpanje et al., 2018).

6.4.3 Summary of the discussion of Research Question three

The research described informal structures as those most effective being the family structure and formal structures such as government, corporates, women-only forums and social media. These structures support women entrepreneurs' development and is a source for social

networking. Government support structures for women entrepreneurs are currently ineffective suggesting policy makers engage with women to understand her challenges in her entrepreneurship. Support from corporates was most effective type in the formal structure, however requires a push towards transforming in the manufacturing sector to support women-owned business. Forums are effective for women entrepreneurs only if the relationship is reciprocated. The study also described alternate social support structures that could likely further advance women entrepreneurship development. The study described social media as a growing and popular medium to conduct social and business relationships which accelerated during the COVID-19 pandemic, the context in which this study took place. Social media extends into an array of networks and could potentially be the fastest way of accumulating social capital, as information is available immediately or referrals can be made quickly. However, the notion of trust in within this form of support structure is unexplored.

6.5 Discussion of Results for Research Question 4:

How have women entrepreneurs developed in their entrepreneurship journey and the role of social capital in this journey?

The aim of Research question four was to allow participants to reflect on their entrepreneurial journey thus far and offer insights into the role of social capital played in the development of their businesses.

6.5.1 Forms of networking

Relationship building is the most natural thing to do as an entrepreneur (Lee, 2015). As the nature of entrepreneurship is a difficult and challenging journey, respondents agreed that the more forms of networks they have built, the more success they have had with their businesses. The study signifies that strategic networking is an important element which creates social capital. Therefore, entrepreneurs must be intentional about the way they network (McAlister, 2017). Networking is an essential part of business development (Huse, 2014). Women entrepreneurs operating in the manufacturing sector have a responsibility to network in the most effective way possible for their particular business.

One way of creating networks is building relationships with influential people to access to information (Lang & Ramírez, 2017). One participant recounted how in dealing with rural

communities, where there are high barriers of entry due to her femininity, and in order to create a relationship with the women of that community, she sought the local church to act as an agent and established a relationship with community members. Authors are of the opinion that churches can play an important role in “bridge-building” by facilitating interchange between businesses and communities (Nieman, 2006).

An opinion from Ham (2019), suggests that women tend to fall victim to self-imposed barriers, including gendered modesty, the tendency to undersell their value and strengths and reluctance to leverage their connections. That is why it is invaluable for women to network with like-minded individuals to benefit from embedded resources. Through sharing experiences priceless support systems are created which was evident in this study in the form of women’s forums and business incubators offered through corporates. This enables bridges to form outside of established bonds but without the constraints of gender bias or exclusion. However, if networking occurs with the same circle of people, like those within bonded networks, little added benefits are attained (Neumeyer et al., 2019). Branching business into an unknown pool of people is important for the entrepreneur to grow and sustain themselves. Social media platforms provide an unknown area to explore new opportunities for connection and networking as was evident by many participants experience especially in the COVID-19 era. This could fundamentally contribute an added dimension to the understanding of social capital in future studies.

6.5.2 Learning and upskilling

Women entrepreneurs face many challenges that impact on the performance of their businesses, however lack of access to finance and lack of access to opportunities were more profound. Participants rose above these challenges through being adaptable to the situation. Adaptability was mentioned by most the participants as a key trait for an entrepreneur, especially operating in a manufacturing environment, where male-domination was profound. Private and public sector support lends itself to creating an environment for learning and development, as was evident by those participants that had the opportunity to enter into mentorship and business incubator programmes (Kaffka et al., 2019). Bourne (2016) suggested mentoring is the preferred style of upskilling as this entails a long- term relationship. Pursuing strategic relationships to obtain the optimal benefit is vital for business development. The entrepreneurship journey was one of many “learnings” and participants grew personally by developing stronger character traits as discussed in 6.2.2, coupled with strengthened social networks through the process of learning and upskilling. Learning and upskilling programmes

and policies focused on women-owned manufacturing businesses is necessary to create inclusivity in the sector. Inclusivity is likely to create high linkages into manufacturing social networks.

6.5.3 Summary of the discussion of Research Question four

Entrepreneurship is a journey of lessons learnt, which ties back to the intent of networking. Through sharing experiences beneficial support systems are developed. Networking with like-minded people appears to draw the resources that can benefit business (Mpanje et al., 2018; Payne et al., 2015). However, bridging into networks beyond those who are like-minded is essential, particularly in the manufacturing sector where the predominance of women is limited. Personal upskilling through mentorship and business incubators was deemed one of the most productive ways of achieving this by participants.

6.6 Conclusion on discussion of findings

Five constructs, being initiating engagement; creating trust; perseverance; discipline through passion and adaptability and awareness, related to the first research question on creating and sustaining social networks was discussed and analysed in this chapter. Engagement and trust were highlighted by as most important aspects of relationships. These personality traits were considered essential characteristics for relationship building and for business development.

The study brought to light that government support structures are not effective enough support structures to support women-owned business in the pursuit of social capital. In certain instances, unfulfilled expectations of government support were, in fact a barrier due to the wasted time and energy invested. Bourne (2016) asserts that governments should be asking what women entrepreneurs want, rather than subjecting them to what they think they require which is supported by this study. Collaboration with both government and manufacturing corporates which support women entrepreneurs is needed in gaining practical knowledge and building relationships is a necessity to develop a culture of inclusivity in the sector.

The study described a number of social support structures, including family, government, corporates and women-only forums structures that benefited women entrepreneurs' businesses. The study also described alternate social support structures that could likely further advance women entrepreneurship development. The study introduced social media as

another potential medium to conduct business relationships which needs to be further explored and included in the theory building.

In developing their entrepreneurship journey, upskilling and reflections on lessons learnt are critical as is the intent of networking. Through sharing experiences priceless support systems are developed. Social networks can provide support in many forms, and social capital is only developed by women entrepreneurs which ensure the growth and sustainability of their businesses.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

The objective of this research was to explore the concept of how women entrepreneurs from the manufacturing sector accumulate social capital to develop their businesses. The research problem stated that limited access to social networks and social barriers are still evident, and how these experiences shaped women entrepreneurial trends. Social capital is a relatively old term in the study of Sociology and refers to the collectivism of a network in contrast to individualism in the quest for economic benefit (Gannon & Roberts, 2020).

Statistics according to GEM SA (2020) indicated a growing trend of women entering the entrepreneurship field, in South Africa (Bowmaker-Falconer & Herrington, 2020). Likewise, WEF (2019) claimed African women entrepreneurs are viewed as an 'untapped economic force.' Whilst there appears to be positive move in the entrepreneurial ecosystem for women, social inclusion and access to resources are restricted.

In order to understand the concept of social capital and how it has contributed to the development of women-owned businesses, the researcher undertook an inductive qualitative study of women entrepreneurs through interviews (Chapter 5) based on questions derived from various themes that presented itself through the literature review (Chapter 2). Data analysis was undertaken in Chapter 6, and concluded with a model, that provided a visual display to foster an understanding of the data.

7.2 Principal findings

The principal findings relate to the drivers of relationship building, support structures and networks, which could be affected as a result of how social capital is accumulated. Having considered the data and the inputs by the participants, the researcher proposes women entrepreneurs who intend growing the businesses, consider the proposed Social Capital Accumulation framework illustrated in Figure 7.1 below.

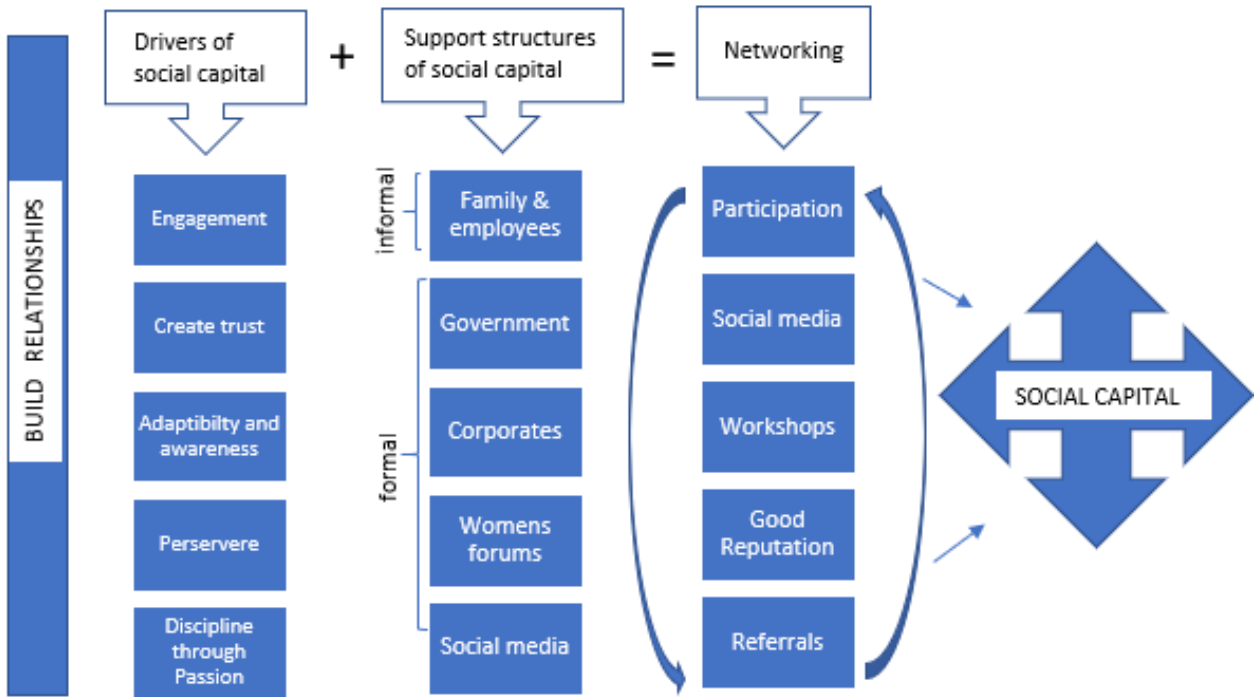


Figure 7.1: Proposed Social Capital Accumulation Framework

The proposed Social Capital Accumulation framework (Figure 7.1), was informed by the insights based on findings, and aligned with theory as per literature review. Key findings attest that building relationships with embedded resources is the basis in the creation of social capital as indicated by the participants.

7.2.1 Drivers of social capital

The study found that one of the fundamental principles of building relationships are the initial influences that drives social capital. These drivers are a fusion of initiating engagement with others, creating trust, being adaptable and awareness of the connections in the environment, perseverance and discipline through passion.

Engaging with people was identified as the seed of creating trust required for identifying opportunities to develop relationships for mutual benefit. Participants confirmed the importance of being particularly aware of one's behaviour when developing business relationships, stressing the need to be highly adaptive to changes in that environment, as was experienced during the COVID-19 pandemic, the context in which this study took place. The participants further highlighted great challenges operating in the manufacturing industry,

mainly because it is vastly male-dominated. To overcome some of these challenges, 'perseverance' resonated amongst the participants as a natural entrepreneurial trait that influenced building relationships. Having the discipline to overcome these challenges, led participants to remain focus on the relationships, with the mindset of obtaining the resources, that are vital to developing their businesses.

7.2.2 Support structures of social capital

The study highlighted that if support structures are interactive and collaborative, it may lead to reciprocity which allows women the opportunities to access resources. It was identified that structural relations through informal and formal support created networks that influences the accumulation of social capital.

Informal structures were described as closely bonded relationships like family and friends and this was identified as the basis of relationships where women entrepreneurs initially draw emotional and financial support. Surprisingly employees were acknowledged as bonded relationships by participants. This is synonymous in entrepreneurship where the owner works closely with the employees, thereby building strong ties relationships.

Formal structures were identified as structural relationships created outside the bonded circles consisting of government, corporates, women forum and social media. These relationships are predominately the association that kickstarts the journey by creating networks. Bridges are built through various sources such as mentorship, upskilling programmes, forums, business incubators and policies. Bridges develops linkages to additional environments that forms into networks, as depicted in Figure 7.1

7.2.3 Continuous cycle of networking

Drivers of social capital plus support structures gives rise to networking. The continuous cycle of networking through participation leads to exposure into various platforms, thereby increasing social capital. The framework shows by continually being pro-active in networking and creating associations, will lead to one deriving resources, thereby accumulating social capital. Being honest in business still remains a fundamental to successful relationships and social capital could stem from many directions such as participation in social networks, referrals, social media platforms and by maintaining a good reputation. Though, no evidence was found that suggested that social capital involved the development of a single activity from

participants; the capital was primarily derived from human interaction that took place through public and private support networks, assisting women entrepreneurs to develop their businesses.

7.2.4 Summary of the Social Capital Accumulation framework

It can therefore be deduced that social capital primarily involves human interaction, support structures and networking as per the endogenous framework to develop businesses.

7.3 Outcomes of the study

This study has provided insights into the accumulation of social capital. It highlighted a few practical actions for women entrepreneurs to improve their networks and relationship building skills, to positively impact business growth.

Chapter One briefly discussed the role of social capital in developing women entrepreneurship as an essential vehicle required for economic growth. High unemployment coupled with an environment that promoted entrepreneurship was found to be a force that encouraged women-owned manufacturing businesses.

Whilst government transformational policies and programmes created an environment for gender inclusion in entrepreneurship, establishing relationships to create partnerships that is mutually beneficial, presented a challenge and potentially limiting growth of women entrepreneurs in manufacturing through unrealised expectations.

The substance of social capital in this context was establishing valuable relationship through engagement and trust. Women conduct business differently than men. The emotional support from close bonded relationships like family is vital for a woman's sustenance in doing business.

This study showed that women entrepreneurs usually encountered great difficulties when attempting to access critical resources, which they believe are vital for their development. Resources such as additional knowledge, valuable information on the decision-making process, business-related skills, advice and criticism. Access to these resources are vital to mitigate the challenge of financial literacy, management and marketing training and skills, and thus foster the performance of their businesses. Exploiting opportunities to enable strategic relationships often emanated from participation in networks. Networking was found to be the key driver that accumulated social capital.

7.4 Implications for women entrepreneurs

Women conduct business differently to men and the implications to create a conducive environment for women entrepreneurs to develop social capital which is beneficial to their businesses are as follows:

- 7.4.1 Manufacturing focused training programmes should include a basic understanding of the manufacturing sector and networking skills as well as other significant skills based on the needs identified by women entrepreneurs themselves. The trainings should form networking activities that is of crucial importance and building blocks for the development of social capital.
- 7.4.2 Government support is imperative in uplifting women-owned businesses. There appears to be a mismatch in having used a business model fit for male entrepreneurs' lifestyle and utilising the same for female entrepreneurs. For support to be effective, government should be asking right questions by engaging with women entrepreneurs and develop policies that caters for start-up business and established women-owned businesses.
- 7.4.3 A concerted effort to should be made to move businesses from informal to formal sectors. Government should consider easing the current bureaucracy that impede formalising businesses. Creating simple policies and the ease of accessing a 'one-stop shop' in formalising businesses for women entrepreneurs.
- 7.4.4 To encourage gender inclusion in the manufacturing sector, government should consider introducing tax benefits to organisations that purposefully mentor and uplift women-owned businesses for extended periods.
- 7.4.5 Women's forums that focus on manufacturing specifically would be beneficial, as well as manufacturing entrepreneurship forums that promote community where representation of gender, race and age of businesses could be incorporated. Forums should help to create bridges through liaising with other forums locally and globally. To bridge the divide between public and private sectors, forums should have ease of access to government departments to build mutual benefits.

7.5 Limitations of the Research

The explorative nature of this qualitative study limits the generalisability to other contexts and industries. Additional limitations that were identified are as follows:

- 7.5.1 The research sample represents a small fraction of the total research population in KZN. Hence, this sample cannot be generalised for all women entrepreneurs in the manufacturing industry within KZN, therefore geographical bias may have influenced the data.
- 7.5.2 Diversity from the research sample was not attained. As racial bias was identified as one of the barriers that limited access to resources, an invitation was extended to a population representing women from the Coloured community. All the preferential subjects from this community were unwilling to participate in this study.
- 7.5.3 Majority of interviews happened online. COVID-19 pandemic laws require members of society to socially distance, therefore the interviews may have lacked the intensity to exploit different points and the personal interaction that creates a sensitive atmosphere.

7.6 Recommendations for future research

There is little empirical evidence on social capital development of women entrepreneurs in the manufacturing sector. Based on the insights gained from this study, the following are suggestions for future research:

- 7.6.1 Further research into the accessing of government funding for women entrepreneurs
- 7.6.2 The contribution that social media has had for women entrepreneurs in accumulating social capital in the COVID-19 era.
- 7.6.3 Perceived discrimination within government support structures for women entrepreneurs based on racial bias and age bias.
- 7.6.4 Misalignment between government support structures and barriers that limits access to these structures for women entrepreneurs.
- 7.6.5 Determinants of innovative concepts for manufacturing.

- 7.6.6 An investigation into skills development programmes offered by corporates to women-owned manufacturing businesses and the impact on the business thereof.
- 7.6.7 Transforming cultural and societal mindsets towards recognising women entrepreneurs as agents of business development.
- 7.6.8 The role of social media in social networking for women entrepreneurs and the implications for social capital theory

7.7 Conclusion

This research study aimed at understanding women entrepreneurs' experiences using social capital in developing their manufacturing business through the following research questions.

Research question one: How are networks born and sustained in established women-owned manufacturing businesses?

Research question two: What are the social capital barriers and enablers in developing women-owned manufacturing businesses?

Research question three: What role have support structures played in women entrepreneur's accumulation of social capital?

Research question four: How have women entrepreneurs developed in their entrepreneurship journey and the role of social capital in this journey?

The study followed a qualitative research methodology. Twelve women entrepreneurs from established business were interviewed to understand their experiences in using social capital in developing their manufacturing businesses.

The key findings of the study identified that building relationships through engagement is the seed of creating trust which is a critical driver for social capital, along with awareness of context and adaptability, perseverance in the face of male domination and passion with discipline. The study recognised that women entrepreneurs rely on bonded relationships such as family and friends, as a safety net in sustaining their businesses. Employees are also considered a valuable bonded relationship by women entrepreneurs in the manufacturing sector. Bridging relationships into external networks was high amongst women entrepreneurs, largely through networking and forums that have a reciprocal benefit and support structures such as corporate mentorship or skills development opportunities. Bridging interconnectedness creates loyalty that sustains relationships with embedded resources such as access to market and mentorship support.

The barriers to developing relationships for women entrepreneurs was most notably time investment or faith in government opportunities that did not yield any results, exclusion from male-dominated industries and women's forums which do not offer any tangible business benefits to women entrepreneurs manufacturing sector.

The study highlights the need to promote cultural and societal transformation which requires a shift in mindset toward women entrepreneurs and to recognise their capabilities as active market players. The literature that highlights the experiences of women manufacturers in the South African context, is scarce. This study has demonstrated the need to continue to understand the world of the women entrepreneur from the perspective of these women themselves. This understanding could reveal more effective methods to better promote the development of women owned businesses, with social capital being a critical component for their success and sustainability.

CHAPTER 8: REFERENCES

- Aaltio, I., Kyrö, P., & Sundin, E. (2008). Introduction. Women entrepreneurs-creators and creations of social capital. *Women, Entrepreneurship and Social Capital: A Dialogue and Construction*.
- Aguinis, H., Ansari, M. A., Jayasingam, S.& Aafaqi, R. (2008). Perceived entrepreneurial success and social power. *Management Research*,6(2),121-137.Doi: 10.2753/JMR153 6-5433060204.
- Allen, M. (2017). *The sage encyclopedia of communication research methods* (Vols. 1-4). Thousand Oaks, CA: SAGE Publications, Inc [doi: 10.4135/9781483381411](https://doi.org/10.4135/9781483381411)
- Amoah, P. A. (2017). Social capital, health literacy, and access to healthcare: A study among rural and urban populations in Ghana (Doctor's thesis, Lingnan University, Hong Kong). Retrieved from http://commons.ln.edu.hk/soc_etd/41/
- Andriani, L. (2013). Social capital: A road map of theoretical frameworks and empirical limitations. Birkbeck College, University of London. *ISSN 2052 – 0581*.
- Andriani, L., & Christoforou, A. (2016). Social capital: a roadmap of theoretical and empirical contributions and limitations. *Journal of Economic Issues* 50 (1), pp. 4-22. *ISSN 0021-3624*.
- Aneke, E. O., Derera, E., & Bomani, M. (2017). An exploratory study of challenges faced by women entrepreneurs in the construction industry in South Africa. *International Journal of Business and Management Studies*, 9(2), 35-51.
- Autio, E., & Rannikko, H. (2016). Retaining winners: Can policy boost high-growth entrepreneurship? *Research policy*, 45(1), 42-55.
- Barclay, L. (2018). Rise of the machines: Friend or foe for female blue-collar workers? In A. Bosch (Ed.), *South African Board for People Practices Women's Report 2018* (1), 6. Rosebank, South Africa: SABPP.
- Baum, J. R., & Locke, E. A. (2004). The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth. *Journal of applied psychology*, 89(4), 587.
- Bhandari, H., & Yasunobu, K. (2009). What is social capital? A comprehensive review of the concept. *Asian Journal of Social Science*, 37(3), 480-510.

- Boserup, E. (2007). Woman's role in economic development. *Earthscan*.
- Bosma, N., Hill, S., Ionescu-Somers, A., Kelley, D., Levie, J., & Tarnawa, A. (2020). *Global Entrepreneurship Monitor Global Report 2019/2020*. March 2020. Publisher: Global Entrepreneurship Research Association, London Business School. ISBN: 978-1-9160178-3-2
- Bourne, T. (2016). Researching the entrepreneurial journeys, barriers and drivers of women portfolio entrepreneurs. Doctoral dissertation, *Sheffield Hallam University*
- Bowmaker-Falconer, A., & Herrington, M. (2020). Global Entrepreneurship Monitor South Africa (GEM SA) 2019/2020 report: Igniting start-ups for economic growth and social change. Cape Town: University of Stellenbosch Business School.
- Brandes, U., Freeman, L. C., & Wagner, D. (2013). Social networks (pp. 805-839)
- Brixiová, Z., Kangoye, T. & Said, M. (2020). Training, human capital, and gender gaps in entrepreneurial performance. *Economic modelling*, 85, 367-380.
- Brush, C. G., de Bruin, A., & Welter, F. (2009). A gender-aware framework for women's entrepreneurship. *International Journal of Gender and Entrepreneurship*, 1, 8–24.
- Carter, S., & Marlow, S. (2006). Female entrepreneurship: theoretical perspectives and empirical evidence. In *Female Entrepreneurship* (pp. 27-52). Routledge.
- 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 (IBER)*, 14, 835-850.
- Collins English Dictionary. (2012). Complete and unabridged 2012 digital edition © William Collins Sons & Co. Ltd. 1979, 1986 © HarperCollins. <https://www.dictionary.com/>
- De Camargo Fiorini, P., Seles, B. M. R. P., Jabbour, C. J. C., Mariano, E. B., & de Sousa Jabbour, A. B. L. (2018). Management theory and big data literature: From a review to a research agenda. *International Journal of Information Management*, 43, 112-129. <https://doi.org/10.1016/j.ijinfomgt.2018.07.005>
- De Carolis, D. M., Litzky, B. E., & Eddleston, K. A. (2009). Why Networks Enhance the Progress of New Venture Creation: The Influence of Social Capital and Cognition. *Entrepreneurship Theory and Practice*, 33(2), 527–545. <https://doi.org/10.1111/J.1540-6520.2009.00302.X>

- de Zúñiga, H. G., Barnidge, M. & Scherman, A. (2016). Social Media Social Capital, Offline Social Capital, and Citizenship: Exploring Asymmetrical Social Capital Effects, *Political Communication*, DOI: [10.1080/10584609.2016.1227000](https://doi.org/10.1080/10584609.2016.1227000)
- dos Santos, V. F., Morais, G. M., de Araújo Ribeiro, F. F., & Jardim, D. (2019). Female Entrepreneurship: Evolution, Current Challenges, and Future Prospects. *International Journal of Business Administration*, 10(5).24. DOI: [10.5430/ijba.v10n5p24](https://doi.org/10.5430/ijba.v10n5p24)
- Elam, A. B., Brush, C.G., Greene, P.G., Baumer, B., Dean, M. & Heavlow, R. (2019). *Women Entrepreneurship Report 2018/2019. Global Entrepreneurship Monitor*. Published by the Global Entrepreneurship Research Association, London Business School.
- Faggio, G., & Silva, O. (2014). Self-employment and entrepreneurship in urban and rural labour markets. *Journal of Urban Economics*, 84, 67-85
- Fedderke, J., De Kadt, R., & Luiz, J. (1999). Economic Growth and Social Capital: A Critical Reflection. *Theory and Society*, 28(5), 709-745. Retrieved February 19, 2021, from <http://www.jstor.org/stable/3108590>
- Fernández Robin, C., Santander Astorga, P., & Yáñez Martínez, D. (2017). Entrepreneurial constraints on women in Chile: an empirical approach. *Dimensión Empresarial*, 15(2), 57-72. DOI:<http://dx.doi.org/10.15665/rde.v15i2.969>
- Gannon, B. & Roberts, J. (2020). Social capital: exploring the theory and empirical divide. *Empirical Economics*, 58, 899-919.
- Gaye, D. (2018, November 29). Female entrepreneurs: the future of the African continent. *The World Bank*. Retrieved from: <https://www.worldbank.org/>
- Getz, D., Shacham, O. K., & Klein, R. (2019). Women in Technological and Scientific Entrepreneurship: Encouraging Women's Entrepreneurship at the Technion and Beyond. *Samuel Neaman Institute*.
- Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*. 18(1), 24. <https://doi.org/10.1177/1525822X05279903>
- Ham, N. (2019). Networking: The most important thing women should do for their careers but aren't. *Entrepreneurship South Africa*.
- Hechavarria, D., Renko, M., & Matthews, C. (2012). The nascent entrepreneurship hub: Goals, entrepreneurial self-efficacy and start-up outcomes. *Small Business Economics - Small Bus Econ*. 39. 1-17. 10.1007/s11187-011-9355-2.

- Herrington, M. & Kew, P. (2018). Global Entrepreneurship Monitor (GEM). Is there a change in attitude towards the small and medium business sector in South African 2017/2018? <https://www.gemconsortium.org/file/open>
- Hoogendoorn, B. (2011). Social entrepreneurship in the modern economy: Warm glow, cold feet ERIM Report Series Reference No. ERS-2011-016-ORG
- Irene, B. N. (2017). Women entrepreneurship in South Africa: Understanding the role of competencies in business success. *The Southern African Journal of Entrepreneurship and Small Business Management*, 9(1), 1-9.
- Khan, F. (2006). The clash of economic interest: BEE's and the exclusion of emerging SMME's in KZN. *Alternation*, 13(2), 100-116.
- Kinnear, L., & Ortlepp, K. (2016). Emerging models of power among South African women business leaders. *SA Journal of Industrial Psychology*, 42(1), 1-11. ISSN: (Online) 2071-0763
- Koolman, G. (1971). Say's Conception of the Role of the Entrepreneur. *Economica*, 38(151), new series, 269-286. [doi:10.2307/2552843](https://doi.org/10.2307/2552843)
- Lang, T. & Ramírez, R. (2017). Building new social capital with scenario planning. *Technological forecasting and social change*, 124, 51-65.
- Lee, W. J. (2015). Social capital as a source of business advantages for a woman entrepreneur in the context of small-size business. *Asian Social Science*, 11(12), 155.
- Lucky, E. O., & Olusegun, A. I. (2012). Is small and medium enterprises (SMEs) an entrepreneurship? *International Journal of Academic Research in Business and Social Sciences*, 2(1), 487-496.
- Magigaba, M. F., & Jili, N. N. (2019). Using entrepreneurial networks in enhancing the growth of women-owned businesses in KwaZulu-Natal, South Africa. *Ubuntu: Journal of Conflict and Social Transformation*, 8(2), 93-111.
- Mair, J., & Marti, L. I. (2006). Social Entrepreneurship Research: A Source of Explanation, Prediction, and Delight. *Journal of World Business*. 41. 36-44. 10.1016/j.jwb.2005.09.002.
- Makofane, T. B. (2019). The role of business networking on female entrepreneurial success (Doctoral dissertation, University of Pretoria).

- Mandipaka, F. (2014). Overview of Women Entrepreneurs in South Africa. *Mediterranean Journal of Social Sciences*. 5. 127-130. [DOI 10.5901/mjss.2014.v5n9p127.0](https://doi.org/10.5901/mjss.2014.v5n9p127.0)
- Mastercard Index of Women Entrepreneurs (MIWE) (2019). [Online]. Mastercard Index of Women Entrepreneurs. <https://www.mastercard.com/entrepreneurs-2019>. [Accessed 28 February 2021].
- McAdam, M. (2012). *Female Entrepreneurship* (1st ed.). Routledge. <https://doi.org/10.4324/9780203075487>
- McAdam, M., Harrison, R. T., & Leitch, C. M. (2019). Stories from the field: Women's networking as gender capital in entrepreneurial ecosystems. *Small Business Economics*, 53(2), 459-474. <https://doi.org/10.1007/s11187-018-9995-6>
- McAlister, M. (2017). *Women in entrepreneurship and corporate business: A qualitative study of first-generation businesswomen*. Georgia State University. <https://scholarworks.gsu.edu>
- McClelland, E., Swail, J., Bell, J., & Ibbotson, P. (2005). Following the pathway of female entrepreneurs. *International journal of entrepreneurial behaviour & research*. ISSN: 1355-2554
- Merriam, S. B. (2009). *Qualitative Research. A guide to design and implementation revised and expanded from Qualitative Research and Case Study Applications in Education*. ISBN 978-0-470-28354-7
- Merriam, S. B., & Tisdell, E. J. (2016). *Qualitative research: A guide to design and implementation (Fourth)*. <https://doi.org/10.1177/0741713616671930>
- Meunier, F., Krylova, Y., & Ramalho, R. (2017). Women's entrepreneurship: how to measure the gap between new female and male entrepreneurs? *The World Bank*.
- Mozumdar, L., & Farid, K. S., & Sarma, P. (2017). Relevance of social capital in women's business performance in Bangladesh. *Journal of the Bangladesh Agricultural University*. 15. 87-94. [10.3329/jbau.v15i1.33533](https://doi.org/10.3329/jbau.v15i1.33533)
- Mpanje, D., Gibbons, P. & McDermott, R. (2018). Social capital in vulnerable urban settings: an analytical framework. *Journal of International Humanitarian Action* 3, 4. <https://doi.org/10.1186/s41018-018-0032-9>
- Neumeyer, X., Santos, S. C., Caetano, A., & Kalbfleisch, P. (2019). Entrepreneurship ecosystems and women entrepreneurs: a social capital and network approach. *Small Business Economics*, 53(2), 475-489. <https://doi.org/10.1007/s11187-018-9996-5>

- Nieman, A. (2006). Social Work/Maatskaplike Werk 2006:42(2). *Social work journals*.
<http://dx.doi.org/10.15270/42-2-309>
- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 16(1), 1609406917733847.
- OECD (Organisation for Economic Co-operation and Development). (2016). *Entrepreneurship at a Glance 2016*, OECD Publishing, Paris.
http://dx.doi.org/10.1787/entrepreneur_aag-2016
- Okyere, F. (2017). Relationship between Entrepreneurship and Small, Medium and Micro Enterprises (SMMEs): A Literature Review. 5. *The International Journal of Business and Management (ISSN 2321–8916)*.
- Osuji, L. O. & Chukwuanu, M. A. (2007). Gender and International Business: A Comparative Analysis of Challenges Confronting American and South African Business Women. *Journal of Midwest International Business Research Volume XXI*.
- Park, E., Rishika, R., Janakiraman, R., Houston, M. B. & Yoo, B. (2018). Social dollars in online communities: The effect of product, user, and network characteristics. *Journal of Marketing*, 82, 93-114.
- Park, J. Y., Sung, C. S., & Im, I. (2017). Does social media use influence entrepreneurial opportunity? A review of its moderating role. *Sustainability*, 9(9), 1593;
<https://doi.org/10.3390/su9091593>
- Payne, G. T. Moore, C. B., Griffis, S. E., & Autry, C. W. (2011). Multilevel Challenges and Opportunities in Social Capital Research. *Journal of Management*, 37(2), 491–520.
<https://doi.org/10.1177/0149206310372413>
- Pienaar, H., Naidoo, P. & Malope, L. (2018). Labour law and the trial and tribulations of women blue-collar workers. In A. Bosch (Ed.), *South African Board for People Practices Women's Report 2018 (5)*, 29-31. Rosebank, South Africa: SABPP.
- Pradhan, R. K., Panda, P., & Jena, L. K. (2017). Purpose, passion, and performance at the workplace: Exploring the nature, structure, and relationship. *The Psychologist-Manager Journal*, 20(4) 222–245. <https://doi.org/10.1037/mgr0000059>
- Priya, K. S. (2019). Dynamic constraints faced by women entrepreneurs. *International Journal for Research Trends and Innovation*, 4, (1), 107-111. ISSN: 2456-3315

- Pollack, S. (2012). What exactly is business development. *Forbes*. Retrieved March 11, 2021, from www.forbes.com: <https://www.forbes.com/sites/scottpollack/2012/03/21>
- Pomeroy, R. & Bruce-Lockhart, A. (2019). 'This is Africa's century' - what we learned at the World Economic Forum in Cape Town 2019. *World Economic Forum*. <https://www.weforum.org/>
- Raman, K., Anantharaman, R. N. & Jayasingam, S. (2008). Motivational factors affecting entrepreneurial decision: A comparison between Malaysian women entrepreneurs and women non entrepreneurs. *Communications of the IBIMA*, 2(12), 85-89.
- Rawhouser, H., Villanueva J., & Newbert, S. (2017). "Strategies and Tools for Entrepreneurial Resource Access: A Cross-Disciplinary Review and Typology. *International Journal of Management Reviews*. 19. 473-491. DOI 10.1111/ijmr.12105.
- Reines, R. (2018). Why women hold the key to Africa's future. *World Economic Forum*. 19 March 2018. <https://www.weforum.org/>
- Romo, Z. F. G., Medina, I. G. & Romero, N. P. (2017). Storytelling and social networking as tools for digital and mobile marketing of luxury fashion brands. *International Journal Interactive and Mobile Technologies*, 11, 136-149.
- Roomi, M. A. (2009). Impact of social capital development and use in the growth process of women-owned firms. *Journal of Enterprising Culture (JEC)*. 17. 473-495. DOI [10.1142/S0218495809000436](https://doi.org/10.1142/S0218495809000436).
- Ruiu, M. L., Seddaiu, G., & Roggero, P. P. (2017). Developing adaptive responses to contextual changes for sustainable agricultural management: The role of social capital in the Arborea district (Sardinia, Italy). *Journal of Rural Studies*, 49, 162-170. <https://doi.org/10.1016/j.jrurstud.2016.11.017>
- Sangolagi, K., & Alagawadi, M. (2016). Women entrepreneurs. *International Small Business Journal: Researching Entrepreneurship*, 3(1), 173-192.
- Sánchez-García, J. C., Vargas-Morúa, G., & Hernández-Sánchez, B. R. (2018). Entrepreneurs' Well-Being: A Bibliometric Review. *Frontiers in Psychology*, 9, 1696. <https://doi.org/10.3389/fpsyg.2018.01696>
- SEDA, (2020). She Trades South Africa. *The Small Enterprise Development Agency*. Retrieved from <https://www.seda.org.za/>

- Širec, K., & Močnik, D. (2012). Gender specifics in entrepreneurs' personal characteristics. *Journal for East European Management Studies*, 11-39. DOI: 10.2307/23281659
- Songling, Y., Ishtiaq, M., Anwar, M. & Ahmed, H. (2018). The role of government support in sustainable competitive position and firm performance. *Sustainability*, 10, 3495. DOI: 10.3390/su10103495
- Sull, D. N. (2004). Disciplined entrepreneurship. *MIT Sloan Management Review*, 46(1), 71.
- Trading Economics. (2021). South Africa Unemployment Rate [Online]. Trading Economics. Available: <https://tradingeconomics.com/south-africa/unemployment-rate> [Accessed: 28 February 2021].
- Tripp, G., Payne, M., & Diodorus, D. (2009). Social capital. New York. Nova Science.
- Unnikrishnan, S. & Hanna, R. (2019). The Trillion-Dollar Opportunity in Supporting Female Entrepreneurs. *Harvard Business Review*. [Retrieved from The Trillion-Dollar Opportunity in Supporting Female Entrepreneurs (hbr.org)]
- van Deth. J. W., Edwards, B., Bădescu, G., Moldavanova, A., Woolcock, M. (2016). Associations and Social Capital. *The Palgrave Handbook of Volunteering, Civic Participation, and Nonprofit Associations*. ISBN: 978-1-137-26316-2, 178-197.
- Walker, E., & Brown, A. (2004). What success factors are important to small business owners? *International small business journal*, 22(6), 577-594. ERA 2010. 22. 10.1177/0266242604047411
- World Bank. (2018). World databank. South Africa. *The World Bank*. Retrieved from <https://data.worldbank.org/country/south-africa>
- Yadav, V., & Unni, J. (2016). Women entrepreneurship: research review and future directions. *Journal of Global Entrepreneurship Research*, 6(1), 1-18. DOI 10.1186/s40497-016-0055-x
- Zhang, Z., Zyphur, M. J., Narayanan, J., Arvey, R. D., Chaturvedi, S., Avolio, B. J., Lichtenstein, P., & Larsson, G. (2009). The genetic basis of entrepreneurship: Effects of gender and personality. *Organizational Behaviour and Human Decision Processes*, 110(2), 93-107. 10.1016/j.obhdp.2009.07.002
- Zhu, L., Kara, O. & Zhu, X. (2019). A comparative study of women entrepreneurship in transitional economies. *Journal of Entrepreneurship in Emerging Economies*. ISSN: 2053-4604

APPENDIX A: ETHICAL CLEARANCE APPROVAL

**Gordon Institute
of Business Science**
University of Pretoria

**Ethical Clearance
Approved**

Dear Tracey Philip,

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

[Ethical Clearance Form](#)

Kind Regards

APPENDIX B: INTERVIEW CONSENT LETTER



INTERVIEW CONSENT LETTER

Women entrepreneurs' experiences using social capital in developing their manufacturing business

Researcher: Tracey Philip, MBA Student at Gordon Institute of Business Science, University of Pretoria

Dear Participant

My name is Tracey Philip. I am currently a student at the University of Pretoria's Gordon Institute of Business Science and completing my research in partial fulfilment of an MBA.

I am conducting research on women entrepreneurs in the manufacturing industry and am trying to get an in-depth understanding of how they grew their businesses. Our interview is expected to last about an hour and will help us understand how businesswomen network to create business associations and connections. **Your participation is voluntary, and you can withdraw at any time without penalty.** All data will be reported without identifiers. If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher name: Tracey Philip

Email: 19401711@mygibs.co.za

Phone: 0723391010

Research Supervisor: Dr. Lisa Kinnear

Email: lisa.kinnear@twimsafrica.com

Phone: 031 767 5202

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

APPENDIX C: INTERVIEW DISCUSSION GUIDE

Interview Discussion Guide

Date: _____

Participant name: _____

Name of organisation: _____

Manufacturing sector: _____

Age of business: _____

1. Introduction

Thank you for taking the time and allowing me to conduct this interview. As mentioned in the interview consent letter, my research is on investigating “Women entrepreneurs’ experiences using social capital in developing their manufacturing business.” Social Capital is referred to as an asset (something of value) and is used to describe relationships that helped contribute to the success of businesses. In business it is said that networking and creating associates are forms of creating social capital to grow businesses. But that’s on paper. My interview is getting an understanding of your journey like:

- how you network
- how you created associates
- close relationships like family, friends, that support businesses
- formal relationships like institutions / conferences/expos, that contributed to business growth, or other forms of relationships

The interview starts with participants giving a brief background of the business.

QUESTIONS

1. When you first started your business, how did you to create relationships that helped contribute to the development of your business?
2. In the early days of start-up, what were some of the challenges you experienced in building business relationships? (*How did get exposure, how did make relationships?*)

3. How do you currently use these relationships to sustain your business and keep it thriving?
4. What social skills have helped you in building relationships that are important to your business?
5. What form of social networking do you use to grow networks? (*e.g., Social media, women's forums, business forums – or any other*)
6. What are some of the challenges you have experienced in networking?
7. What do you believe are the most important support structures you have used to develop your business? (*Support structures are bodies or organisations that assisted you in growing your business e.g., Research point to family as one type of support structure*)
8. In your opinion how important are social networks for women-owned businesses specifically? Please elaborate.
9. How do believe business networking has helped you evolve or develop yourself as a business woman and an entrepreneur?
10. Looking back what advice would you have given your younger self about building relationships for business success?
11. Do you have anything more to add about the role of social networks have played in starting and developing your manufacturing businesses?

APPENDIX D: LIST OF CODES CREATED DURING DATA ANALYSIS

No	Data	Sum	Code	Theme
1.	Hassle, seek opportunities, register on platforms, visit customers, call up people and introduce your business	232	Beginning did all work to build relationships	Initiate engagement
2.	In the beginning it is tough, through experience becomes natural. Learn new business words. Business words have become part of my vocabulary. Building relationship is time consuming, helps you know what's trending	204	Develop language of networking	Create relationships
3.	Create bridges, strengthen network, Solve problem quicker	143	Make friendships with right people	Create trust
4.	listen, be present in conversations, tell your story to perk up interest, make the first step, constant interaction, Innovation, think of ways to get business	115	Engage with people	Engage
5.	people test your character, be honest, keep to your word	84	Build trust until they rely on you	Trust
6.	open door relationships, let them know I'm still around	79	Communicate all levels	Engage

7.	SME people buy from people they know. Big business does not know who the owner is. Intentionally go out meet new people	72	Participate socially	Engage
8.	build relationships, seek partners, look for ways to improve product to enhance relationship	68	Partner with Stakeholders	Build relationships
9.	constant communication, we all involved in delivery to customer	58	Keep relationships Open	Ethics
10	build bridges	54	Network skills	Network
11	strive to succeed, be determined	53	Persistence	Persist
12	know the environment you're in, make do business different, don't be naïve, business to fit the new normal/ online/outsource. Flexible to change direction	51	Adaptable to change	Adaptiveness
13	chase the experience, accept invitations, speak to people at functions	51	Get Exposure/experience	Create relationships
14	determination, see success, get you thru tough times	42	Passion	Passion
15	Prioritise tasks, get you through anything, keep focus on goal	41	Disciplined	Discipline
16	draw knowledge, enhances capabilities learn, attend workshops. Frequent networking sessions	40	Openness to learn	Develop

17	open to critic, suggestions, learning	40	Forms of improvement	Learning
18	a supermarket business owner referred me to another and it snowballed, online presence	39	Businesses puts contact with businesses	Bridges
19	chase the knowledge, keep simple language, tell them what I do, how I can help them	38	Knowledge sharing	Upskill
20	Referrals, my behaviour, environmental awareness, goal to get repeat customers	35	Reputation/ Brand	Referral
21	call, visit, engage, show face, tell people what I do	34	Focus on the relationships	Initiate engagemnt
22	Socialising is key to business growing	33	Search different platforms	Network
23	business incubators, challenge to be accepted, they have preferred suppliers, rarely give me a chance to supply	33	Getting large business to notice you	Engagement
24	Covid 19 is challenging for business...remind yourself why you do what you do	32	Keep vision alive	Persevere
25	accept invitations zoom, events, be on every platform to get exposure	32	Be purposeful how relationships are created	Valuable relationships
26	They understand my need, they are interested. Surround yourself people speak same	32	Be aware of whom create relationships with	Awareness
27	uniqueness	31	Marketing skills	Skills

28	create a thick skin - don't let rejection get to you	30	Overcome - face them head on	Tenacity
29	don't burn bridges	30	Respect	
30	approachable, adaptable	29	Friendly, outgoing	Engaging
31	gain interest, show interest	29	Respond to people	Create trust
32	listen, tell your story to perk up interest, understanding	28	Sympathetic,	Engage with people
33	Business incubators learnt business language and new skills.	27	Grew in confidence in business dealings	Confidence
34	naturally want to help each other, feel freer talking to women, intimate conversations first then talk business, discuss opportunities	26	Women support Women	Bridge type relationships, can limit networks
35	think positive despite failures	26	Right attitude set you apart	Disciplined
36	being a specialist is launchpad, have a unique type of business that create a need	26	Specialist Uniqueness Authentic	Speciality
37	return customers, 'no questions asked' return policy sustains relationships	26	Quality product	Reputation
38	large business, CSIR,meet	25	Partner with Stakeholders (influence)	Bridge type relationship
39	small community can promote business, tie product back to community	25	Community support	Bond type relationship

40	Virtual meeting, online exposure. Explain your product -its detail-audience understands. Give audience an experience. Online presence be aware of backlash social media	25	Social media (where market is)	New form of networking
41	People expect you to be cheap with prices. Be firm product is market prices. Negotiate, speak business language	25	Business skills	Upskill
42	chase bridge, bonds, do it continuously	24	Referrals one person tells another	Referrals
43	people need to feel your warmth, be present, be patient, listen	24	Be accessible	Open to relationships
44	keep an eye on finances	24	Cash flow	Upskill
45	strong mindset	23	Courage	Trait
46	understand you, understand your business, financial, emotional, business support, members joined the business later on	23	Family	Bond type relationships
47	municipality, DTI, SEDA,	23	Government	Linkages
48	roll with the punches	23	Balancing act home and business	Challenges
49	learn from rejection	21	Strong willed	Persevere
50	returns policy - no questions asked/ only black businesses in market	21	Uniqueness	Speciality

51	Respect/assertive/not rude/Manufacture Culture	20	Draw a barrier on how people receive	
52	impossible to run business on your own. Employees carrying core business manufacturing. Share same vision/interest/passion/uplift . Business will not function without them. Role model to workers when they see you are serious and action orientated.	19	Employees (help to grow business)	Bond type relationships
53	be assertive not rude, draw boundaries, people see that you are serious and action orientated.	18	Authoritative business dealing	Confidence
54	be humble, be opened to learn from bottom, get referred to larger networks, learn new skills,	18	Mentorships	Support structure, Linkages
55	community referral, get secondary exposure, gives a platform, increase networks	17	Awards/Recognition past work	Referrals
56	maintain a budget, upskill, online programmes, question	17	Financial skills	Upskill
57	determined to succeed	16	Serious about what you do	Discipline
58	weak, small business, they don't understand, family puts unnecessary pressure for financial assistance, pressure to employ people from community	16	People's perception of Women business	Barriers

59	financially strapped, no Covid relief from government or banks, Hurt businesses. Invisible to government. More sales for globally African crafts, online sales,	16	COVID-19	Challenges
60	Be seen, heard, impactful, to gain interest	16	Consistent posting	Social media
61	Durban Bus Festival, exchange ideas with individual walking in	16	Expos	Exposure
62	support you emotionally, financial, referral	14	Friends	Bond type relationships
63	be composed, know your calibre, develop a strategy how to answer w/o retaliating aggressively. Preventing some from disrespecting you in a respectful manner	14	Naysayers	Challenges
64	keeping brand alive, know you still in the market	14	Perseverance	Perseverance
65	project delivered timeously/happy customer	14	Business ethos	Ethics
66	community development programmes	14	Activist/Educational programmes	Open to learning
67	same people that buy your product, don't be rude it can harm reputation	13	Grounded/Humble	Trait
68	monitor process - feedback all level of service received	13	Monitor my service and delivery	Reputation
69	not about the product	13	Promote the purpose	Trait

70	forms of advertising	12	Word of mouth	Forms of networking
71	because of business referrals	12	Exposure led more business interest	Referrals
72	Holistic approach, give back	12	Social obligations	Purpose
73	daily biases	11	Biases- judgement on appearance	Bias
74	No access and turned down - skills programmes, funding, incentive,	11	Government - Participants that approached govt	government
75	evolving	10	Continually Proving oneself	Growth
76	Think like a man, professionals underestimate my capabilities, work harder to prove yourself /earn trust	17	Male dominated market	Male dominated
77	Create own framework, Ability to sustain yourself emotionally, socially, financial, inner drive, mentally exhausting, remind oneself of the purpose	10	Own willingness	Inner drive
78	be the face of your business	8	Frequent visits to customer and suppliers	exposure
79	core values	8	Honesty	Ethics
80	do groundwork before producing	8	Research product. Ground work	knowledge
81	Plan ahead - framework	7	Business model	Plan

82	not about the money, about the purpose, about community, about changing lives through product,	7	Don't chase the money	Purpose
83	Constant interaction stakeholders	7	Constant interaction stakeholders	communication
84	gained from opportunity	7	Right place and time (Opportunity)	Opportunity
85	Use hashtags. Connected us to customer/people	7	Business webpages separate Personal	Social media
86	global platform	6	Internationally sociable	Engage
87	business skills, compliance gets referrals, people want to work with businesses that are compliant	5	Compliance	Skills
88	core values	5	Stick to core values - Integrity	Ethics
89	Women empowerment	4	Focus on women	Support
90	Women in Business, Leadership	4	Conferences	Support
91	White non BBBEE. Government sees me and not the purpose to create jobs in rural community. Indian no support. Invisible to government. All self-funded	4	Race group - older White female, Indian female	discrimination
92	core values, compliant, honest	3	Ethics	Ethics
93	be active, attend, ask questions to be noticed	3	Workshops/ Programmes approved	Participate

94	through the CSI programmes I trained overseas	3	International exposure	skills
95	youth women in business	3	Youth opportunities	youth
96	research, created patent, self-funded, new information, support	2	Universities/CSIR	instiutions
97	working in rural communities, use of facilitator to build relationships	2	Language barrier	culture