

Gordon Institute of Business Science

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**The relationship between social capital and SME business performance -
assessing resources as a moderating variable**

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

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DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements of the degree of Masters of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has been submitted for nay degree or examination in any other university. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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15 November 2021

ABSTRACT

The purpose of this research was to assess the effect of resources gained through networking on the relationship between social capital and small business performance. The research further investigated the various forms of social capital resources that SME businesses tend to have access to due to their social capital and the critical areas of success that influence business performance.

Previous research on social network theory underpinned the research; a quantitative study was conducted to test the three hypotheses formulated from the literature review. The hypotheses were focused on testing for correlation between the two constructs and the moderating variable.

An online survey was distributed to business owners operating businesses within South Africa using a cross-sectional research method. The survey was not limited to company size, age, or sector.

Spearman's correlation test was conducted on the variables to test the survey results for a statistical relationship.

The statistical results indicate a significant and positive correlation between construct one, social capital, and construct two, SME business performance. Similarly, a moderately significant and positive statistical relationship existed between network diversity and size and SME business performance.

This study intends to the body of knowledge on academic studies on social capital and improving SME business performance to reduce business failure. Implications for business are detailed in the research report.

Keywords: social capital, small business performance, resources

TABLE OF CONTENTS

Table of Contents

DECLARATION.....	ii
ABSTRACT.....	iii
TABLE OF CONTENTS.....	iv
LIST OF FIGURES.....	viii
LIST OF TABLES.....	ix
LIST OF DIAGRAM.....	x
LIST OF APPENDICES.....	xi
CHAPTER 1.....	1
INTRODUCTION TO RESEARCH PROBLEM	1
1.1 INTRODUCTION	1
1.2 BACKGROUND TO THE RESEARCH STUDY	1
1.3 PROBLEM STATEMENT, OBJECTIVE AND MOTIVATION.....	2
1.3.1 Problem statement.....	2
1.3.2 Motivation for the study	4
1.3.3 Objectives of the study.....	4
1.4 BUSINESS RELEVANCE	5
1.5 ACADEMIC RELEVANCE	6
1.5.1 Extend literature on the relationship between social capital and small business performance	6
1.5.2 Extend literature on which resources business have access to as a direct result of their social capital	6
1.5.3 Extend literature on areas of business performance most impacted by social capital resources	7
1.6 RESEARCH SCOPE	7
1.7 STRUCTURE OF THE RESEARCH STUDY	7
CHAPTER 2.....	9
LITERATURE AND THEORY REVIEW	9
2.1 INTRODUCTION	9
2.2 SOCIAL CAPITAL.....	10
2.2.1 History.....	10
2.2.2 Types of social capital	11
2.2.2.1 Civic	11
2.2.2.2 Support	11
2.2.2.3 Interfirm.....	12
2.3 FUNCTIONS OF SOCIAL CAPITAL	12
2.4 MEASURING SOCIAL CAPITAL	13
2.5 BUSINESS PERFORMANCE	14

2.5.1	Market conditions	14
2.5.2	Financial resources	15
2.5.3	Marketing strategy	15
2.5.4	Technological resources.....	15
2.5.5	Government support	16
2.5.6	Information access	16
2.5.7	Entrepreneurial Skill.....	16
2.6	BUSINESS PERFORMANCE METRICS	17
2.7	RESOURCES	18
2.8	THEORETICAL FRAMEWORK.....	19
2.9	CONCLUSION.....	20
CHAPTER 3.....		21
RESEARCH HYPOTHESES.....		21
3.1	INTRODUCTION	21
3.2	HYPOTHESES	21
3.3	HYPOTHESIZED CONCEPTUAL FRAMEWORK.....	22
3.4	CONCLUSION.....	23
CHAPTER 4.....		24
METHODOLOGY.....		24
4.1	INTRODUCTION	24
4.2	RESEARCH DESIGN.....	24
4.3	APPROACH SELECTED.....	25
4.3.1	Methodological choices	25
4.3.2	Strategy	26
4.3.3	Time horizon.....	27
4.3.4	Population.....	27
4.3.5	Unit of analysis	28
4.3.6	Sampling method and size	28
4.3.7	Measurement instrument	29
4.4	SURVEY PILOTING	30
4.5	DATA GATHERING PROCESS	30
4.6	DATA STORAGE	31
4.7	DATA SORTING & CODING	31
4.8	QUALITY CONTROLS.....	33
4.9	Ethical Considerations.....	33
CHAPTER 5.....		35
SURVEY RESULTS.....		35
5.1	INTRODUCTION	35
5.2	SAMPLE DEMOGRAPHIC DESCRIPTION	35
5.2.1	Age Group.....	35
5.2.2	Gender	36
5.2.3	Business Sector	37

5.2.4	Age of Business	37
5.2.5	Size of company	38
5.2.6	Business Turnover	38
5.3	CONSTRUCT VALIDITY AND RELIABILITY OF SURVEY INSTRUMENT	39
5.3.1	Introduction	39
5.3.2	Validity test 1- Social capital and network strength.....	39
5.3.3	Validity test 2 – Small firm performance	40
5.3.4	Validity test – Moderating variable – Resources	41
5.4	RESEARCH SURVEY RELIABILITY	42
5.4.1	Survey reliability Test – social capital and network strength.....	43
5.4.2	Survey Reliability test – Firm performance	43
5.4.3	Survey Reliability test – Resources	43
5.5	EXPLORATORY FACTOR ANALYSIS	44
5.6	KMO AND BARTLETTS TEST OF SPHERICITY OUTPUTS FOR CONSTRUCTS	44
5.7	Exploratory Factor Analysis Outputs for constructs	45
5.7.1	EFA output for construct: Social capital.....	45
5.7.2	EFA Output for construct: firm performance.....	46
5.7.3	EFA output for moderating variable: resources	47
5.8	DESCRIPTIVE STATISTICS	47
5.8.1	DESCRIPTIVE STATISTIC OUTPUTS: CONSTRUCT ONE – SOCIAL CAPITAL 48	
5.8.2	Descriptive statistic outputs: Construct two – Firm performance	49
5.8.3	Descriptive statistic outputs: Moderating variable – resources	49
5.9	RESULTS FOR HYPOTHESIS TESTS	50
5.9.1	Introduction	50
5.9.1.1	Hypothesis test assumptions	51
5.9.2	Correlation test Hypothesis 1	51
5.9.3	Correlation test Hypothesis 2	52
5.9.4	Correlation test Hypothesis 3	53
5.10	CONCLUSION	54
CHAPTER 6		55
DISCUSSION OF RESEARCH FINDINGS		55
6.1	INTRODUCTION	55
6.2	SAMPLE DEMOGRAPHICS	56
6.3	OVERVIEW OF CONSTRUCTS	58
6.3.1	Social capital.....	58
6.3.2	Business performance.....	59
6.3.3	Resources	60
6.4	HYPOTHESIS DISCUSSION	60
	This section discusses the results of the hypotheses sates in chapter 3.	60
6.5	CONCLUSION	63
CHAPTER 7		64
RESEARCH FINDINGS AND RECOMMENDATION		64
7.1	INTRODUCTION	64

7.2	PRINCIPAL FINDINGS	64
7.3	STUDY IMPLICATIONS.....	65
7.4	LIMITATIONS OF RESEARCH STUDY	66
7.5	SUGGESTIONS FOR FUTURE RESEARCH	66
7.6	RECOMMENDATIONS	67
7.7	CONCLUSION.....	67
	REFERENCES.....	69

LIST OF FIGURES

		Page
Figure 2.1	Illustrative model of network theory	18
Figure 3.1	Conceptual framework for research study	22
Figure 5.1	Age group breakdown of respondents	34
Figure 5.2	Respondent's gender breakdown	34
Figure 5.3	Business sector breakdown on respondents	35
Figure 5.4	Breakdown of respondent's business age	36
Figure 5.5	Breakdown of respondent's business turnover	37

LIST OF TABLES

		Page
Table 4.1	Coding of data variables	30
Table 5.1	SPSS correlation table for construct 1	38
Table 5.2	SPSS correlation table for construct 2	39
Table 5.3	Construct validity for moderating variable: Resources	40
Table 5.4	SPSS output on reliability test for construct 1	41
Table 5.5	SPSS output for construct 2 reliability test	41
Table 5.6	SPSS outputs for reliability test on moderating variable resources	42
Table 5.7	KMO & Bartlett's test of sphericity results – Social capital	42
Table 5.8	KMO & Bartlett's test of sphericity results – Firm performance	43
Table 5.9	KMO & Bartlett's test of sphericity results – Resources	43
Table 5.10	SPSS outputs for EFA on social capital	43
Table 5.11	SPSS outputs for EFA on firm performance	44
Table 5.12	SPSS outputs for EFA on resources	45
Table 5.13	Descriptive stats output on SPSS social capital	46
Table 5.14	Descriptive statistics outputs for firm performance on SPSS	47
Table 5.15	SPSS output for correlation between construct 1 & 2	48
Table 5.16	SPSS output for correlation test as per Hypothesis 2	50
Table 5.17	SPSS output for correlation test as per Hypothesis 3	51

LIST OF DIAGRAMS

		Page
Diagram 7.1	Scatter graph for hypothesis 1	49

LIST OF APPENDICES

		Page
Appendix 1	Copyright declaration form	64
Appendix 2	Certification of additional support	66
Appendix 3	Ethical clearance approval	68
Appendix 4	Relationship between social capital and small firm performance	76
Appendix 5	Raw data	83

CHAPTER 1

INTRODUCTION TO RESEARCH PROBLEM

1.1 INTRODUCTION

Small and medium businesses (SME's) are a functional part of the economy in both developing and developed countries and been identified as a key driver of new market creation, existing market growth, innovation and increased employment (Ranjan, 2019). Though prominent across all markets and across geographical locations, the factors that influence entrepreneurial performance vary and much research has been conducted on this topic with these factors having been studied extensively resulting in the top three factors to commonly include government policy, access to capital and social capital (Radulovich et al., 2018). With a specific focus on social and entrepreneurial performance, literature exists on these constructs however a gap in knowledge has been identified were the effect of resources obtained directly as a result of entrepreneurs exercising their social capital is yet to be explored (Stam et al., 2014). Therefore, the primary focus of this study is to test how resources obtained through social capital impact small firm performance.

This chapter outlines the background of the research problem, what the objective of the research study is and what the researcher aimed to accomplish. The scope of the research study is also detailed in this chapter to provide context. Furthermore, this chapter explains the relevance of this research study in relation to academia and its contribution to the business sector.

1.2 BACKGROUND TO THE RESEARCH STUDY

Studies noted the starting journey of most businesses, whether funded through third party finance or self-funded, is often characterized by having limited resources, both tangible in the form of equipment and machinery and intangible in the form of access to information and market knowledge (JASRA, 2011; Premaratne, 2001). This, therefore, requires that business owners use existing connections and innovative methods to get the business started. This shortage highlights the need for

social capital in an organization in its early stages as it facilitates the flow of information and resources (Burt, 2000).

Extensive research has been conducted on the topic of how nurturing and enlarging business networks is an important part of the business journey through either brokerage or closure. Studies conducted by Sarada and Tocoian (2019) indicated where networks exist, information sharing is often easy, as well as resource sharing which is often important for the survival of businesses in the early stages.

Literature from authors such as Premaratne (2001) who conducted a study in Sri Lanka, and Gelderman et al., (2020) and their study regarding the meat industry in Holland are evidence that social capital does have an effect on business performance and supports this view.

Further to resource sharing and information access, Menzies et al., (2020) noted social capital helps business grow and enter new markets thus making it an essential part of business continuity and sustainability.

The above studies cement the notion that creation, maintenance and growth of an organizations social capital is a crucial part of business performance as social capital can support business operations and growth through access to information which in turn impacts business performance and decreases the likelihood of failure.

1.3 PROBLEM STATEMENT, OBJECTIVE, AND MOTIVATION

1.3.1 Problem statement

SME businesses are crucial to all economies making up 90% of all companies worldwide and providing 50% of the global employment opportunities (World Bank, 2020). However, 50% of all small businesses fail within the first five years of operation due to various reasons with limited resources being the most common (Carter, 2021). Chittithaworn et al.,(2011) in their study on factors affecting small business success, noted that limited resources are amongst the leading factors and thus are a hindrance to business growth and success.

Various academic literature on the effects of social capital as a valuable resource for young and small business growth and performance exist yet the failure of SME businesses remains an area of concern. Similarly, previous studies Cappiello et al., (2020), Premaratne, (2001) and Vinayachandran & Ambily, (2020) have revealed social capital does impact business performance in areas such as competitive advantage, innovation and resource sharing (Afandi et al., 2017; Premaratne, 2001; Vinayachandran & Ambily, 2020).

The gap in the literature is therefore highlighted by how resources access to social capital can be utilized to bridge the resource shortages experienced by SME businesses. The secondary requirement attempts to understand how these resources can be used to increase business performance which will reduce SME business failures.

Islam (2011) argued eight significant factors affect business performance: entrepreneurial ability, customer and market knowledge, access to finance, practical business strategy and the external environment. Recent academic literature indicated that social capital can be utilized to gain access to information and knowledge that assist in boosting business performance (Gelderman et al., 2020). Similar studies (Vinayachandran & Ambily, 2020) demonstrated how social capital can be utilized as a competitive driver to gain access to resources and financial backing (Vinayachandran & Ambily, 2020). However, these continue to be a stifling area for SME businesses. This therefore suggests though SME businesses have access to social capital and, as a result, access to resources, they do not strategically understand how to leverage these resources to improve business performance.

In order to reduce business failure, it is important to understand the critical success factors of a business noting that innovation is an integral part of the business cycle as it ensures business performance is achieved and the entity is competitive in its market (Yıldız & Karakaş, 2012). Furthermore, social capital through network formation and interactive brainstorming sessions can assist SME businesses in innovating to remain competitive and thrive in the markets they operate (Cappiello et al., 2020).

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1.3.2 Motivation for the study

The main purpose of the research study is to determine how resources accessed through social capital can be utilized to improve SME firm performance, and in turn, decrease business failure in this sector.

1.3.3 Objectives of the study

The objective of the research study is to bring an in-depth understanding of how specific resources accessed as a result of social capital impact business performance through an empirical quantitative study of SME businesses.

Through this research study, the researcher understands the effect of resources accessed through networking, both tangible and intangible on business performance. Furthermore, the research study attempts to illustrate how social capital being leveraged as a strategic variable can impact business performance. The research study conducted will further contribute towards understanding how the strength of networks affect business performance and likelihood of success.

The findings from this research study will assist in building a broader learning framework of business performance. This research study will also further emphasize the need to strategically consider a business' network and how it can be intentionally exploited to positively impact business performance.

The specific objectives of the study are as follows:

- To ascertain the relationship between social capital and small business performance.
- To determine what resources are available to SME's through their social capital.
- To establish which areas of business are most impacted by these resources and their effect on business performance.
- To understand how resources impact the relationship between social capital and business performance.

- To recommend areas of focus within business performance strategy where social capital can be leveraged.

1.4 BUSINESS RELEVANCE

SME businesses are the life line of most growing and stable economies as they provide much needed employment, innovation and creates new markets (Dhaliwal, 2016). Yet the failure rate of business in the formation stages is 70% from years one to three as a result of a number of factors including limited resources, no access to funding and limited market penetration (Ward, 2019). In understanding the factors that limit their performance, the research study hopes to add to the business resources that can assist in reducing this failure percentage.

With SME businesses not only competing with similar sized firms, but also large organizations, having a competitive edge is crucial to their survival. Prasetyo et al., (2020) noted social capital can be instrumental in nurturing that competitiveness. Therefore, making it essential to understand what components of the social capital specifically becomes a necessity. Social capital is an important part of the business operation and it also enables access to much needed resources that are crucial to businesses continuing as a going concern (Honig, 1998; Jasra et al., 2010; Stam et al., (2014) .

The motivation for this research study originated from the need to empirically assess how strongly, if at all, social capital impacts small business performance and to further understand how resources accessed through these social networks further impact the business. The research study was designed to illuminate social capital, growth and strategic use of resources as a fundamental part of improving small business performance whilst also highlighting which critical resources ought to be targeted and understanding which business performance metrics are most impacted. This research study seeks to extend the perception of what is to be included in business strategy beyond tangible, paid for resources to include human capital in the form of increased social capital, both in business practice and business studies.

1.5 ACADEMIC RELEVANCE

This research study is designed to advance theoretic literature on social capital and business performance as an important construct in relation to leveraging networks strategically for business success.

The earliest studies on social capital in an economic context date as far back as the 1980's through the work of Glenn C. Loury and later extending into social sciences (Farr, 2004). These early studies conceptualized the term social capital to translate into being understood as a set of norms and shared values that allow people and organizations to co-exist and achieve a common purpose. With evolving studies on the subject matter, scholars have applied the concept across various fields of study to better understand the contextual implications.

With the rise of SME business as important contributors to both developing and developed country economic systems, the focus on how social capital impacts these organizations has grown resulting in a constant need for further learning in this field as this sector of the market develops. This research study thus forms part of the literature contribution towards the study of social capital and small business performance through a focus on three key areas.

1.5.1 Extend literature on the relationship between social capital and small business performance

This research study seeks to validate that a relationship exists between these two constructs and is independent of geographic location, is not dependent on the industry in which the business operates in nor limited to the size of the organization.

1.5.2 Extend literature on which resources business have access to as a Direct result of their social capital

This research study seeks to empirically investigate and evaluate which resources business has access to because of their social capital. Using social network theory, the research study will also seek to understand how businesses can expand their networks in an attempt to garner larger social capital.

1.5.3 Extend literature on areas of business performance most impacted by social capital resources

This research study seeks to bridge the knowledge gap and ascertain the exact areas of business impacted by social capital and further extend into understanding what specific resources increase this impact on business.

1.6 RESEARCH SCOPE

The scope of this research study includes an analysis of the role of social capital on SME sized organizations performance across various industries in the South African market. The research study extended across all nine geographical provinces within South Africa. The researcher believes that findings from this research study will provide applicability to similar markets, specifically in developing countries where SME businesses are large contributors to GDP and employment.

1.7 STRUCTURE OF THE RESEARCH STUDY

The research report is structured as follows:

Chapter 1: **Research problem** – this chapter describes the problem statement, the relevance of the research study in both the theoretical and business sectors and includes an outline of the study objectives.

Chapter 2: **Literature Review** – this chapter includes a review of literature relevant to the construct's social capital, business performance with the moderating variable presented. A discussion on the theoretical framework from which the research hypotheses will be derived is also included in this chapter.

Chapter 3: **Research Hypotheses** – this chapter states the research hypotheses including the conceptual framework that informs the research study.

Chapter 4: **Research methodology** – the methodological choice and process followed for this research study is detailed within this chapter.

Chapter 5: **Research findings** – the results from the study are graphically represented in this chapter.

Chapter 6: **Discussion of results** – this chapter links the problem statement discussed in chapter 1, the literature review in chapter 2 and the research findings in chapter 5.

Chapter 7: **Conclusion and Recommendations** – the principal findings of the research study are outlined and the implications for business and academia are mentioned in this chapter.

CHAPTER 2

LITERATURE AND THEORY REVIEW

2.1 INTRODUCTION

The purpose of this research study was to determine the effect of resources accessed through networking, i.e., use of social capital, and their impact on small business performance. This chapter will comprise an overview of literature from previous studies conducted on the constructs of the study namely social capital, business performance and the moderating variable resources. This literature was used to ground the argument of this research study.

A vast amount of theoretical and business research has been undertaken to contribute to knowledge relating to the notion of how networking and the creation of social capital is an essential part of business. In this chapter, the researcher evaluated and outlined the history of social capital, networking structures and how these interrelate with business operations. With the theoretical framework of this research study being social network theory, the researcher discussed the applicability of the framework to the context of the research study to further unpack the first construct namely, social capital.

Secondly, the researcher evaluated literature that sought to define business performance noting that performance variables may be affected by context, industry, and size of business. The purpose of this review was to assess what areas of performance are critical to the success and growth of a small business.

A critical evaluation of literature relating to resources available to small businesses through their networks will form the third part of this chapter. An understanding of the characteristics and benefits of each resource assisted the researcher in framing the argument and further linking it to the two constructs.

Based on the insights from the literature review, the researcher then formulated hypotheses using the two constructs and the moderating variable. After which, an assessment using quantitative methods on whether a relationship exists between the

two constructs, and if a relationship exists, the effect of the moderating variable on this said relationship.

2.2 SOCIAL CAPITAL

2.2.1 History

Social capital refers to the resources made available to individuals and communities as a result of their participation in social networks (Alvarez & Romani, 2016).

Preexisting contacts built via previous work experiences are a vital element of the entrepreneurial start-up process and should be nurtured (Sarada & Tocioian (2019). Even though the dynamics vary as the business evolves, social capital has a significant impact on the viability of any entrepreneurial endeavor. Moreover, according to a study conducted by Menzies et al., (2020), social capital supports market entry because the foundation of any relationship is trust; therefore, recognizing one's social capital is vital in the initial phases of the entrepreneurial process.

The structural and cognitive measures of social capital are the two most important elements of social capital. A network's structural measure relates to the number and variety of relationships that exist inside the network itself. While cognitive measurements, which refer to the quality of interactions within a network, specifically the level of trust, reciprocity and support between members are also important, they are less common (De Silva et al., 2007).

Social capital can be formed through a variety of platforms and interactions including exchanges between individuals or within a business community of operation, professional groups and organic encounters between people who share a same interest. Social standing, profession or business focus, education and government initiatives are all identified as the most important characteristics that influence the building of social capital according to the research (Patulny et al., 2015). It should be highlighted, however, the development of social capital can occur because of regular interaction between individuals.

Whilst consensus has been reached over what social capital is, many definitions exist, and they all agree on the fundamental principles. However, there is an ongoing debate regarding the need of social capital and its real effect on business performance, with some literature having argued that it's a byproduct of self-effectuation and others argued that it's a consequence of shared value and intent.

2.2.2 Types of social capital

2.2.2.1 Civic

This form of social capital is as a result of two distinctive growth strategies for social, namely bridging and bonding. Civic social capital is often localized and were bridging is the preferred method, it is often an open structure were creation of connections is organic and has no set criteria (De Silva et al., 2007). Social capital that is a result of bridging is often characterized by low levels of trust in the early stages and due to its openness, tends to provide the most diverse sources of social capital (Patulny & Lind Haase Svendsen, 2007).

Bonding, on the other hand, is concerned with focused social capital formation, in which interactions are based on pre-determined criteria for who should be included in the network (De Silva et al., 2007). Bridging creates links inside these networks that are generally characterized by trust and a shared common aim that is explicitly conveyed. The most prevalent motivation for bridging networks is to acquire economic, socioeconomic, or political benefits or influence (Patulny et al., 2015).

2.2.2.2 Support

Social capital as a result of support networks is usually as a result of interaction with formalized institutions such as banks, government departments and non-profit organizations. The main purpose of this form of social capital is to provide tangible, pre-determined resources to persons and organizations through a formalized structure that is often underwritten by a formal contract (Premaratne, 2001). No personal relations or linkages are required for this type of social capital to exist and the basis of its success is dependent on all parties fulfilling their duties as set out in the respective contract. In the context of young and small business, government policy that supports and promotes small firm engagement in an essential form of

support social capital in both developed and developing economies (Menzies et al., 2020).

2.2.2.3 Interfirm

Interfirm social capital is a direct result of bridging with this network consisting mainly of other organizations of various sizes. The main resources accessed through this network relates to the organization functions and tends to provide access to intangible resources such as information (Premaratne, 2001).

It is to be noted that all forms of social capital are essential is a business that effected times to affect the desired be it to establish the organization or to place the organization in a more competitive position.

2.3 FUNCTIONS OF SOCIAL CAPITAL

Despite the role of social capital in business having been studied at depth, no consensus has been reached on the list of effects on business. Authors like Vinayachandran and Ambily (2020), have noted that social capital can be utilized as a competitive resource in manufacturing markets, through the pooling of both financial and material resources and using those to produce products at a large scale, thus benefiting from economy of scale.

Similarly, in other markets, there is evidence of social capital being used as a conduit for access to information and resource sharing by small businesses to achieve business growth and sustainability. In a study on the meat market, Gelderman et al., (2020) noted small business can use the relationships they have with their suppliers to advance their buying strategies and secure more financially favorable deals. This is evidence of social capital being used to reduce business operational expenses as well as utilizing social capital to gain industry insight and information that is useful for the business.

Similarly, social capital has been noted to assist business in increasing innovation as well as competitiveness. Cappiello et al., (2020) noted through the creation of innovation clusters that promote interfirm relations, businesses not only benefit from

the formal resources offered by these clusters, they are also able to interact closely with industry peers, sharing ideas and knowledge which tends to spark innovative solutions and products. Similar studies by Menzies et al., (2020) found that social capital developed through interfirm relations not only increases business innovation but also stimulates new market creation and entry into markets. This is a result of stronger ties within networks and increased network structures, both which are factors that stimulate increased cohesion amongst businesses.

2.4 MEASURING SOCIAL CAPITAL

As no universal definition for social capital exists, two characteristics are known in order for social capital to be considered. At present, there needs to be a relational aspect to the interaction and sharing needs to exist (Ochs & Capps, 2001). Noting that social capital is intangible and has no fixed scale, the findings are often subjective (Ferri et al., 2009). Ochs and Capps (2001) suggested the determinants of social capital, namely, community solidarity, empowerment and sense of belonging, be measured on a linear scale to affirm the weight of ones or an organizations social capital were the scoring being incremental, on a scale of one to ten with low scores indicating weak levels of social capital.

The structure of an organizations social capital can also give further insights into the strength, depth or significance of one's social capital. In specific reference when looking at the origins of the social capital, namely whether it's a bridging or bonding structure, the number of links within the network and the strength of the links (Patulny & Lind Haase Svendsen, 2007).

It can be noted the origins of the structure of the network have no bearing on the strength or depth of the social capital but rather impacts what the social capital can be utilized for (De Silva et al., 2007). With regards to the links, where the links are strong and closely connected to the main source of the social capital in both a bridging and bonding structure, these indicated a significant amount of social capital. The number of links between social capital nodes indicated a diverse network which, when utilized, optimally impacts the weighting of one's social capital (Patulny & Lind Haase Svendsen, 2007)

Other variables that can be measured to ascertain the weight of social capital that exists include trust, sharing of resources and diversity of the network (Burt, 2000). Where there is a strong sense of trust, be it generalized trust or particularized trust, previous studies indicated there is a direct relationship between the level of trust and the strength of social capital (Burt, 2000). Similarly, with strong levels of trust, there is an increase in sharing of resources. What is not affected by the other two variables discussed is the diversity of the network which is solely dependent on the efforts of the organizations to grow. However, it does influence how vastly social capital can be used to advance a business's strategy (Patulny & Lind Haase Svendsen, 2007).

2.5 BUSINESS PERFORMANCE

The performance of any business is influenced by various factors including but not limited to market orientation, financial resources, marketing strategy, technological resources, government support, information access and entrepreneurial skill (Jasra et al., 2010). Further to these variables, age and size of the business similarly have an effect on business performance (Tur-Porcar et al., 2018).

2.5.1 Market conditions

Market orientation is associated with higher levels of differentiation as well as lower costs. This leads to higher levels of financial and non-financial business performance. Furthermore, market orientation has been shown to directly improve both financial and non-financial business performance (Lee et al., 2015). Though the context of the market also has a significant impact on the performance of the business in the sense that traditional businesses that require scale to perform cannot be compared to businesses that can grow exponentially with little resource input (Hughes et al., 2008). Similarly, the economic context under which the business operates in has an impact on the performance of the business, not only from a market demand and supply dynamic perspective, but also from market maturity perspective as more mature markets require secondary to tertiary goods and services whilst developing markets require primary entry level goods (Tur-Porcar et al., 2018).

2.5.2 Financial resources

Financial resources including access to financial resources are arguably the amongst the most important factors that affect business performance as they are not only required for the operational requirements of any business but also for the development and growth of the business (Tur-Porcar et al., 2018). The availability of financial resources allow business to deliver on its current strategy and meet customer requirements and where excess funds exist, allow for development of new products and services to either diversify a business offering or increase market penetration (Jasra et al., 2010)

2.5.3 Marketing strategy

The marketing strategy of a business is a variable that significantly affects the performance of business as it acts as a gateway between the business and its end-users (Aghazadeh, 2015). A good marketing strategy allows a business to leverage its internal capabilities, product performance and external brand positioning, aspects which all invariably affect the performance of the business, not only from a sales perspective, but also from competitive positioning (Aghazadeh, 2015).

An effective marking strategy does not only impact the performance of the business at a said moment in time in line with a specific marketing campaign but also creates brand equity which, on a long term spectrum, impacts business performance as well as sustainability of a business (Yousaf et al., 2018).

2.5.4 Technological resources

In a fast paced and ever changing business environment, access to technological resources have a significant bearing on the performance of a business as they not only allow business to meet their operational requirements, but allow business to compete on a level basis with competitors (Chittithaworn et al., 2011).

Technological resources allow business to produce products and services that meet quality requirements of their market, allow businesses to expand their business operational footprint beyond their geographical limitations and allow business to

innovate for new products to serve the changing needs of their clientele (Jasra et al., 2010).

2.5.5 Government support

Government support through policy and grants that are aimed at SME businesses are an important factor for business performance (Tur-Porcar et al., 2018). As these policies assist in lowering the barriers to performance for SME businesses against larger and well-resourced competitors, they assist in creating a market and providing access to opportunities and resources which often positively impact business performance.

2.5.6 Information access

Jasra et al., (2010) stated the level of information required by a business is informed by the stage of the business and its strategy going forward and thus, different insights are required from various sources. Social capital can in this instance, be utilized to access said information, be it data from the end user, insights from industry peers or sharing ideas with other like-minded individuals (Zampetakis et al., 2011).

This access to information is often crucial to the performance of the business and differentiating it from its competitors.

2.5.7 Entrepreneurial Skill

Entrepreneurial skill is the most important variable that directly affects business performance as it sets the pace of how all resources and skills are coordinated to achieve the business objectives (Zampetakis et al., 2011). It involves the balance of evaluating risk that may affect the business and in turn performance, identifying opportunities for business growth, setting the pace for operational and service quality as well as stakeholder management (Yousaf et al., 2018).

Entrepreneurial skill also extends to the personal traits of those leading the business as traits like perseverance, communication and dedication all input into how the business operates and interacts with stakeholders, both internal and external (Zampetakis et al., 2011).

This said entrepreneurial skill and orientation not only allows for improved business performance in the short run but through the skill of strategizing and understanding market trends and needs, the business is able to continue to perform and service existing and new clients (Zampetakis et al., 2011).

Market orientation is associated with higher levels of differentiation as well as lower costs. This leads to higher levels of financial and non-financial business performance. Furthermore, market orientation has been shown to directly improve both financial and non-financial business performance.

Overall, it is to be noted that all the above discussed variables affect business performance and need to be considered when reviewing performance metrics of an organization.

2.6 BUSINESS PERFORMANCE METRICS

Performance for any business can be measured in various ways, Yıldız and Karakaş, (2012) noted most consistent measures are based on two criterion namely objective and subjective which can further be defined into financial and non-financial measures. The frequency of a performance review of a business is subjective and can be done at set intervals at the discretion of the business owners, however Arifeen et al., (2014) recommended that timing is kept consistent for ease of comparison.

Arifeen et al., (2014) noted when deciding what performance metrics, a business chooses to evaluate, a clear distinction is required on what the information will be utilized for, namely, to improve on current operational and financial requirements or to formulate or support the further strategy of a business. It was further noted the performance metrics of a business need to be adjusted in line with the age and operational needs of the business (Chittithaworn et al., 2011).

The literature reviewed from several authors including Yıldız and Karakaş, (2012), Arifeen et al., (2014) and Alstete, (2008) all referenced the following financial and objective measures as the mostly commonly used to assess a business performance; financial performance, rate of return on investments, sales growth and profitability. Despite the consensus of these being suitable performance measures,

there is an underlying argument this is not sufficient which further supported the need for subjective non -financial performance measures.

The subjective measures of business performance are affected by the environment in which the business operates yet can be applied with ease across most sectors. These include market penetration, client retention, brand equity, staff retention and customer satisfaction (Yıldız & Karakaş, 2012).

Despite the measures being applicable in most instances, it is noted they are not to be considered as standalone indicators of success for a business.

2.7 RESOURCES

In order to effectively run a business, it is necessary to have a clear understanding of the specific resources that are required such as whether they are tangible or intangible, whether the resources are free or paid for and how they affect the business in general (Jawed & Siddiqui, 2020).

Intangible resources are those that have no physical form and often the support structure that ensures a business can sustain competitive advantage over its competitors (Kamasak, 2017; Khan et al., 2019). This is due to the peculiar nature of how these resources are integrated to the strategic objectives of a business to achieve success. This is different for every business and includes use of knowledge and innovation (Carmeli, 2004). It is understood the business context, firm age and managerial capabilities of businesses have a significant bearing how effectively the intangible resources are utilized (Anderson & Eshima, 2013).

In the context of business, intangible resources include business reputation, company culture, internal control and access to resources (Carmeli, 2004). It is noted though intangible resources cannot be exchanged to gain market relevance, they can be used to influence the business performance in both quantitative and qualitative forms.

Tangible resources pose a physical form, are quantifiable and can be exchanged for other goods or a monetary value (Kamasak, 2017). Their value lies more in the

operational excellence of a business and tend to be limited in number and availability to businesses as a result of the age of the business and the environment in which it operates in (Anderson & Eshima, 2013).

Studies by Anderson and Eshima (2013), Kamasak (2017), Jawed and Siddiqui (2020) and Carmeli (2004) all agreed both tangible and intangible resources are important in the business cycle and require strategic deployment to ensure the business performs in the short term and is sustainable as a going concern within the market that it operates in.

2.8 THEORETICAL FRAMEWORK

Based on the literature reviewed on the constructs, the researcher noted the applicable theoretical framework for this research study was network theory. It is most applicable as it depicts how networking structures, strength of relationships referred to as ties and the growth of a network impacts access of a business to resources and opportunities.

Network theory refers to a group of persons or organizations who are linked to each other, through unformalized social or business connections often referred to as links (Borgatti & Halgin, 2011). The links are an indication of proximity of persons or organizations to each other. Short links indicate close proximity to source of social capital (Burt, 2000). Though there is no physical indication of the strength of links in the diagram, literature suggested trust and shared value are the underlying variables that influence the strength of links.

Networks are often formed around shared goals and beliefs and these are referred to as nodes and are not often dictated by any set criteria (Borgatti and Halgin, 2011). Networks can be increased through bridging and bonding.

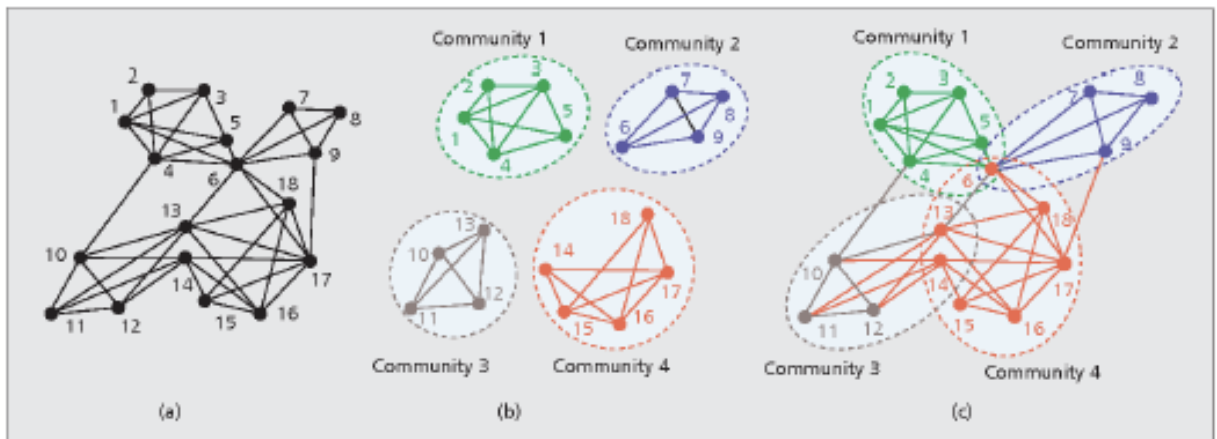


Figure 2.1: Illustrative model of network theory

In the context of business performance, network theory assists in understanding how business relates to each other and how those relationships can influence the outcomes of strategic business objectives.

2.9 CONCLUSION

The literature review confirmed social capital is an essential part of business resources and when exercised correctly, can be beneficial in making the operations more successful. Furthermore, the research revealed social capital is a dynamic activity that can be strategically grown to advance to the business need. It further revealed exclusivity of networks is of no benefit to the organization, but growth of social capital and strengthening of ties amongst those in the network is a key determinant of success. The highlighting of the different types of social capital, the resources it can give businesses access to and in turn, how those resources can affect business performance is essential in furthering knowledge on how social capital can be leveraged to propel a business strategy and potentially increase performance.

CHAPTER 3

RESEARCH HYPOTHESES

3.1 INTRODUCTION

This research study aimed to understand how social capital influences small firm performance across various industries with a specific focus on how resources accessed as result of the social capital influence the firm's performance.

The literature discussed in the previous chapter has demonstrated that social capital is an influencing factor of business performance and substantial data is available to support this notion. However, a knowledge gap has been identified in relation to the resources as a factor, therefore creating a need in both academia and the business world for this research study.

Previous literature by Stam, Arzlanian and Elfing (2014) analyzed contextual factors i.e. strength of network ties linked to social capital and small firm performance using secondary data and found a significant relationship exists between the two constructs. However further research on what exact resource impacts this relationship and in which areas of business was yet to be conducted. This has therefore led to the need to empirically evaluate this relationship between the two constructs and specifically, the effect of the moderating variable.

3.2 HYPOTHESES

Hypothesis 1 – There is a significant statical positive relationship between social capital and small firm performance in all industries

This hypothesis is based on previous research which identified a positive relationship between social capital and business performance. Numerous studies have been conducted on this relationship including academic literature by Vinayachandran and Ambily (2020) that have highlighted social capital assists small firms in becoming competitive entities. Similar literature by Gelderman et al., (2020) further highlighted how social capital influences business performance through knowledge sharing and resourcing pooling.

Through this hypothesis, the researcher sought to expand on the academic evidence that supports this premise and further emphasize the importance of social capital as a strategic tool in small firm performance across various industries.

Hypothesis 2 – Large and diversified networks with stronger ties have a significant statistical impact on positive impact on small firm performance

With social capital being a part of the business performance strategy, this hypothesis sought to evaluate how the size and the diversity of the organizations social capital influences the firm's performance. Previous literature by Arena, Michael and UI-Bien (2016) highlighted how the growth of an organizations social capital through various forms including brokerage and increasing bonds can influence the performance and growth of the firm.

Hypothesis 3 – Resources gained through social capital have a significant statistical positive impact on small firm performance

With networks have been a conduit off access to various resources, both tangible and intangible, the researcher deemed necessary to affirm if the presence of these resources had any moderating effect on the relationship between the two constructs. Stam et al in their 2014 study of factors affecting the relationship between social capital and business performance noted this as an area for further research.

3.3 HYPOTHESIZED CONCEPTUAL FRAMEWORK

Figure 3.1 below depicts the conceptual framework used to conduct the research study, resulting in the hypotheses stated above, namely that a relationship exists between social capital and small business performance with the second being that resources have a moderating factor on this relationship.

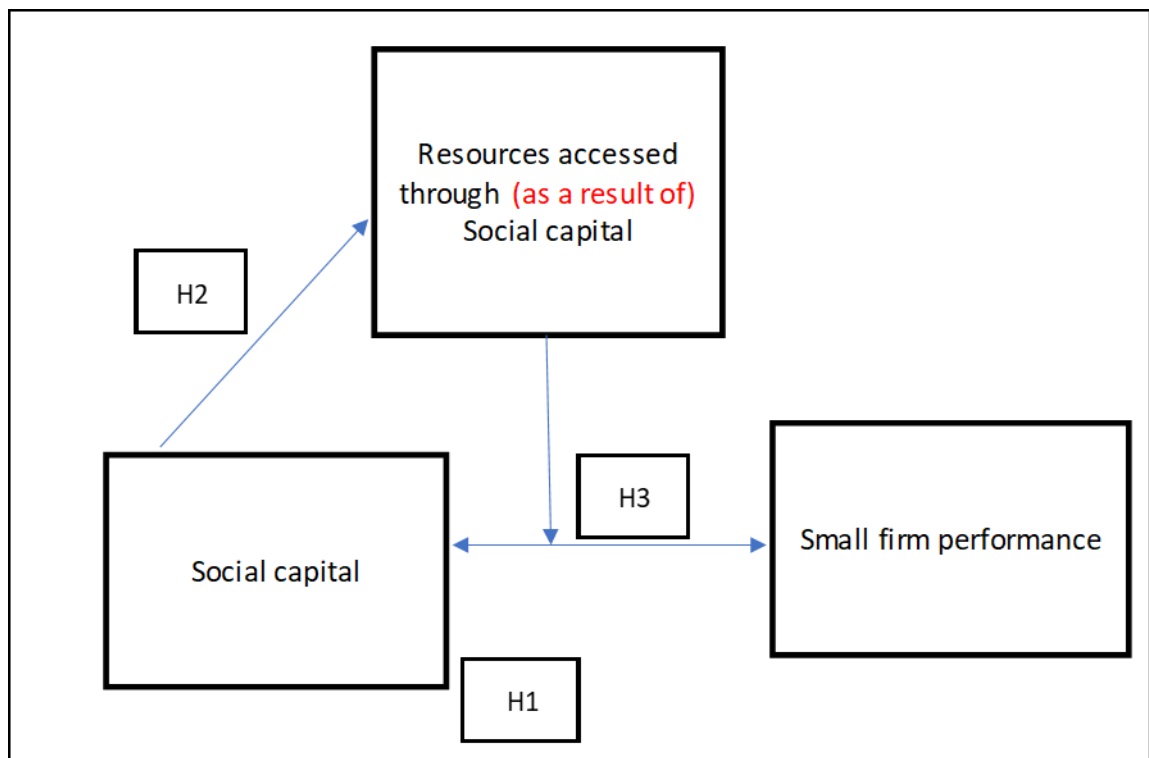


Figure 3.1: Conceptual framework

3.4 CONCLUSION

The hypotheses formulated in this chapter allowed the researcher to empirically test using statistical methods whether premises of the research study was of any value and if any relationship existed between the constructs. How the study was conducted is detailed in the next chapter.

CHAPTER 4

METHODOLOGY

4.1 INTRODUCTION

This chapter outlines how the research study was conducted, detailing the methodology used and tests conducted to test the researcher's hypotheses. The researcher conducted a quantitative study to assess the correlation between social capital and small firm performance with a focus on resources as the moderating variable. The survey population, unit of analysis, sample group, the unit of measurement are also discussed in this chapter, including a detailed review of how the survey data was collected, processed, and analysed. The researcher also detailed the tests conducted to ensure the survey instrument used was reliable and the data valid. Ethical considerations and the limitations of the research study are also included in this chapter.

4.2 RESEARCH DESIGN

Research design and research study methodology outlined how the study planned to assess the nature of the relationship between social capital and small firm performance, focusing specifically on how resources accessed through social capital influence firm performance. The researcher chose to utilise a deductive approach for the research study as there was already existing literature that addressed the relationship between the two constructs. This approach was deemed appropriate by the researcher as it did not seek to discover a new theory but to test the existing theory concerning the factors/contexts as defined by the researcher (Park & Park, 2016).

The researcher identified with a positivism philosophy as the subjects of the study were observable social realities (Saunders, 2017).

The research study was conducted using a mono- method to collect the data, i.e., quantitative. This is concerned with only using one type of research method to test the research hypothesis (Rahi, 2017). The researcher deemed that quantitative research was appropriate for this research study as this allowed the researcher to

validate existing hypotheses on the subject matter and further allowed the researcher to understand how using social capital to gain resources improved small business performance.

4.3 APPROACH SELECTED

For this research study, the researcher tested for the relationship between two constructs, i.e., social capital as the independent variable and small firm performance being the dependent variable. Saunders (2017) stated where measurable and quantifiable data is required, quantitative research is the most appropriate form. For the purposes of this research study, social capital was the independent variable, small performance the dependent variable and resource the moderating variable. The research study was classified as descriptive as it sought to answer the research question of how resource access through social capital impacts small firm performance.

4.3.1 Methodological choices

Research can be conducted using mainly one of the three methods: quantitative, qualitative and mixed methods. Quantitative research is focused on collecting new data concerning a topic that has been previously researched and is focused on data description rather than interpretation (Rahi, 2017). On the other hand, qualitative research is exploratory in nature and is focused on the why and how (Mühl, 2014). Finally, mixed method research encompasses aspects of both quantitative and qualitative research with the aim of getting an in-depth and broad understanding as well as corroborating the findings (Schoonenboom & Johnson, 2017).

For this research study, the researcher utilized a quantitative research approach where similar studies on the topic have also utilized the same method. This therefore made it the most suitable method to collect new data in relation to social capital, entrepreneurial success and analysis of the findings against the backdrop of network theory.

4.3.2 Strategy

Quantitative research is structured with set parameters which allows for consistency of the data that is to be collected. Furthermore, the same questions are posed to all participants of quantitative studies; thus, surveys are most suited (Park & Park, 2016). For this reason, the researcher utilized an online survey as the preferred instrument for data collection.

Respondents were required to confirm the size of their organization, turnover and sector of the economy they operated in as these were the parameters used to categorize business by the South African Department of Small Business and Enterprise. The questionnaire comprised of four sections with a maximum of eight questions per section.

Section one included two qualifying questions to ensure the respondents met the research study sample parameters with the parameters being the business is operational and the business operates within South Africa.

Section two focused on collecting the respondent's demographical data and information relating to the organization, namely age of business, sector, etc. These questions were formulated by the researcher.

Section three of the questionnaire was concerned with understanding the business networks, sources of social capital and ties amongst these networks. Questions were modified from similar studies conducted by Stam et al. in 2014. This section was concerned with collecting data for construct one namely social capital.

Section four of the questionnaire consisted of questions that sought to affirm which resources the business owners had access to as a direct result of their social capital and the impact of these resources on their firm's performance. These questions were centred on gathering data for construct two namely, small firm performance, focusing on the various metrics which define success as per chapter two as well data collection related to the moderating variable namely, social resources.

Questions for this section were modified from a study conducted by Cooks and Wills (1999) on small firms, social capital and the enhancement of business performance through innovation programmes.

Due to the ease of administrating an online survey and the survey questions being short in nature with a finite number of responses, the researcher had anticipated a high response rate to the survey.

4.3.3 Time horizon

The research study was cross-sectional as the data was collected within a pre-set period of time. The survey was made available for 30 days within the google forms online platform. All respondents were restricted to participate in the survey once. This was done to ensure that multiple views were collected and the data was not biased and representative of the experiences of many. The researcher believed that a cross-sectional study was the right choice for the collecting data for this research study and though a longitudinal study may have yielded a greater response rate, it may not have necessarily provided a significant difference in the data.

4.3.4 Population

A studies population is defined as a group of individuals or entities having one or more characteristics of interest (Asionaki & Oteng-Abayie, 2017). For the purposes of this research study, the relevant population were business owners who met the criteria of small and micro firm owners as per the gazetted guidelines set out by the Department of Small Business Development in South Africa which categorizes firm size according to the particular organizations number of employees and turnover within a set financial year (DSBD, 2019). Secondly, the business needed to be operating within South Africa.

The motivation of focusing on small businesses was based on SMME sector contribution of 28% to South Africa's GDP, thus making them an important part of the economy (Real economy bulletin, 2021).

4.3.5 Unit of analysis

The unit of analysis is defined as the major entity which the study seeks to analyse. For the purpose of this research study, the focus was on business owners operating within South Africa. These business owners met their respective sectors' size and turnover criteria as previously defined. In addition, the research study was targeted at small business who are in the growth stages of their business as this is the stage (mainly in the 0-5 year age and with turnover of less than R10 million per year) where the effects of social capital are most noticeable in a business (Afandi et al., 2017).

4.3.6 Sampling method and size

Non-probability sampling was utilized for the purposes of the research study to ensure a maximum variation of responses on each question (Rahi, 2017). This was deemed to be the most suitable sampling method as a list of the full sample was not available and the probability of the required population being selected to participate in the survey was unknown (Saunders, 2017).

Convenience sampling which is sampling that was easily accessible to the researcher was also utilized (Rahi, 2017). This sampling method was deemed most suitable as the researcher is a business owner and therefore had direct access to the small percentage of proposed sample through the researchers' direct network. Data was collected through the distribution of a link to an electronic survey to the researcher's immediate contacts through personal distribution via email and social networks such as LinkedIn. Respondents were requested to share the survey link with others once they had concluded their responses. This was the second form of sampling that was employed namely snowballing, a technique by which respondents are requested to refer the survey to others will also be used to collect the research data (Rahi, 2017).

Large sample sizes characterize quantitative research; however, it is estimated that there are 2.6 million small businesses operating within the formal South African economy (Small business institute, 2017). Based on the population size, the researcher targeted 400 respondents.

Cleave (2020) suggested a response rate of 30% is acceptable for online surveys as this is the minimum to eliminate survey bias. On this basis, the researcher anticipated to receive a minimum of 120 responses, however, only 94 responses were received. The survey response rate may have been affected by many factors including survey fatigue, disinterest in the topic and the need to remind potential respondents to partake (Fan & Yan, 2010). Due to the nature of anonymity of the survey, the researcher could not ascertain which of these factors affected the low response rate to the survey.

4.3.7 Measurement instrument

The researcher utilized a structured questionnaire consisting of questions adapted from various literature studies that were focused on similar topics of study. A sample of the survey is attached in Appendix 5 The survey was distributed amongst business people operating within the South African market. The survey was developed and administered through the Google forms online platform.

The survey questionnaire consisted of four sections with 21 questions that were aimed at understanding the nature and size of the business, their sources of social capital and strength of links as well assessing how the resources obtained through social capital have influenced the business performance.

The questions sought to assess how social capital has impacted the respondent's business, what opportunities have been afforded to them due to their networks, how have these networks grown or decreased in size and what the impact has been on the overall business performance.

The questionnaire included a combination of ranking questions which involved the respondents arranging and comparing a list of items and arranging them in order of preference. Rating questions also formed part of the survey. These required the respondents to select a number between one and ten that best represented their response. A matrix rating system was also used for some of the questionnaire sections and these required the respondent to assign a weighting to each question using a Likert scale (Lietz, 2010).

The sections of the survey were structured as follows:

- Section 1 - qualifying questions to ensure that participants have the required population characteristics.
- Section 2 - Business demographics to allow the researcher to categorize the businesses as per Department of Small Business guidelines.
- Section 3 - Understanding the sources of social capital of the business to test the first construct.
- Section 4 & 5 - Questions in this section sought to understand construct two namely, business performance and how the moderating variable affected this construct.

4.4 SURVEY PILOTING

To assess the suitability of the survey, the researcher distributed the survey to five colleagues as a pilot group. These colleagues met the sample criteria of the research study. The researcher undertook this pilot to assess the suitability of the survey for its intended purpose as well as to test for validity and reliability in the first instance.

All five responses were received from the pilot survey with minor comments relating to clarity of some of the questions. These were rectified after which the survey was published.

4.5 DATA GATHERING PROCESS

The researcher distributed a link to the electronic survey using an online platform, namely google forms, to potential respondents. The survey included voluntary participation and a disclosure statement to inform the respondent of the purpose of the research study as well as where queries relating to the survey can be directed.

To ensure anonymity, no personal details or contact details were requested from the respondents. The survey was self-administered on an online platform and the survey data showed the longest period required to complete the survey was eight minutes.

The online survey method provided the researcher with a number of advantages as it was easy and cheap to administrate, allowed participants to respond at their leisure and from their preferred geographical location.

The researcher noted two disadvantages of the online survey method that being it did not allow for engagement on the topic and respondents could not seek any form of clarity from the researcher whilst responding to the survey.

4.6 DATA STORAGE

The preservation of research data as part of the research process meant data could be stored using physical storage devices like hard drives or cloud-based solutions. This was to ensure should the data be required for future studies or verification it is available. For the purposes of this research study, the collected data had been stored on a password protected cloud service.

4.7 DATA SORTING & CODING

To allow for ease of processing the collected data, the researcher undertook a coding process of all the survey responses received. After having closed acceptance of responses to the survey, the researcher downloaded an excel sheet from the Google forms platform which included the raw data.

The data was imported into Statistical Processing Software (SPSS) and each question coded as follows:

Table 4.1 Coding of data variables

GENDER		AGE GROUP	
Male	1	18-25	1
Female	2	26-32	2
		33-40	3
		>40	4

BUSINESS SECTOR	
AGRICULTURE	1
MINING & QUARRYING	2
MANUFACTURING	3
ELECTRICITY, GAS & WATER	4
CONSTRUCTION	5
RETAIL MOTOR TRADE, REPAIR & SERVICE	6
WHOLESALE	7
CATERING/ACCOMODATION	8
FINANCE AND/OR BUSINESS SERVICES	9
COMMUNITY /SOCIAL AND PERSONAL SERVICES	10

Business age		Number of Employees		Business Turnover (R)	
0-3	1	0-10	1	< 5 000 000	1
4-6	2	11-50	2	< 10 000 000	2
7-10	3	51-250	3	11 000 000<>17 000 000	3
>10	4	>250	4	17 000 000<>25 000 000	4

Sources of Social Capital	
Work/Colleagues	1
Professional Body Organization	2
Industry Networking Events	3
Social Media	4

Industry Events	5
Referrals by Others	6

4.8 QUALITY CONTROLS

To ensure the questionnaire was suited for the research study, the researcher tested for validity, the extent to which the questionnaire addressed the concept, assessing mainly the content, the constructs being tested and how the questionnaire compared to other instruments measuring similar variables (Heale & Twycross, 2015).

Validity of the questions were tested by calculating a Pearson’s correlation coefficient between the variables. From this test, which was conducted on SPSS, a score greater than 0.3 was required to imply that a significant correlation exists between the constructs and the questions.

Reliability testing; a measure of how consistent the questionnaire was in assessing the topic, was also employed to ensure the researcher met the research study objectives. This was done using Cronbach’s alpha test. A Cronbach score of 0.7 was required to consider the questions and data reliable (Monhajan, 2017). Where this was not achieved, the affected questions were eliminated.

4.9 Ethical Considerations

To maintain the integrity of the research study, a consent statement was included in the opening section of the online survey. All respondents participated voluntarily in the study with no coercion or promise of payment from the researcher. The data collected was used for academic purposes only. Confidentiality and anonymity of the respondents was ensured by not requesting information that can be directly linked to the respondents and only information related to the research study was collected excluding any personal data.

As part of the ethical considerations, the methodology and research survey were submitted to the GIBS ethics committee to ensure all necessary precautions had been considered in the execution of the research study. This included ensuring the respondents participated voluntarily in the research study, where aware of the

requirements of the research study and personal information, if any, would be kept safe.

CHAPTER 5

SURVEY RESULTS

5.1 INTRODUCTION

This chapter details the findings of the closed survey that was distributed as part of this quantitative study. The chapter comprises of four-parts; part one reflects the description of the respondents' demographic profile. Section two describe the tests conducted to test for validity of the instrument used to collect the data as well as reliability of the data collected. The last section will be focused on the test conducted to establish whether a relationship exists between the two constructs, i.e. social capital and entrepreneurial success and hypotheses testing as previously discussed in chapter three.

As discussed in chapter four, a total of ninety-four responses to the survey were collected. Of the total collected, nineteen were discarded from the batch to be analyzed as they didn't meet the qualifying criteria of being small business owners and operating a business within South Africa. The final sample size of seventy-five (N=75) allowed the researcher to focus on a homogenous group of SME size business owners. This research study focused on SME business owners within the South African border and explored the relationship between how their social capital influenced that success of their businesses.

5.2 SAMPLE DEMOGRAPHIC DESCRIPTION

5.2.1 Age Group

Thirty six percent (36%) of the respondents were between the ages of 26-32 making this the majority age group. This was closely followed by the 33-40 age group with 34.7% of the respondents belonging to this category. Just over a quarter of the respondents were above the age of 40 with exactly 25.3% allocated to this group. The smallest age group was that of the 18–25-year-old with only 4% of this age contributing to the sample. Figure 5.3.1 is illustrates the age group of the data survey respondents.

Please confirm your age group?

75 responses

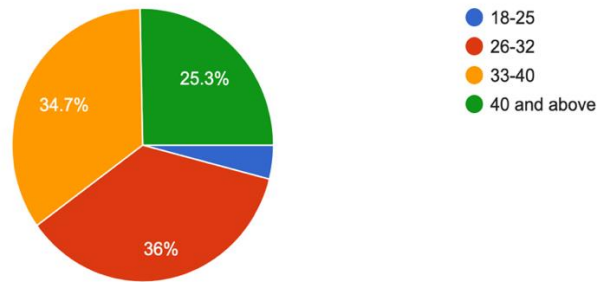


Figure 5.1: Age group breakdown of respondents

5.2.2 Gender

Just over half of the respondents were male with a total of 56% representing the sample closely followed by 42.7% of females responding to the survey. A small percentage of the sample, 1.3% identified themselves as non-binary.

What is your gender ?

75 responses

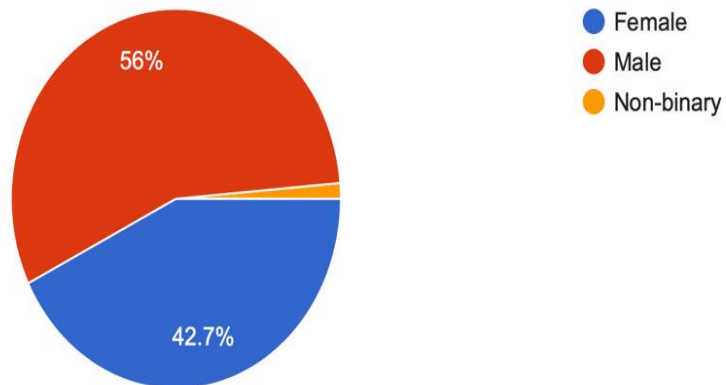


Figure 5.2: Respondent's gender breakdown

5.2.3 Business Sector

Of the responses received, the majority of the businesses, 40.3% operated within the construction sector. The second largest set of respondents, 17.6% came from the finance and business sector. Retail and motor services represented 12.2 % of the respondents whilst 10.8% of the respondents operated within the community and social services sector.

The catering and accommodation sector represented 6.8% of the data collected. Businesses operating in the electricity, gas and water sector made up 5.4% of the respondents with mining and quarrying representing 4.1%. The agriculture and wholesale sectors were least represented in the data collected with only 1.4% of the respondents belonging to the sectors respectively.

In which sector does your business operate in?

74 responses

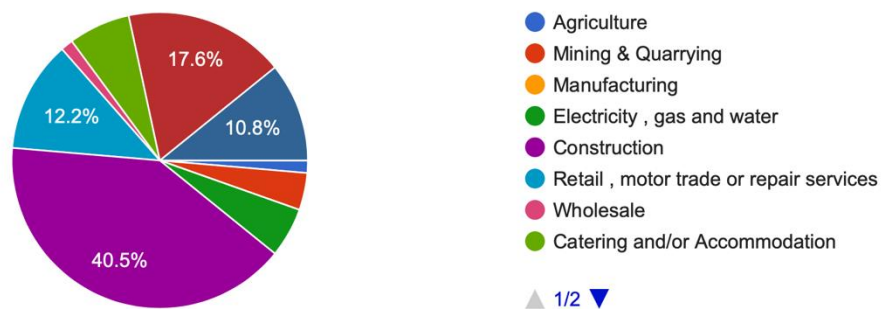


Figure 5.3: Business sector breakdown on respondents

5.2.4 Age of Business

With regards to the age of the businesses owned by the respondents, the majority of the business, 42.7%, had been in between in operation for more than a day but less than 3 years. The second largest group of respondents had been operating their business for 4-6 years- this represented 26.6% of the sample. 10.7% of the businesses had been in operation for 7-10 years whilst exactly 20% of the businesses had been operating for over 10 years.

How long has your business been in operation?

75 responses

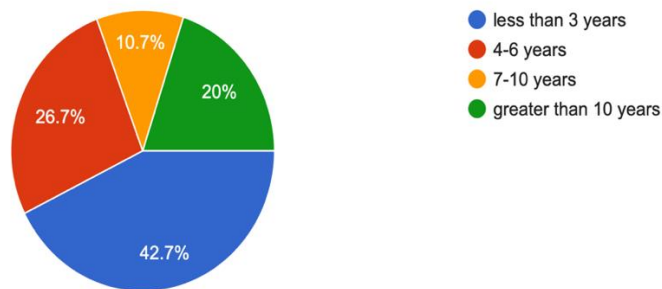


Figure 5.4: Breakdown of respondent's business age

5.2.5 Size of company

Size of company in terms of number of employees and annual turnover are some of the metrics that were used to determine company classification by the Department of Small Business and Enterprise. On this basis, it was essential for the purposes of this survey to understand which categories the respondent's business belong under.

Most of the respondents, 82.4% indicated they employed between 0-10 on a full-time basis with the group of 11-50 employees being the second largest with a representation of 13.5%. A small fraction of 2.7% indicated they employed between 51-250 employees with the smallest group being that of companies with 251 employees, accounting for only 1.4% of the responses received.

5.2.6 Business Turnover

What was your businesses turnover in the financial year 2019/2020?

75 responses

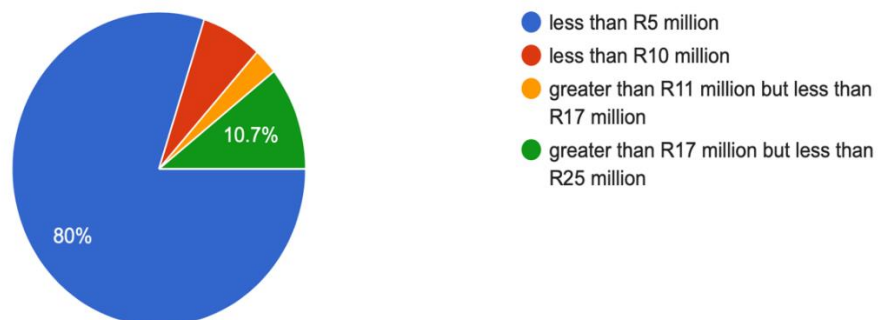


Figure 5.5: Breakdown of respondent's business turnover

Figure 3.5 above illustrates the annual turnover of the businesses that responded to the survey. 80% of the respondents indicated their annual turnover was less than R5 million in the specified financial year of 2019/2020 and these were the majority of the responses. The second largest number of responses was the group of companies whose turnover was between R17 million and R25 million, accounting for 10.7% of the responses received. 6.7% of the responses indicated business turnover above R5 million but less than R10 million in the same period. Only 2.6% of the respondents had a turnover greater than R11million rand but less than R17 million.

In the next chapter, chapter six, the possible implications of the demographic results of the sample will be discussed.

5.3 CONSTRUCT VALIDITY AND RELIABILITY OF SURVEY INSTRUMENT

5.3.1 Introduction

Validity tests are conducted on research instruments to measure the level of association between constructs. For this research study, the researcher conducted a Pearson's correlation test on the SPSS platform amongst the two constructs namely social capital and small firm performance as well as the moderating variable i.e. resources.

For the Pearson's correlation test, on a 2 tailed sig level, a p value which indicates significance was required to be a minimum of 0.05.

In order for the constructs to be considered valid, a p value of 0.05 (>0.05) or less is required when conducting a two tailed test.

5.3.2 Validity test 1- Social capital and network strength

Table 5.1 below represents the outputs of the validity test on construct one: social capital. The Pearson's correlation table indicated all three questions measuring this construct had a moderate positive correlation as indicated by the p values being less

than 0.05 for all 75 responses received as denoted by the N in the table. Based on these results, the questions were valid for measurement of the construct.

Table 5.1: SPSS correlation table for construct 1

		QSC1	QSC2	QSC3
QSC1	Pearson Correlation	1	.409**	.512**
	Sig. (2-tailed)		0,000	0,000
	N	75	75	75
QSC2	Pearson Correlation	.409**	1	.570**
	Sig. (2-tailed)	0,000		0,000
	N	75	75	75
QSC3	Pearson Correlation	.512**	.570**	1
	Sig. (2-tailed)	0,000	0,000	
	N	75	75	75

5.3.3 Validity test 2 – Small firm performance

The validity of construct two was measured using a Pearson correlation test where a p value >0.05 was required to indicate significance of the questions included in the research survey to test this construct. The outputs of the test as detailed in table 5.2 below indicate that all five questions have a p value >0.05, therefore, all questions related to the construct were valid.

Table 5.2: SPSS Correlation output for Construct 2

		QBF1	QBF2	QBF3	QBF4	QBF5
QBF1	Pearson Correlation	1	.461**	.513**	.482**	.240*
	Sig. (2-tailed)		0,000	0,000	0,000	0,038
	N	75	75	75	75	75
QBF2	Pearson Correlation	.461**	1	.377**	.605**	.381**
	Sig. (2-tailed)	0,000		0,001	0,000	0,001
	N	75	75	75	75	75
QBF3	Pearson Correlation	.513**	.377**	1	.468**	.516**
	Sig. (2-tailed)	0,000	0,001		0,000	0,000

	N	75	75	75	75	75
QBF4	Pearson Correlation	.482**	.605**	.468**	1	.444**
	Sig. (2-tailed)	0,000	0,000	0,000		0,000
	N	75	75	75	75	75
QBF5	Pearson Correlation	.240*	.381**	.516**	.444**	1
	Sig. (2-tailed)	0,038	0,001	0,000	0,000	
	N	75	75	75	75	75

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

* . Correlation is significant at the 0.05 level (2-tailed).

5.3.4 Validity test – Moderating variable – Resources

Table 5.3 below represents the Pearson's correlation outputs for the moderating variable namely resources. Based on all six questions achieving a p value greater than 0.05, it was concluded that all constructs in the moderating variable are valid.

Table 5.3: Construct validity for moderating variable: Resources (table found on the next page)

		QR1	QR2	QR3	QR4	QR5	QR6
QR 1	Pearson Correlation	1	.371**	0,191	.408**	0,224	.479**
	Sig. (2-tailed)		0,001	0,100	0,000	0,054	0,000
	N	75	75	75	75	75	75
QR 2	Pearson Correlation	.371**	1	0,176	0,079	.393**	.228*
	Sig. (2-tailed)	0,001		0,131	0,501	0,000	0,049
	N	75	75	75	75	75	75
QR 3	Pearson Correlation	0,191	0,176	1	.274*	.247*	0,139
	Sig. (2-tailed)	0,100	0,131		0,017	0,033	0,233
	N	75	75	75	75	75	75
QR 4	Pearson Correlation	.408**	0,079	.274*	1	.250*	.550**
	Sig. (2-tailed)	0,000	0,501	0,017		0,030	0,000
	N	75	75	75	75	75	75
QR 5	Pearson Correlation	0,224	.393**	.247*	.250*	1	.386**
	Sig. (2-tailed)	0,054	0,000	0,033	0,030		0,001
	N	75	75	75	75	75	75
QR 6	Pearson Correlation	.479**	.228*	0,139	.550**	.386**	1
	Sig. (2-tailed)	0,000	0,049	0,233	0,000	0,001	
	N	75	75	75	75	75	75

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

* . Correlation is significant at the 0.05 level (2-tailed).

5.4 RESEARCH SURVEY RELIABILITY

Having conducted the validity test on the constructs and the moderating variable in the section above to ensure the research survey measured what it has been intended to measure, the researcher then conducted a reliability test on the same set of questions. Reliability using the Cronbach Alpha test is conducted to ensure

consistency of the questions. For the purposes of the survey, the research required a coefficient of 0.65 for each question and where questions did not meet the criteria, they were removed.

5.4.1 Survey reliability Test – social capital and network strength

The results for the reliability test conducted to the questions measuring the construct social capital achieved a Cronbach’s alpha coefficient of 0.745 indicating they were suitable for inclusion in the final survey results analysis.

Table 5.4: SPSS output on reliability test for construct 1

Reliability Statistics	
Cronbach Alpha	Number of Items
0.745	3

5.4.2 Survey Reliability test – Firm performance

Table 5.5 below illustrates the outcome of the reliability test conducted on the 5 questions related to business performance, the second construct. The SPSS outputs indicated a coefficient of 0.801 was achieved for this set of questions which is greater than the required 0.65. These questions were therefore deemed reliable and suitable for inclusion in the final survey results analysis.

Table 5.5: SPSS output for construct 2 reliability test

Reliability Statistics	
Cronbach Alpha	Number of Items
0.801	5

5.4.3 Survey Reliability test – Resources

The outputs of the reliability test conducted on the questions included in the survey to measure the effect of the moderating variable namely resources, are detailed in table 5.6 below. The results indicated all six questions achieved an acceptable

coefficient of 0.713 which was acceptable and therefore, all questions were considered reliable and suitable for use in the analysis of the research findings.

Figure 5.6: SPSS outputs for reliability test on moderating variable resources

Reliability Statistics	
Cronbach Alpha	Number of Items
0.713	6

5.5 EXPLORATORY FACTOR ANALYSIS

Exploratory factor analysis (EFA) testing is conducted to understand the underlying structure of the study variables. The test is conducted in two parts, first being a test for the Kaiser- Mayer- Olkin Measure (KMO) and the Bartlett’s test of sphericity. These are conducted to measure the factorability of the questions in relation to the constructs. The second part of the test is then the EFA.

5.6 KMO AND BARTLETTS TEST OF SPHERICITY OUTPUTS FOR CONSTRUCTS

The three tables below represent the SPSS outputs for the KMO and Bartlett’s Test of Sphericity for each construct. All three constructs achieved a KMO score above the acceptable lower limit of 0.5. Social capital result was 0.667, firm performance 0.754 and resources 0.677. For the Bartlett’s test of sphericity, the p value was to be less than 0.05 for the results to be accepted. All three constructs achieved 0.00. These results for both tests indicated the EFA analysis was suitable for the research data.

Table 5.7: KMO & Bartlett’s Test of Sphericity Results – Social Capital

Kaiser – Meyer- Olkin Measure of Sampling		.667
Bartlett’s Test of Sphericity	Approx. Chi Square	52.313
	Df	3
	Sig.	.000

Table 5.8: KMO & Bartlett's Test of Sphericity Results – Firm Performance

Kaiser – Meyer- Olkin Measure of Sampling		.754
Bartlett's Test of Sphericity	Approx. Chi Square	114.492
	Df	10
	Sig.	.000

Table 5.9: KMO & Bartlett's Test of Sphericity Results – Resources

Kaiser – Meyer- Olkin Measure of Sampling		.677
Bartlett's Test of Sphericity	Approx. Chi Square	89.704
	Df	15
	Sig.	.000

5.7 Exploratory Factor Analysis Outputs for constructs

5.7.1 EFA output for construct: Social capital

Table 5.10: SPSS outputs for EFA on social capital

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1,997	66,571	66,571	1,997	66,571	66,571
2	0,596	19,859	86,430			
3	0,407	13,570	100,000			

Extraction Method: Principal Component Analysis

Component Matrix ^a	
	Component
	1
QSC1	0,775
QSC2	0,810
QSC3	0,861

Extraction Method: Principal Component Analysis.

a. 1 component extracted.

Table 5.10 above represents the SPSS outputs for EFA for the construct social using the principal component analysis extraction method were only components with an Eigen value greater than 1 is extracted. For this construct, only 1 component was retained. For this component, the total variance accounted was 66.57%. The factor coefficient of the component with a total of 1.997 indicated a close association with the variable.

The other components for this construct were above 0.3 which was the suggested minimum coefficient with totals of 0.81 and 0.86 respectively. These outputs therefore indicated all three questions were to be utilized in the hypotheses testing.

5.7.2 EFA Output for construct: firm performance

Table 5.11: SPSS outputs for EFA on firm performance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,804	56,079	56,079	2,804	56,079	56,079
2	0,785	15,692	71,771			
3	0,672	13,441	85,213			
4	0,387	7,736	92,948			
5	0,353	7,052	100,000			

Extraction Method: Principal Component Analysis.

Component Matrix ^a	
	Component
	1
QBF1	0,720
QBF2	0,760
QBF3	0,768
QBF4	0,813
QBF5	0,676

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Table 5.11 above represents the SPSS outputs for EFA on the second construct, firm performance, using the principal component analysis extraction method were only components with an Eigen value of greater than 1 is extracted. For the construct, only 1 component was retained. For this component, the total variance accounted was 56.07%. The factor coefficient of component with a total of 2.804 indicated a close association with the variable.

The other components for this construct were above 0.3 which was the suggested minimum coefficient with totals of 0.76, 0.768, 0.813 and 0,676 respectively. These outputs therefore indicated all five questions were to be utilized in the hypothesis testing.

5.7.3 EFA output for moderating variable: resources

Table 5.12: SPSS outputs for EFA on resources

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,507	41,789	41,789	2,507	41,789	41,789
2	1,046	17,428	59,217	1,046	17,428	59,217
3	0,905	15,090	74,307			
4	0,733	12,218	86,525			
5	0,427	7,111	93,635			
6	0,382	6,365	100,000			

Extraction Method: Principal Component Analysis.

Component Matrix ^a		
	Component	
	1	2
QR1	0,720	-0,104
QR2	0,549	0,674
QR3	0,457	0,147
QR4	0,693	-0,538
QR5	0,637	0,406
QR6	0,770	-0,322

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Table 5.2.3 above represents the SPSS outputs for EFA test on the moderating variable, resources. Using the principal component analysis extraction method where only components with an Eigen value greater than 1 was extracted. For this construct, two components were retained. For these components, the total variance accounted was 41.78% and 17.42%. The factor coefficient of the component with a total of 2.507 and 1.046 indicated a close association with the variable.

The other outputs for this construct were above 0.3 which i suggested the minimum coefficient for the first output. These outputs therefore indicated all six questions were to be utilized in the hypothesis testing.

5.8 DESCRIPTIVE STATISTICS

To understand the characteristics of the data collected per construct, the research study utilized descriptive statistics. This helped the researcher understand the scoring per question, mainly the lowest scores, the highest score, the average score and the deviation between responses.

Respondents were requested to rate questions related to their social capital on a 1-10 sliding scale, with 1 representing the lowest rating and 10 being the highest with the three variables being diversity, value and strength of their social capital.

Questions measuring the construct firm performance were measured using a 4-point Likert scale, measuring as follows; 1 – no impact; 2- slight impact; 3- moderate impact and 4 -significant impact.

Questions measuring the moderating variable, resources, were similarly measured using a 4-point Likert scale, measuring as follows: 1 – no effect, 2 – slight effect; 3 – moderate effect and 4 – significant effect.

The data below is presented in a table for each construct with an accompanying histogram which illustrated the skewness for each question.

5.8.1 DESCRIPTIVE STATISTIC OUTPUTS: CONSTRUCT ONE – SOCIAL CAPITAL

Construct one was measured using three questions and the outputs for the descriptive statistics are as per table 5.13 below. The respondents were requested to rate their social capital on a sliding scale of 1 -10. The results indicated the highest mean of 7.75 was question two relating to how valuable their social capital is. With the lowest mean of 5.79 being on question 1 relating to the diversity of their social capital.

Table 5.13: Descriptive stats output on SPSS for social capital

	N	Minimum	Maximum	Mean	Std. Deviation
QSC1	75	1	10	5,79	2,500
QSC2	75	2	10	7,75	2,296
QSC3	75	1	10	6,16	2,242
Valid N (listwise)	75				

In relation to the standard deviation which measures dispersion from the mean for each question in relation to the construct, the outputs indicated question one had

the highest dispersion from the mean with a standard deviation of 250. Question three had the lowest standard deviation of 2.242.

	N	Minimum	Maximum	Mean	Std. Deviation
QBF1	75	1	4	2,56	0,962
QBF2	75	1	4	2,36	0,880
QBF3	75	1	4	2,53	0,920
QBF4	75	1	4	2,37	0,912
QBF5	75	1	4	1,91	0,989
Valid N (listwise)	75				

Table 5.14: Descriptive statistics outputs for firm performance on SPSS

5.8.2 Descriptive statistic outputs: Construct two – Firm performance

Table 5.14 above details the descriptive stats outputs for construct two which was measured using five questions. The respondents were requested to rate each question on a 4-point Likert scale. The outputs indicated the highest mean was recorded on question 3 relating to how resources had impacted business performance in relation access to customer satisfaction with a mean score of 2.87. The lowest mean of 1.91 was recorded on question one in relation to customer retention.

With regards to the standard deviation, there was very little dispersion amongst responses for all five questions with the highest standard deviation being recorded on question 1 at 0.989 and the lowest on question four at 0.827. This indicated most of the responses for each question were close to the respective mean.

5.8.3 Descriptive statistic outputs: Moderating variable – resources

The descriptive statistical outputs for the moderating variable resources which was measured using six questions are as per table 6.3 below. Respondents were requested to rate each question on a 4-point Likert scale. The highest mean, 2.87, was on question three relating to resources access to finance. The lowest mean of 1.91 was noted on question six relating to business mentoring.

The highest standard deviation was noted in question five at 0.989 with the lowest dispersion being on question 3 with an output of 0.827.

Table 5.15: Descriptive statistics outputs for resources on SPSS

	N	Minimum	Maximum	Mean	Std. Deviation
QR1	75	1	4	2,19	0,940
QR2	75	1	4	2,60	0,915
QR3	75	1	4	1,95	0,957
QR4	75	1	4	2,53	0,935
QR5	75	1	4	2,87	0,827
QR6	75	1	4	2,40	0,973
Valid N (listwise)	75				

5.9 RESULTS FOR HYPOTHESIS TESTS

5.9.1 Introduction

A linear regression test, i.e. the Spearman's correlation, was conducted on the constructs and the outputs discussed below. To the test for the significance of the relationship between the constructs, if any, with the correlation coefficient (r) being the measure of the strength of the relationship, the following is noted: less than 1 indicates a negative relationship amongst variables, zero indicates no relationship and an output of greater than one indicates a positive relationship.

Secondly, the outputs of the 2 tailed sig value above the confidence level 0.05 denoted by (p) are to be interpreted as follows: p value greater than 0.05 indicates no relationship between variables whereas a p value below 0.05 indicates that a relationship is present.

Results for each hypothesis test are represented with both a table and a scatter diagram.

5.9.1.1 Hypothesis test assumptions

For the hypothesis tests conducted on the data, the following assumptions were noted:

- a) All data is numeric and continuous
- b) All data is either ordinal or scale
- c) A 95% confidence level is applied
- d) Data is not normally distributed

Table 5.16: SPSS output for correlation between construct 1 & 2

			SC1	BFTOTAL
Spearman's rho	SC1	Correlation Coefficient	1,000	.415**
		Sig. (2-tailed)		0,000
		N	75	75
	BFTOTAL	Correlation Coefficient	.415**	1,000
		Sig. (2-tailed)	0,000	
		N	75	75

5.9.2 Correlation test Hypothesis 1

H1: *There is a significant statistical positive relationship between social capital and small firm performance in various industries*

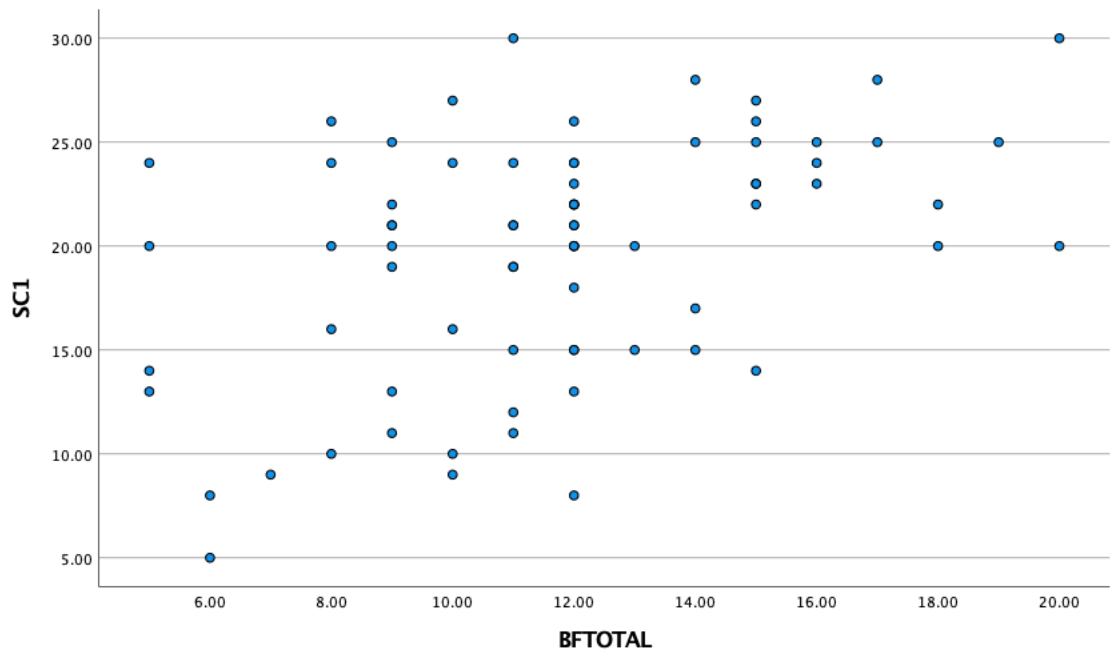


Diagram 7.1: Scatter graph for hypothesis 1

The outputs on table 7.2 above of the Spear's correlation test for Hypothesis 1, with social capital being the independent variable and firm performance being the dependent variable.

The following results were noted:

- There is a strong correlation between social capital and firm performance.
- There is a moderate correlation between business performance and social capital.
- A relationship is present & positive between the two variables.
- A non- linear relationship exists between the two variables.

5.9.3 Correlation test Hypothesis 2

H2- Large and diversified networks with stronger ties have a significant statistical impact on the positive impact on small firm performance

Table 7.16: SPSS output for correlation test on Hypothesis 2

		QSC1	QSC3	BFTOTAL
QSC1	Pearson Correlation	1	.512**	.245*
	Sig. (2-tailed)		0,000	0,034
	N	75	75	75
QSC3	Pearson Correlation	.512**	1	.392**
	Sig. (2-tailed)	0,000		0,001
	N	75	75	75
BFTOTAL	Pearson Correlation	.245*	.392**	1
	Sig. (2-tailed)	0,034	0,001	
	N	75	75	75

The outputs on table 7.16 above of the Spear's correlation test for Hypothesis 2, with social capital being the independent variable, specifically diversity and strength, and firm performance being the dependent variable.

The following results can be noted:

- There is a strong correlation between the diversity of a firm's social capital and the firm performance.
- There is a moderate correlation between the strength of ties in a firm's social capital and the firm's performance.
- A relationship is present and positive between the variables.

5.9.4 Correlation test Hypothesis 3

H3 - Resources gained through social capital have a significant statical positive impact on small firm performance.

The outputs on table 5.17 below of the Spear's correlation test for Hypothesis 3, with social capital being the independent variable, and firm performance being the dependent variable and resources being the moderating variable.

The following results can be noted:

- Their resources have a moderate effect on the correlation between social capital and firm performance

A relationship is present between the variables. It is noted to be positive and significant.

Table 5.17: SPSS output for correlation test as per Hypothesis 3

			SC1	RESTOTAL	BFTOTAL
Spearman's rho	SC1	Correlation Coefficient	1,000	.425**	.415**
		Sig. (2-tailed)		0,000	0,000
		N	75	75	75
	RESTOTAL	Correlation Coefficient	.425**	1,000	.599**
		Sig. (2-tailed)	0,000		0,000
		N	75	75	75
	BFTOTAL	Correlation Coefficient	.415**	.599**	1,000
		Sig. (2-tailed)	0,000	0,000	
		N	75	75	75

5.10 CONCLUSION

From the three-hypothesis test conducted in this chapter, it can be concluded that a significant relationship exists amongst the two constructs, though not linear. The strength of the relationship is moderate to strong.

It can be further noted the impact of the moderating variable resources, is moderate on the relationship between the two constructs.

Chapter six discusses the findings of this research study in relation to the problem statement in chapter one and the literature reviewed in chapter two.

CHAPTER 6

DISCUSSION OF RESEARCH FINDINGS

6.1 INTRODUCTION

This research study sought to determine the effect of resources accessed through networking on SME size business performance. In this chapter, the research study will analyse the results of the data as interpreted in chapter five and in line with the research purpose statement as stated in chapter one as well as the literature review in chapter two.

The hypotheses test results as stated in chapter five formed the basis of analysis which allowed the researcher to assess whether the research objectives had been achieved.

The analysis formed the basis of an opinion on whether resources accessed through networking have any substantial effect on SME business performance as the findings will either supported or contradicted existing literature.

This chapter is set out into three parts. The first part consists of a discussion on the respondent's demographics. This is in an attempt to provide insights on the participants of the research study.

The second part is an analysis of the statical results from the testing of the constructs. These are analysed in conjunction with the literature review conducted as part of chapter two. The last part of this chapter is a discussion of the hypothesis tests which suggested correlation between the constructs and the moderating variable.

A summary of this is also included at the end of this chapter to allow the researcher to give an overall view on whether the objectives of the research study where achieved.

6.2 SAMPLE DEMOGRAPHICS

The research study population consisted of business people of all ages and across various sectors operating businesses within the South African market. The respondents to the research study had been in business for a varying number of years with the businesses they operate varying in size and turnover. The demographic categories of this research study were intended to classify the business owners to match the set criteria for the research study. Based on the population set of the respondents, the demographics were categorised to give insights for the research study.

Understanding the age distribution of the sample population was an important part of the research study as it provided insight into the propensity of the various age groups to pursue a business. The age group statistics revealed young people between the ages of 26-32 formed the largest group of respondents at 36% followed by respondents in the age category of 33-40 who compromised 34.7% of the sample population. The age group of 40 years old and above made up 25.3% and the youngest age segment of 18-25 years where the smallest number representing only 4% of the sample population.

The distribution of age groups could not have been anticipated for the research study as snowballing sampling was utilized as one of the sampling strategies of the research study. There may be a correlation between the age group of 26-32 being the highest number of respondents and the use of convenience sampling as the researcher falls with that category.

The South African definition of youth is people between the ages of 18-36 and almost 70% of the sample population falling within this category may be an indication of young people's natural ability to take risk which is often associated with starting a business as well as an indication of young people turning to entrepreneurship in an attempt to escape unemployment which is currently the highest in the age groups 18-34 years, currently at 43% (Stats SA, 2021).

The age group of 40 and above representing over a quarter of the sample population, provided insight into the state of a developing economy that has stable and mature

participants which are mirrored by the market. The age group 18-25 being the lowest, was expected, as this is the age group in which young people tend to pursue a tertiary education in South Africa or join the job market.

The distribution of gender of the sample population was skewed with the majority being male at 56%, closely followed by females at 42.7% and a small percentage of 1.3% identifying as non-binary. This was a reflection of the South African business landscape with STATS SA (2020) reporting that males are the majority of business owners in South Africa with female owned businesses making up only 19.2 % of business owners.

From the data, the insights into the sectors that business respondents operated in were interesting. The majority of the respondents at 40.5% were from the construction sector which could be related to a number of factors such as the sector being one of the largest GDP contributors in South Africa, the low barriers entry to the construction sector as well as the availability of opportunities in that sector as it one of governments strategic markets for both employment and infrastructure development. Mining and quarrying were the second largest group of respondents at 17.6% followed by retail and motor repairs at 12.2% and agriculture at 10.8%. This is a good reflection of the South African business landscape where a majority of the business are in the primary sector which includes construction and agriculture. Mining and quarrying is one of the oldest and most established sectors in the South African market and are contribute significantly to the country's GDP.

Understanding the size, age and turnover of the sample populations business was considered an essential demographic for the research study as it measured the financial health of the organisations and allowed for the categorization of the organisation as either small or medium. It was also essential to understand that literature suggested business in the younger, formative years are more likely to use social capital to advance their business needs and performance (Afandi et al., 2017; Gelderman et al., 2020; Premaratne, 2001).

The majority of the businesses were relatively young and small businesses having been in operation for a period of 0-3 years and with teams of 1-10. These represented 42.7% and 82.4 of the respondents respectively.

Most of the respondents representing 80% of the sample population business turnover was less than R5 million rand, followed by 10.7% whose turnover was above R17 million but less than R25 million. These figures indicated the majority of the sample population fitted the description of SME business across the various sectors as defined by the South Department of Small business and Enterprise.

6.3 OVERVIEW OF CONSTRUCTS

The next section is an analysis of the constructs based on the statistical results as discussed in chapter five in concurrence with the literature review in chapter two.

6.3.1 Social capital

According to (Afandi et al., 2017) , social capital a network of people who are interconnected through shared purpose and trust. It has been argues that it can be effectively used in business to help an entity grow and achieve success (Cappiello et al., 2020; Premaratne, 2001; Vinayachandran & Ambily, 2020). These studies have revealed it can be extended through focused networking and nurturing of relationships between the various parties.

The problem statement for this research study discussed in chapter one, highlighted how social capital is an essential part of the small and medium sector, a sector which sees a high failure rate of businesses often due to limited resources.

The construct social capital thus becomes an important part of this research study, as the understanding of it, allows us to understand how it can be effectively utilized to impact business performance.

To further study this construct, questions were adapted from literature sources that had previously studied social capita. The question sought to assess the respondents' sources of social capital, the diversity of their networks, their perceptions regarding the value of their social capital and the strength of the links within their networks.

Based on the analysis of the collected data, social capital for small and medium business owners construct illustrated a mean score above the mid -point value of

five on the Likert scale representing that on average, they have a positive perception on the questions posed to them relating to social capital.

Question SC1 sought to understand the diversity of the respondents' networks, with a mean response of 5.79 indicating the majority of respondents had fairly diverse network. A study by Burt (2000) noted diverse networks are beneficial in business as they are pathways to new networks through bridging and tend to lead to more resources and alternative sources of social capital.

Question SC2: how valuable is your network to business performance., indicated the SME business owners are aware of the role of social capital in their businesses. With a mean of 7.75, this score indicated a high understanding of the role of social capital. However, in comparison, it infers there may be lack of understanding of how a diverse network positively impacts business.

Question SC was concerned with understanding the strength of links within the networks with a mean score of 6.61 indicating the links between the business owners and their sources of social capital are fairly strong. This is supported by a research study by (Prasetyo et al., 2020) which suggested that SME business thrive of close knit networks that reinforced by trust.

6.3.2 Business performance

Business performance can be measured using a multitude of metrics, assessing both quantitative and qualitative elements of a business. For this research study, business performance was measured to understand the areas of business that determine the success of the entity. The need to assess these areas were informed by a study conducted by (Chittithaworn et al., 2011) who noted that innovation, marketing, financial performance and entrepreneurial skill where some of the key drivers of performance within a business. It was thus important the SME business owner understand which areas of their business had been impacted by their use of social capital.

The responses for the majority received a score of above the mean average of 2. A score which indicates they accepted that social capital had impacted their business

performance in relation to customer retention, market penetration and innovation in a meaningful way, with the exception of QBF5, which related to staff retention and its impact on business performance, this scored a mean of 1.91 which was an expected and appropriate score as none of the literature reviewed had linked staff retention to business performance.

6.3.3 Resources

Understanding which resources the SME business owners had access to as a result of their social capital was important as accessing the right resources is an imperative part of business success (Carmeli, 2004).

QR1, posed the question of which business had been granted access to tools of innovation through their social capital. This question achieved a mean score of 2.19 which was above the average mean of 2. This score indicated the SME business owners had fairly good access to innovation as a resource as a result of their social capital.

Similarly, the mean for QR5 scored the highest mean of 2.87. This question was posed to understand if leads to new business was a resource that SME business owners had access to as a result of their social capital. With a mean score above the average of 2, this indicated that this was an important resource for the SME business owners.

The question relating to accessing finance through social capital scored the lowest mean. This was consistent with research findings from a study that stated financial resources are the most scarce resource for business yet are the most required by businesses of all sizes (Zampetakis et al., 2011).

6.4 HYPOTHESIS DISCUSSION

This section discusses the results of the hypotheses stated in chapter 3.

Hypothesis one

Hypothesis one was concerned with establishing that a relationship exists amongst the two main constructs of the research study, namely being social capital and

SME performance. Various studies by authors have established that social capital has a significant impact on business performance (Afandi et al., 2017; Premaratne, 2001; Stam et al., 2014).

However, none of these studies have been conducted in an African country. For the purpose of this research study, it was important to establish this remained true, irrespective of country context.

The following hypothesis was thus formulated to test the relationship accordingly:

H1 – There is a significant statistical positive relationship between social capital and small firm performance in various industries

H0 – There is no significant statical relationship positive relationship between social capital and small performance in various industries

A Spearman's correlation test was run to assess the relationship between social capital and small firm performance. The results from the research survey revealed there is a significant correlation between the two constructs as the indicated by the sig value of 0.000. and correlation coefficient of 0.415, both of which are within the standard range for a positive correlation to be confirmed.

The hypothesis stated above was therefore accepted and the inverse being the null hypothesis rejected.

These findings are consistent with academic literature which found that social capital does have an impact on business performance.

Hypothesis two

Hypothesis two was concerned with establishing that a relationship exists between the sub constructs of the network diversity, size and SME performance. In previous academic literature, all authors agreed a diversified network has a significant impact on the various network resources and with strong links between these networks, there is an increased positive effect on business performance (Afandi et al., 2017; Burt, 2000; Webb, 2008).

However, none of these studies have been conducted in an African country. For the purpose of this research study, it was important to establish this remained true irrespective of country context.

The following hypothesis was thus formulated to test the relationship accordingly:

H1 – Large and diversified networks with stronger ties have a significant statistical and positive impact on small firm performance

H0 - Large and diversified networks with stronger ties do not have a significant statistical and positive impact on small firm performance

A Spearman's correlation test was run to assess the relationship between network diversity, strength of ties within the network and small firm performance. The results from the research survey revealed there was a significant correlation between the constructs as indicated by the sig value of 0.000, 0.001 and 0.034 respectively for each construct and correlation coefficients of 0.512, 0.245 and 0.392, all of which are within the standard range for a positive correlation to be confirmed.

The hypothesis stated above was therefore accepted and the inverse being the null hypothesis rejected.

Hypothesis three

Hypothesis three was concerned with establishing that resources have an impact on the relationship between social capital and business performance. Academic literature existed that supports the notion that social capital provides SME business access to resources such a marketing tools, access to information and access to markets, all of which positively impact business performance (Carmeli, 2004; Jawed & Siddiqui, 2020; Kamasak, 2017)

However, none of these studies have studied how these said resources moderate the relationship between the two constructs namely social capital and business performance. Hence, this was noted as an area for further study by (Stam et al., 2014)

The following hypothesis was thus formulated to test the effect accordingly:

H1 – Resources gained through social capital have a significant and positive impact on small firm performance

H0 – Resources gained through social capital have no significant and positive impact on small firm performance

The outputs from the Spearman's correlation test indicated resources obtained from social capital have a significant correlation as the correlation coefficient increased from 0.415 in the first hypothesis test to 0.599 when the variable was assessed as a moderator. The sig value of 0.000 indicated a significant relationship. On this basis, the hypothesis stated above was accepted and the null hypothesis rejected.

6.5 CONCLUSION

This chapter highlighted the findings of the empirical tests conducted to analyse the hypothesis formulated in previous chapters. From the findings, it was determined that business performance is positively correlated to social capital indicating the survey respondents understood the value of social capital on their businesses. This was supported by academic literature that noted the positive effects of using social capital to drive business performance. Furthermore, the findings of this research study indicated resources accessed through social capital play a positive role in increasing business performance irrespective of the industry that business operates in and the country.

CHAPTER 7

RESEARCH FINDINGS AND RECOMMENDATION

7.1 INTRODUCTION

The overall objective of this research study was to establish the effect of resources accessed through networking and their impact on business performance using an exploratory research method. The study sought first to prove that a relationship existed between the two constructs to understand what resources are available to SME businesses through their networks. It also intended to understand when utilised, which areas of business performance did these resources impact. Lastly, to understand if, overall, the presence of these resources had an impact on the relationship between social capital and business performance.

Through the literature review, the researcher attempted to understand social capital as a concept, its various forms, how it can be grown and the variables that affect its influence, namely diversity and strength of links. Secondary to that, the researcher sought to understand the various arguments around the areas of business performance and what resources were available to SME businesses through their networks.

This chapter highlights the findings and reconciles the research into a coherent set of findings to illustrate the research objectives have been met. Implications for business and academia are presented and a section on the limitations of the research study are included.

This chapter is concluded by recommendations for future areas of research on the topic.

7.2 PRINCIPAL FINDINGS

The key findings of the study are noted as follows:

Hypothesis one: There is a significant statistical positive relationship between social capital and small firm performance in various industries.

The results of the first hypothesis indicated there was a significant and positive relationship between social capital and small firm performance. This reiterated findings from similar studies conducted by authors who, through their studies, have established a positive correlation between the two constructs (Prasetyo et al., 2020; Stam et al., 2014). From this business study, what can be noted is the correlation is not reliant on country context nor the size of the business. On the basis of consistency, the findings for this hypothesis were accepted.

Hypothesis two: Large and diversified networks with stronger ties have a significant statistical and positive impact on small firm performance.

The results from the second hypothesis test indicated a significant positive relationship exists between the diversity of network and the strength of the links within that network. These results confirmed a studies conducted which found that diversified networks enrich business performance as it exposes the organisation to varied sources of resources and that where stronger links exist between network nodes, the more likelihood of access to resources and information that benefit the business and improve its performance (Burt, 2000; Patulny & Lind Haase Svendsen, 2007; Sarada & Tocioian, 2019).

Hypothesis three: Resources gained through social capital have a significant and positive impact on small firm performance.

The results from the third hypothesis test indicated resources accessed through social capital positively impact business. The findings supported similar studies conducted that noted social capital increases innovation which is a function that boosts a business' competitive position and in turn tends to improve business performance (Cappiello et al., 2020). A similar study found resources that social capital provide increases small business growth which is a direct result of improved performance (Premaratne, 2001).

7.3 STUDY IMPLICATIONS

For business, the implications are clear- there is sufficient statistical and academic evidence that demonstrates the importance of social capital. This research study had furthered this knowledge by highlighting some of the resources that can be accessed

as a result of social capital and how these resources impact business performance. The onus now lies on businesses to use this knowledge to strategically apply it to their business to increase the diversity of their networks taking into account the various forms of social capital and finding a balance of utilising the most suited form for each peculiar objective.

Business should also use this knowledge to understand how these resources can be leveraged to reduce business failure.

For academia, the research study had established that country context has no bearing on how social capital and business performance relate. Further evidence was presented to the notion that a diversified network with strong links amongst nodes is crucial for the effective leveraging of social capital in business.

7.4 LIMITATIONS OF RESEARCH STUDY

The qualitative approach selected for the research study limited how far the topic could be explored. Similarly, the use of a survey limited the respondents' inputs thus leading the research study to be one sided and skewed to reflect the opinions of the researcher.

Similarly, the time horizon for the research study was short and limited to the reach for the research study which in turn impacted the number of responses received.

The use of convenience sampling limited the variation in respondents and thus presented an intended but noticeable bias in the study.

7.5 SUGGESTIONS FOR FUTURE RESEARCH

This research study had provided an empirically tested foundation into the study of the role of resources access through social capital and their impact on business performance.

The following suggestions for future research should be considered that will aid in expanding the literature on business performance:

- Using qualitative methods to explore the role of social capital in informal markets, specifically in developing countries
- A research study on the limitations of social capital on business. Much research has been conducted highlighting the positives associated with social capital
- The effect of cultural context on growing social capital. Sociological factors differ from country to country. It would be of interest to understand how networking is facilitated in societies where factors like gender and religion are dictators of association

7.6 RECOMMENDATIONS

In an attempt to positively utilise this research study to reduce business failure of SME's, the researcher recommends the following:

- SME businesses must evaluate their networks in an attempt to understand areas of strength that they can capitalise on and areas of their network that need development.
- Secondly, it is recommended that business evaluate areas of performance within their businesses that require support and seek to find persons or organisations within their networks who can assist whether it be through the provision of resources or sharing of knowledge that can assist in strengthening these weak spots.
- Lastly, it is recommended that businesses assess their networks and assess where cross pollination of skills and resources are viable with the people/organisations in their networks to advance their business objectives.

7.7 CONCLUSION

This research study had achieved its overarching research objective of ascertaining the effect of resources accessed through networking on SME business performance. By analysing the impact of resources on SME business performance through a descriptive quantitative study, the researcher found results that were consistent to those found in the literature. This research study suggested resources accessed through social capital have a significant impact on SME business performance. This

finding extends the literature on social capital while also illuminating the effects of networking as one of the prerequisites towards business growth.

In conclusion, this research study has thus highlighted new insights into the overall study of SME businesses as one of the most crucial contributing influences into global economies. To overcome the challenges of SME businesses, future research studies must be drawn from this research study and undertaken to explore drivers that influence the performance of SME businesses in various contexts, specifically developing countries.

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APPENDICES

Appendix 1: Copyright declaration form

COPYRIGHT DECLARATION FORM

Student details			
Surname:	Gama	Initials:	UC
Student number:	16390793		
Email:	unathig@imkhita.com		
Phone:	0781049214		
Qualification details			
Degree:	MBA	Year completed:	2021
Title of research:	GIBS		
Supervisor:	Thembekile Ntshakala		
Supervisor email:	Thembie.ntshakala@gmail.com		
Access			
A.	My research is not confidential and may be made available in the GIBS Information Centre and on UPspace.		
I give permission to display my email address on the UPspace website			
Yes	X	No	
B.	My research is confidential and may NOT be made available in the GIBS Information Centre nor on UPspace.		
Please indicate embargo period requested			
Two years		Please attach a letter of motivation to substantiate your request. Without a letter embargo will not be granted.	
Permanent		Permission from the Vice-Principal: Research and Postgraduate Studies at UP is required for permanent embargo. Please attach a copy permission letter. Without a letter permanent embargo will not be granted.	
Copyright declaration			
I hereby declare that I have not used unethical research practices nor gained material dishonesty in this electronic version of my research submitted. Where appropriate, written permission statement(s) were			

obtained from the owner(s) of third-party copyrighted matter included in my research, allowing distribution as specified below.

I hereby assign, transfer and make over to the University of Pretoria my rights of copyright in the submitted work to the extent that it has not already been affected in terms of the contract I entered into at registration. I understand that all rights with regard to the intellectual property of my research, vest in the University who has the right to reproduce, distribute and/or publish the work in any manner it may deem fit.

Signature:



Date:

15 November 2021

Supervisor signature:

Date:

Appendix 2: Certification of additional support

CERTIFICATION OF ADDITIONAL SUPPORT

(Additional support retained or not - to be completed by all students)

Please note that failure to comply and report on this honestly will result in disciplinary action

I hereby certify that (please indicate which statement applies):

- **I DID NOT RECEIVE any additional/outside assistance (i.e. statistical, transcriptional, and/or editorial services) on my research report**

.....

- **I RECEIVED additional/outside assistance (i.e. statistical, transcriptional, and/or editorial services) on my research report**

YES

.....

If any additional services were retained— please indicate below which:

Statistician

Transcriber

Editor

Other (please specify:.....)

Please provide the name(s) and contact details of all retained:

NAME: ...LIZELLE SWART.....

EMAIL ADDRESS:lizelevv77@gmail.com.....

CONTACT NUMBER:079 071 7130.....

TYPE OF SERVICE:Editing

I hereby declare that all *statistical write-ups and thematic interpretations of the results* for my study were completed by myself without outside assistance

NAME OF STUDENT:

Unathi Gama

.....

SIGNATURE:



.....

STUDENT NUMBER:

16360799

.....

STUDENT EMAIL ADDRESS:

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.....

GIBS ETHICAL CLEARANCE APPLICATION FORM 2021/22

RESEARCH PROJECT INFORMATION

NAME:	Unathi Gama
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PROPOSED TITLE OF STUDY:	The relationship between social capital , social resources and entrepreneurial success
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RESEARCH CO-SUPERVISOR	
E-MAIL OF CO-SUPERVISOR	

The purpose of this Research Ethics process is to ensure that all research conducted under the auspices of GIBS is done so in an ethical manner, in accordance with the University's policy and in such a way that the rights of all stakeholders associated with the research are protected.

In order for the GIBS Research Ethics Committee to assess your application, you are required to submit a description of your Research Methodology that must contain sufficient detail to ensure that the required steps have been taken to achieve this purpose, in the research design, data collection, analysis and storage of data used in the conduct of this research.

Please indicate the nature of the output your research is aimed at producing (mark one box only):

- ABP Applied Business Project
- MBA/MPhil Research Report
- MBA Project Publish Article
- MBA Teaching Case Study
- MBA Entrepreneurship Stream Portfolio
- MBA Consulting Stream Portfolio/MBA Health Stream
- GIBS Faculty/Research Associate/Staff member or others undertaking research under the GIBS affiliation

GIBS Ethics Policy distinguishes between FOUR main types of data and THREE main types of methodology. Please complete the table for ALL the data types that you plan to use. Note that all applications must be accompanied by a description of the methodology to be used in the study. Initial all sections that apply to your research

GIBS ETHICAL CLEARANCE APPLICATION FORM 2021/22

Section of form and type of data or methodology	Attachments – including methodology chapter (please mark that they are included)
A Pre-existing personal records of human subjects, e.g. performance reviews	<input type="checkbox"/> Methodology section of proposal <input type="checkbox"/> Description of the nature of the records to be used <input type="checkbox"/> Signed permission letter from appropriately authorised person in the organisation to use the data
B New data solicited from human subjects, e.g. through interviews or surveys	<input checked="" type="checkbox"/> Methodology section of proposal <input checked="" type="checkbox"/> Informed consent statement attach proforma (separate for qualitative data collection; as part of survey questionnaire for quantitative data collection) <input checked="" type="checkbox"/> Interview guide / survey questionnaire / pre-existing proprietary test instrument / description of intervention <input checked="" type="checkbox"/> IF pre-existing proprietary test instrument, letter of permission from the owner/copyright holder (e.g. the MBTI)
C Public non-human data, e.g. World Bank or other databases (no letter needed)	<input type="checkbox"/> Methodology section of proposal <input type="checkbox"/> Explanation of the nature of the data, how you will source it and how you will use it
D Private Organisation-specific non-human data, e.g. financial statements, marketing or safety records	<input type="checkbox"/> Methodology section of proposal <input type="checkbox"/> Explanation of the nature of the data, how you will source it and how you will use it <input type="checkbox"/> Permission letter from the owner/organisation to use the data
E Indicate which methodology you will be using. Choose one only	<input type="checkbox"/> Qualitative <input checked="" type="checkbox"/> Quantitative <input type="checkbox"/> Mixed methods

GIBS ETHICAL CLEARANCE APPLICATION FORM 2021/22

SECTION A. PRE-EXISTING PERSONAL RECORDS OF HUMAN SUBJECTS

1. Specify the nature of records and how they will be used

2. Confirm that permission has been obtained from an appropriately authorised person to study and report on these records.

Remember to attach permission letter(s).

I confirm

3. Provide the name and job title of the person in the organisation who has authorised the use of the records.

Name:

Job Title:

4. How will confidentiality (when the identity of the respondent is known to the researcher e.g. when data collection is via interviews) and/or anonymity (when the identity of the interviewer is not known to the researcher e.g. when data collection is via surveys) of the respondents and their data be assured?

Mark all that apply – ensure this is included in your methodology chapter.

- No names will be requested
- No names will be reported
- Data will be stored without identifiers
- Only aggregated information will be provided
- Other. Please specify

SECTION B. NEW DATA OBTAINED FROM HUMAN SUBJECTS

5. Does the nature of your research require you to collect data from respondents who constitute a 'vulnerable population' (defined as those who are particularly susceptible to coercion or undue influence or who have difficulty giving free and informed consent to being the subjects of research)

No

Yes.

IF yes, explain the nature of the population and what measures will be put in place done to reduce or minimise this vulnerability. Ensure this is included in your methodology chapter.

6. Please confirm that no incentive is to be offered to respondents to participate in the study.

I confirm

7. Mark the applicable box(es) to identify the proposed procedure(s) to be carried out to obtain data.

- Interview guide Attach if applicable
- Survey questionnaire Attach if applicable
- Pre-existing proprietary test instrument, e.g. MBTI Attach if applicable
IF a pre-existing proprietary test instrument is used, confirm that permission has been obtained to use it.
-

GIBS ETHICAL CLEARANCE APPLICATION FORM 2021/22

I confirm
Remember to attach permission letter(s) to use proprietary test instruments from an appropriately
authorised person.

- Intervention, e.g. training or experiment Describe in full in methodology chapter

6. Confirm that the data gathering is accompanied by a consent statement.

- I confirm

8. Where is the consent statement found?

- As part of the survey questionnaire, if quantitative data collection, in the introduction section of the questionnaire.
- As a separate document, if qualitative data collection, remember to attach.

10. Is there a risk that the respondents may not fully understand the nature of the study, or instructions or questions, or their rights as a result of language barriers between themselves and the researcher?

- No, there is not a risk
- Yes, there is a risk.
If yes, how will the subjects' full comprehension of the content of the research, including giving consent, be assured? Please specify, and include in methodology chapter

11. Do any respondents risk possible harm or disadvantage (e.g. financial, legal, reputational or social) by participating in the research?

- No
- Yes.
If yes, explain what types of risk and what is done to minimise and mitigate those risks and include in methodology chapter.

12. Are there any aspects of the research about which subjects are not to be informed?

- No
- Yes.
If yes, explain why, and how subjects will be debriefed, and include in methodology chapter.

13. Will the audio or video recorded data be transcribed and/or translated by an independent transcriber and/or translator?

- No
- Yes.
If yes, confirm that the transcriber and/or translator will be required to sign a non-disclosure agreement to protect the respondent's confidentiality, and include in methodology chapter
- I confirm. Remember to attach a pro-forma non-disclosure agreement

14. How will confidentiality (when the identity of the respondent is known to the researcher e.g. when data collection is via interviews) and/or anonymity (when the identity of the interviewer is not known to the researcher e.g. when data collection is via surveys) of the respondents and their data be assured? Include in methodology chapter

- No names will be requested, relevant when the identity of the respondent is not known to the researcher

GIBS ETHICAL CLEARANCE APPLICATION FORM 2021/22

- No names of individuals or organisations will be reported, relevant when the identity of the respondent is known to the researcher
- Only aggregated information will be reported
- Data will be stored without identifiers
- Other. Please specify

15. Is the topic of your research and the nature of the interview or survey questions about one or more particular organisations or to be conducted within one or more particular organisations?

- No
- Yes. If yes, confirm that appropriately authorised person/s have provided written permission for you to conduct this research
- I confirm. Remember to attach signed permission letter/s

SECTION G. PUBLIC NON-HUMAN DATA

16. Specify the nature of records to be used: Explain how they will be selected, where the data will be sourced and how the data will be used, and include in methodology chapter.

17. Confirm that this pre-existing non-human data is in the public domain, is legally accessible and is free of any copyright.

- I confirm

GIBS ETHICAL CLEARANCE APPLICATION FORM 2021/22

SECTION D. PRIVATE ORGANISATION-SPECIFIC NON-HUMAN DATA

18. Specify the nature of records (e.g. financial reports, marketing reports or safety records) and how they will be used.

19. Confirm that permission has been obtained to study and report on these records.

- I confirm. Remember to attach a signed permission letter(s).

20. Provide the name and job title of the person in the organisation who has authorised the use of the records.

Name:

Job
Title:

21. Do companies risk possible harm or disadvantage (e.g. financial, legal, reputational or social) by participating in the research?

- No
- Yes. Explain what types of risk and what is done to minimise and mitigate those risks. Include explanation in methodology chapter

22. How will confidentiality (when the identity of the respondent is known to the researcher e.g. when data collection is via interviews) and/or anonymity (when the identity of the interviewer is not known to the researcher e.g. when data collection is via surveys) of the respondents and their data be assured? Include in methodology chapter

- No names will be requested, relevant when the identity of the respondent is not known to the researcher
- No names of individuals or organisations will be reported, relevant when the identity of the respondent is known to the researcher
- Only aggregated information will be reported
- Data will be stored without identifiers
- Other. Please specify

GIBS ETHICAL CLEARANCE APPLICATION FORM 2021/22

ALL APPLICANTS MUST COMPLETE SECTIONS E AND F

E. CONFIDENTIALITY OF RESEARCH REPORT SUBMITTED FOR EXAMINATION OR PUBLICATION

23. Please select the relevant option relating to the confidentiality of the research report you will submit for examination:

- Free access, i.e. report not embargoed
- No access for a period of two years after research report is submitted for examination
Note that in exceptional circumstances, GIBS, being the copyright holder of the published research, may consent to an embargo of the report submitted for examination for a period of no more than two years. If you wish to apply for such an embargo, please provide reasons for this in a separate attachment.
- No access under any circumstance for an undetermined period.
A letter of permission from the Vice- principal: Research and Postgraduate Studies at the University of Pretoria must be obtained prior to making this application – and attached to this application for ethical clearance.

F. DATA STORAGE AND DISSEMINATION OF RESEARCH REPORT SUBMITTED FOR EXAMINATION

24. Please confirm that you will use appropriate methods to ensure your data is safely stored in an accessible format for a minimum period of 10 years

- I confirm

25. Confirm that the details of your data storage method are set out in your attached methodology chapter

- I confirm

26. It is a goal of GIBS to make research available as broadly as possible. Mark the boxes below for the medium/media in which you do NOT wish results to be made available.

- | Academic dissemination | Popular dissemination |
|---|--------------------------------------|
| <input type="checkbox"/> Research report | <input type="checkbox"/> TV |
| <input type="checkbox"/> Scientific article | <input type="checkbox"/> Radio |
| <input type="checkbox"/> Conference paper | <input type="checkbox"/> Lay article |
| <input type="checkbox"/> Book | <input type="checkbox"/> Podcast |
| | <input type="checkbox"/> Book |

Provide reasons for any limitation on publication marked above

27. Confirm that the consent obtained from participant in the research is aligned with the extent of dissemination, specified in question 26. For example, consent if you are planning to use the research to launch a consulting career will be more comprehensive than in the case of research that is intended only for a scientific audience.

- I confirm

28. IF you wish to describe any other information which may be of value to the committee in reviewing your application

- No
- Yes. Provide details in a separate sheet attached to this application

GIBS ETHICAL CLEARANCE APPLICATION FORM 2021/22

9. APPROVALS FOR/OF THIS APPLICATION

When the applicant is a student of GIBS, the applicant must please ensure that the supervisor and co-supervisor (where relevant) has signed the form before submission

STUDENT RESEARCHER/APPLICANT:

29. I affirm that all relevant information has been provided in this form and its attachments and that all statements made are correct.

Student Researcher's Name in capital letters: UNATHI GAMA

Date: 28 Jul 2021

Supervisor Name in capital letters: THEMBEKILE ELSIE NTSHAKALA

Date: 28 Jul 2021

Co-supervisor Name in capital letters:

Date: 28 Jul 2021

Note: GIBS shall do everything in its power to protect the personal information supplied herein, in accordance to its company privacy policies as well the Protection of Personal Information Act, 2013. Access to all of the above provided personal information is restricted, only employees who need the information to perform a specific job are granted access to this information.

Decision:

Approved

REC comments:

Date: 01 Sep 2021

The relationship between Social Capital and Small Firm Performance

Good Day

I am currently enrolled for a Masters in Business Administration (MBA) at the Gordon Institute of Business Science and conducting research as part of the fulfilment of the course requirements .

I am conducting research on the relationship of social connections i.e. social capital , and small firm performance ,across all industries within the South African Economy .The purpose of the survey is to get your input on the matter as a business owner .

Your participation in the survey is voluntary and you can withdraw at anytime without penalty .By completing this survey you are consenting to participating in this study .The survey should not take longer than 20 minutes to complete , your participation is anonymous and all data gathered will be used for academic purposes only .

Should you have any queries or concerns relating to the research , please contact either myself or my supervisor on the details below .

On completion please share the link to the survey with members of your community who may be suitable respondents .

Researchers Name :Unathi Gama

Email Address : 16390793@mygibs.co.za

Contact no. : 0781049214

Supervisor Name : Dr. Thembele Ntshakala

Email address. : thembele.ntshakala@gmail.com

Thank you for your participation.

***Required**

Qualifying Questions

This section is to ensure that the respondents meet the qualifying criteria to participate in the survey

1. Are you a business owner ? *

Tick all that apply.

Yes

No

2. Does your business operate in South Africa? *

0 pts

Mark only one oval.

Yes

No

Demographics

This section is concerned with collecting data that will allow the researcher to understand the characteristics of the respondents and their businesses.

3. What is your gender? *

Mark only one oval.

Female

Male

Non-binary

4. Please confirm your age group? *

Mark only one oval.

18-25

26-32

33-40

40 and above

5. In which sector does your business operate in?

Mark only one oval.

- Agriculture
- Mining & Quarrying
- Manufacturing
- Electricity, gas and water
- Construction
- Retail, motor trade or repair services
- Wholesale
- Catering and/or Accommodation
- Finance and/or Business Services
- Community, social and/or personal services

6. How long has your business been in operation? *

Mark only one oval.

- less than 3 years
- 4-6 years
- 7-10 years
- greater than 10 years

7. How many people does your business employ on a full time basis?

Mark only one oval.

- 0-10
- 11-50
- 51-250
- more than 251

8. What was your businesses turnover in the financial year 2019/2020?

Mark only one oval.

- less than R5 million
- less than R10 million
- greater than R11 million but less than R17 million
- greater than R17 million but less than R25 million

Social Capital

Social capital is defined as a set of shared values that allows individuals to work together in a group to effectively achieve a common purpose. Therefore the people/ organisations in your social and professional networks are classified as your social capital

9. On scale of 1 -10 , how diverse is your business network. 1- indicating not diverse and 10 - indicating very diverse. *

Mark only one oval.

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. On a scale of 1 to 10 , how valuable is your network to your businesses performance? 1 being not valuable , 10 being being very valuable. *

Mark only one oval.

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. On a scale of 1-10 , how strong would say the links within your network are? 1 -being weak 10 -being very strong. *

Mark only one oval.

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Which of these platforms are your main sources of networking (social capital)? *

Tick all that apply.

- Work /Colleagues
- Professional Body organisations
- Industry Networking events
- Social media e.g. LinkedIn
- Industry Events
- Referrals by others

Resources accessed through social capital

Resources can be financial , non- financial , tangible and intangible

13. In your organisation is social capital recognised as a strategic business tool? *

Mark only one oval.

- Yes
- No
- Maybe

14. If yes, is social capital leveraged sufficiently to achieve business objectives

Mark only one oval.

- Yes, at all times
- Sometimes
- No, not all

15. How have resources obtained from your network assisted your company in the following categories? *

Mark only one oval per row.

	Not all	Assisted Slightly	Assisted Moderately	Assisted Immensely
Innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skill development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leads to news to new business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Mentoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. How have resources obtained from your network impacted the performance of the business in the following areas? *

Tick all that apply.

	No Impacted	Slightly Impacted	Moderately Impacted	Greatly Impacted
Customer Retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase in Profit margins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Growth in Industry market share	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

THANK YOU FOR PART TAKING IN THE SUREVY AND PLEASE REMEMBER TO SHARE THE LINK

This content is neither created nor endorsed by Google.

Google Forms

Appendix 5: Raw data

Score	Are you a business owner?	Does your business operate in South Africa?	What is your gender?
0	Yes	Yes	Female
0	No	No	Female
0	Yes	Yes	Male
0	Yes, No	Yes	Female
0	Yes	Yes	
0	Yes	Yes	Male
0	No	No	
0	No	No	
0	Yes	Yes	Female
0	Yes	Yes	Non-binary
0	No	No	
0	Yes	Yes	Male
0	No	No	
0	Yes	Yes	Male
0	Yes	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Male
0	No	No	
0	No	No	
0	Yes	Yes	Male
0	Yes	Yes	Male
0	No	No	
0	Yes	Yes	Female
0	Yes	Yes	Male
0	No	No	
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Female
0	Yes	Yes	Male
0	No	No	
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male

0	Yes	Yes	Female
0	Yes	Yes	Male
0	No	No	
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Female
0	No	No	
0	No	No	
0	Yes	Yes	Male
0	Yes	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Female
0	Yes	Yes	Male
0	No	No	
0	Yes	Yes	Male
0	No	No	
0	Yes	Yes	Female
0	Yes	Yes	Male
0	No	No	
0	No	No	
0	Yes	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male
0	No	No	
0	No	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Male
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Female
0	Yes	Yes	Male
0	No	Yes	Male
0	Yes	Yes	Female
0	Yes	Yes	Male
0	Yes	Yes	Male

Please confirm your age group?	In which sector does your business operate in?	How long has your business been in operation?	How many people does your business employ on a full time basis?
26-32	Construction	less than 3 years	0-10
26-32	Construction	4-6 years	0-10
40 and above	Construction	greater than 10 years	0-10
18-25	Community , social and/or	less than 3 years	0-10
33-40	Construction	greater than 10 years	11-50
33-40	Community , social and/or	less than 3 years	0-10
26-32	Catering and/or Accommod	less than 3 years	0-10
26-32	Construction	4-6 years	0-10
33-40	Finance and/or Business S	4-6 years	0-10
33-40	Community , social and/or	less than 3 years	0-10
40 and above	Construction	greater than 10 years	11-50
33-40	Electricity , gas and water	4-6 years	0-10
33-40	Finance and/or Business S	less than 3 years	
26-32	Construction	7-10 years	11-50
40 and above	Construction	less than 3 years	0-10
33-40	Construction	7-10 years	0-10
26-32	Retail , motor trade or repa	less than 3 years	0-10
26-32	Construction	less than 3 years	0-10
33-40	Construction	less than 3 years	0-10
40 and above	Electricity , gas and water	greater than 10 years	0-10
26-32	Catering and/or Accommod	4-6 years	0-10
26-32	Retail , motor trade or repa	less than 3 years	0-10
40 and above	Electricity , gas and water	greater than 10 years	0-10
40 and above	Finance and/or Business S	greater than 10 years	0-10
26-32	Community , social and/or	4-6 years	0-10
26-32	Outgoing and/or Accommod	less than 3 years	0-10
26-32	Construction	greater than 10 years	11-50
26-32	Finance and/or Business S	7-10 years	0-10
18-25	Retail , motor trade or repa	less than 3 years	0-10
26-32	Retail , motor trade or repa	less than 3 years	0-10
26-32	Mining & Quarrying	less than 3 years	0-10
26-32	Retail , motor trade or repa	less than 3 years	0-10
33-40	Construction	greater than 10 years	0-10
26-32	Community , social and/or	less than 3 years	0-10
18-25	Retail , motor trade or repa	less than 3 years	0-10
40 and above	Community , social and/or	7-10 years	0-10
26-32	Construction	4-6 years	0-10

33-40	Finance and/or Business S	less than 3 years	0-10
33-40	Finance and/or Business S	less than 3 years	0-10
26-32	Construction	4-8 years	0-10
33-40	Community, social and/or p	4-8 years	0-10
33-40	Mining & Quarrying	less than 3 years	0-10
33-40	Finance and/or Business S	7-10 years	0-10
33-40	Construction	greater than 10 years	0-10
33-40	Finance and/or Business S	4-8 years	0-10
40 and above	Construction	4-8 years	11-50
26-32	Finance and/or Business S	4-8 years	0-10
33-40	Construction	greater than 10 years	51-250
33-40	Finance and/or Business S	4-8 years	0-10
26-32	Construction	4-8 years	0-10
26-32	Finance and/or Business S	less than 3 years	0-10
33-40	Construction	less than 3 years	0-10
40 and above	Construction	4-8 years	0-10
33-40	Retail, motor trade or repa	less than 3 years	0-10
33-40	Construction	7-10 years	11-50
40 and above	Construction	less than 3 years	0-10
40 and above	Finance and/or Business S	greater than 10 years	11-50
26-32		less than 3 years	0-10
33-40	Construction	7-10 years	0-10
26-32	Construction	less than 3 years	0-10
40 and above	Mining & Quarrying	greater than 10 years	51-250
33-40	Retail, motor trade or repa	4-8 years	11-50
40 and above	Community, social and/or p	less than 3 years	0-10
33-40	Construction	4-8 years	0-10
26-32	Catering and/or Accommod	4-8 years	0-10
40 and above	Catering and/or Accommod	greater than 10 years	11-50
33-40	Electricity, gas and water	4-8 years	0-10
40 and above	Construction	less than 3 years	0-10
33-40	Finance and/or Business S	less than 3 years	0-10
40 and above	Agriculture	less than 3 years	0-10
40 and above	Construction	greater than 10 years	0-10
26-32	Construction	greater than 10 years	more than 251
26-32	Retail, motor trade or repa	less than 3 years	0-10
40 and above	Wholesale	4-8 years	11-50
40 and above	Construction	7-10 years	0-10

What was your business turnover in the financial year 2016/2020?	On a scale of 1-10 , how diverse is your business network. 1-indicating not diverse and 10 -indicating very diverse.	On a scale of 1 to 10 , how valuable is your network in your business performance? 1 being not valuable , 10 being being very valuable .	On a scale of 1-10 , how strong would say the links within your network are? 1 being weak , 10 -being very strong.
less than R5 million	2	9	5
less than R5 million	9	9	6
greater than R17 million but less than R5 million	9	4	7
less than R5 million	6	9	6
greater than R17 million but less than R5 million	9	10	9
less than R5 million	7	10	6
less than R5 million	1	9	2
less than R5 million	5	4	2
less than R5 million	6	9	7
less than R5 million	10	9	6
greater than R17 million but less than R5 million	7	9	7
less than R5 million	6	10	5
less than R5 million	2	10	9
less than R5 million	9	4	5
less than R5 million	6	9	9
less than R10 million	10	10	10
less than R5 million	7	5	4
less than R5 million	3	2	4
less than R5 million	6	10	7
less than R5 million	7	7	9
less than R5 million	1	10	6
less than R5 million	4	9	3
less than R5 million	7	10	9
less than R5 million	10	10	10
less than R10 million	7	9	7
less than R5 million	6	5	4
less than R10 million	7	9	7
less than R5 million	7	9	6
less than R5 million	4	10	7
less than R5 million	7	10	7
less than R5 million	3	7	9
less than R5 million	6	7	2
less than R5 million	7	8	8
less than R5 million	4	10	6
less than R5 million	6	9	7
less than R5 million	6	7	6
less than R5 million	6	8	6

less than R5 million	4	0	3
less than R5 million	4	0	4
less than R5 million	7	0	5
less than R5 million	3	4	3
less than R5 million	0	10	4
less than R5 million	0	9	3
less than R5 million	10	10	6
less than R5 million	0	10	7
greater than R11 million but	7	10	0
less than R5 million	6	10	5
greater than R17 million but	9	9	9
less than R5 million	6	10	10
less than R5 million	2	0	3
less than R5 million	0	7	7
less than R5 million	6	0	5
less than R5 million	2	0	5
less than R5 million	3	0	3
greater than R17 million but	0	10	7
less than R5 million	0	0	0
greater than R17 million but	4	10	6
less than R5 million	2	3	3
less than R10 million	0	0	0
less than R5 million	4	0	7
greater than R17 million but	0	0	0
greater than R11 million but	0	0	7
less than R5 million	10	0	6
less than R5 million	0	10	7
less than R5 million	2	2	1
less than R10 million	3	0	5
less than R5 million	3	5	5
less than R5 million	2	0	2
less than R5 million	0	7	7
less than R5 million	6	5	5
less than R5 million	9	0	4
greater than R17 million but	0	10	5
less than R5 million	1	7	7
less than R5 million	0	0	0
less than R5 million	5	0	7

Which of these platforms are your main sources of networking (social capital)?	In your organisation is social capital recognised as a strategic business tool?	If yes, is social capital leveraged sufficiently to achieve business objectives?	How have resources obtained from your network assisted your company in the following categories? [Innovation]
Referrals by others	Maybe	Sometimes	Assisted Slightly
Work /Colleagues	Yes	Sometimes	Assisted Slightly
Work /Colleagues	No	No, not all	Not all
Referrals by others	Yes	Sometimes	Assisted Slightly
Work /Colleagues, Industry Networks	Yes	Yes, at all times	Assisted Slightly
Professional Body organisations,	Yes	Yes, at all times	Assisted Slightly
Social media e.g. LinkedIn	Yes	Sometimes	Not all
Work /Colleagues, Professional B	Yes	Sometimes	Not all
Work /Colleagues, Industry Networks	Yes	Yes, at all times	Assisted Moderately
Work /Colleagues, Social media e	Yes	Yes, at all times	Assisted Slightly
Professional Body organisations,	Yes	Sometimes	Assisted Moderately
Referrals by others	Yes	Sometimes	Assisted Immensely
Social media e.g. LinkedIn	Yes	Sometimes	Assisted Slightly
Industry Events	Maybe	Sometimes	Assisted Slightly
Work /Colleagues, Referrals by o	Yes	Sometimes	Not all
Professional Body organisations,	Yes	Sometimes	Assisted Immensely
Work /Colleagues, Social media e	Yes	Yes, at all times	Assisted Slightly
Professional Body organisations,	No		Not all
Referrals by others	Yes	Yes, at all times	Assisted Moderately
Industry Events	Maybe	Sometimes	Not all
Work /Colleagues, Referrals by o	No	No, not all	Assisted Moderately
Work /Colleagues, Industry Networks	Maybe		Assisted Slightly
Work /Colleagues, Referrals by o	Yes	Yes, at all times	Assisted Moderately
Professional Body organisations,	Yes	Yes, at all times	Assisted Immensely
Work /Colleagues	Yes	Sometimes	Assisted Moderately
Industry Events	Maybe		Assisted Slightly
Professional Body organisations,	Yes	Sometimes	Not all
Work /Colleagues, Professional B	Yes	Sometimes	Assisted Moderately
Social media e.g. LinkedIn, Refe	Yes	Yes, at all times	Assisted Moderately
Social media e.g. LinkedIn	No	Sometimes	Assisted Moderately
Referrals by others	No		Not all
Work /Colleagues, Referrals by o	Yes	Sometimes	Not all
Work /Colleagues, Referrals by o	Yes	Sometimes	Assisted Slightly
Work /Colleagues, Industry Networks	Yes	Sometimes	Not all
Referrals by others	Yes	Yes, at all times	Assisted Slightly
Work /Colleagues	Yes	Sometimes	Assisted Slightly
Work /Colleagues, Industry Networks	Yes	Sometimes	Assisted Slightly

Work /Colleagues, Industry Netw	Yes	Sometimes	Assisted Moderately
Industry Events, Referrals by oth	Maybe	No , not all	Not all
Work /Colleagues, Professional B	Yes	Sometimes	Assisted immensely
Referrals by others	Maybe	No , not all	Assisted Slightly
Referrals by others	Yes	Yes, at all times	Not all
Referrals by others	Yes	No , not all	Assisted immensely
Work /Colleagues, Referrals by o	Yes	Yes, at all times	Assisted Moderately
Work /Colleagues, Social media c	Maybe	Sometimes	Assisted immensely
Work /Colleagues, Referrals by o	Yes	Sometimes	Assisted Slightly
Work /Colleagues, Industry Netw	Yes	Sometimes	Assisted Slightly
Work /Colleagues, Industry Netw	Yes	Sometimes	Assisted Moderately
Work /Colleagues, Referrals by o	Yes	Yes, at all times	Not all
Professional Body organisations,	Maybe	No , not all	Assisted Moderately
Social media e.g. LinkedIn	Yes	Yes, at all times	Assisted Slightly
Work /Colleagues, Social media c	Yes	Sometimes	Assisted Slightly
Work /Colleagues, Referrals by o	No	No , not all	Assisted Moderately
Work /Colleagues, Social media c	Yes	Sometimes	Not all
Work /Colleagues, Professional B	Yes	Sometimes	Not all
Work /Colleagues, Referrals by o	Maybe	Sometimes	Not all
Work /Colleagues	Yes	Sometimes	Assisted Moderately
Referrals by others	Maybe	Sometimes	Assisted Slightly
Work /Colleagues, Referrals by o	Yes	Yes, at all times	Assisted Moderately
Referrals by others	Maybe	Sometimes	Assisted Slightly
Professional Body organisations,	Yes	Yes, at all times	Assisted Moderately
Referrals by others	Yes	Sometimes	Assisted immensely
Referrals by others	Maybe	Sometimes	Assisted Slightly
Industry Networking events, Indu	Yes	Sometimes	Not all
Professional Body organisations,	Yes	Sometimes	Not all
Work /Colleagues	Maybe	No , not all	Not all
Social media e.g. LinkedIn	Yes	Yes, at all times	Assisted Slightly
Work /Colleagues, Professional B	Maybe	No , not all	Assisted Slightly
Referrals by others	Yes	Sometimes	Not all
Industry Networking events, Ref	Yes	Sometimes	Assisted Slightly
Work /Colleagues, Referrals by o	Yes	Sometimes	Assisted Moderately
Work /Colleagues, Referrals by o	Yes	Sometimes	Assisted Slightly
Work /Colleagues, Social media c	Yes	Yes, at all times	Assisted Moderately
Social media e.g. LinkedIn	Yes	Yes, at all times	Assisted Moderately
Work /Colleagues, Industry Netw	Maybe	Sometimes	Assisted Slightly

How have resources obtained from your network assisted your company in the following categories? [Marketing]	How have resources obtained from your network assisted your company in the following categories? [Access to finance]	How have resources obtained from your network assisted your company in the following categories? [Skills development]	How have resources obtained from your network assisted your company in the following categories? [Links to new or new business]
Assisted Moderately	Not all	Assisted Moderately	Assisted Moderately
Assisted Slightly	Not all	Assisted Slightly	Assisted Slightly
Not all	Not all	Not all	Not all
Not all	Assisted Intensely	Assisted Moderately	Assisted Intensely
Assisted Moderately	Assisted Slightly	Assisted Moderately	Assisted Intensely
Assisted Intensely	Assisted Moderately	Assisted Moderately	Assisted Slightly
Assisted Slightly	Not all	Assisted Slightly	Assisted Slightly
Assisted Slightly	Not all	Assisted Slightly	Assisted Slightly
Assisted Moderately	Assisted Slightly	Assisted Slightly	Assisted Slightly
Assisted Moderately	Assisted Moderately	Not all	Assisted Moderately
Assisted Intensely	Not all	Assisted Moderately	Assisted Intensely
Assisted Intensely	Assisted Moderately	Assisted Intensely	Assisted Intensely
Assisted Slightly	Assisted Moderately	Assisted Slightly	Assisted Moderately
Assisted Moderately	Not all	Assisted Moderately	Assisted Intensely
Assisted Slightly	Not all	Assisted Slightly	Assisted Slightly
Assisted Intensely	Assisted Intensely	Assisted Intensely	Assisted Moderately
Assisted Moderately	Assisted Slightly	Assisted Moderately	Assisted Moderately
Assisted Slightly	Assisted Moderately	Assisted Moderately	Assisted Moderately
Assisted Moderately	Assisted Moderately	Assisted Slightly	Assisted Moderately
Assisted Slightly	Assisted Slightly	Assisted Moderately	Assisted Moderately
Assisted Slightly	Not all	Assisted Moderately	Assisted Moderately
Assisted Moderately	Not all	Assisted Slightly	Assisted Slightly
Assisted Intensely	Assisted Slightly	Assisted Slightly	Assisted Intensely
Assisted Intensely	Assisted Moderately	Assisted Intensely	Assisted Slightly
Assisted Moderately	Assisted Moderately	Assisted Moderately	Assisted Moderately
Assisted Moderately	Not all	Assisted Moderately	Assisted Moderately
Assisted Slightly	Assisted Slightly	Assisted Slightly	Assisted Slightly
Assisted Intensely	Not all	Assisted Moderately	Assisted Intensely
Assisted Moderately	Assisted Slightly	Assisted Moderately	Assisted Moderately
Assisted Slightly	Not all	Assisted Slightly	Assisted Moderately
Not all	Assisted Slightly	Assisted Moderately	Assisted Moderately
Assisted Slightly	Not all	Not all	Assisted Slightly
Assisted Moderately	Not all	Assisted Slightly	Assisted Moderately
Assisted Moderately	Assisted Slightly	Not all	Assisted Slightly
Assisted Intensely	Assisted Slightly	Assisted Moderately	Assisted Intensely
Assisted Slightly	Assisted Slightly	Assisted Moderately	Assisted Slightly
Assisted Slightly	Assisted Moderately	Not all	Assisted Moderately

How have resources obtained from your network assisted your company in the following categories? [Business Mentoring]	How have resources obtained from your network impacted the performance of the business in the following areas? [Customer Retention]
Not at all	No impacted
Assisted Slightly	Slightly impacted
Not at all	No impacted
Assisted Slightly	Greatly impacted
Assisted Moderately	Moderately impacted
Assisted Moderately	Greatly impacted
Not at all	Slightly impacted
Assisted Slightly	Moderately impacted
Assisted Slightly	Moderately impacted
Not at all	Moderately impacted
Assisted Moderately	Greatly impacted
Assisted Intensely	Greatly impacted
Not at all	Slightly impacted
Assisted Slightly	Slightly impacted
Assisted Moderately	Greatly impacted
Assisted Intensely	Greatly impacted
Assisted Moderately	Slightly impacted
Not at all	Moderately impacted
Assisted Moderately	Moderately impacted
Assisted Slightly	Slightly impacted
Assisted Moderately	Moderately impacted
Assisted Moderately	Moderately impacted
Assisted Moderately	Greatly impacted
Assisted Moderately	Moderately impacted
Assisted Moderately	Slightly impacted
Assisted Moderately	Moderately impacted
Assisted Slightly	Moderately impacted
Assisted Slightly	Moderately impacted
Assisted Slightly	Moderately impacted
Assisted Slightly	Slightly impacted
Assisted Moderately	Slightly impacted
Not at all	No impacted
Assisted Moderately	Moderately impacted
Assisted Slightly	No impacted
Assisted Intensely	Greatly impacted
Assisted Slightly	Slightly impacted
Assisted Moderately	Slightly impacted

Assisted Immensely	No impacted
Not all	No impacted
Assisted Moderately	Greatly impacted
Assisted Slightly	Slightly impacted
Assisted Slightly	Greatly impacted
Assisted Moderately	Moderately impacted
Assisted Immensely	Greatly impacted
Assisted Immensely	Moderately impacted
Assisted Slightly	Moderately impacted
Assisted Moderately	Slightly impacted
Assisted Slightly	Slightly impacted
Assisted Immensely	Greatly impacted
Assisted Moderately	Moderately impacted
Not all	Slightly impacted
Assisted Moderately	No impacted
Not all	Slightly impacted
Assisted Slightly	Moderately impacted
Assisted Slightly	Moderately impacted
Assisted Moderately	Slightly impacted
Assisted Moderately	Moderately impacted
Not all	No impacted
Assisted Immensely	Moderately impacted
Assisted Moderately	Slightly impacted
Assisted Moderately	Slightly impacted, Greatly im
Assisted Immensely	Moderately impacted
Not all	No impacted
Assisted Moderately	Slightly impacted
Not all	No impacted
Not all	No impacted
Assisted Moderately	Slightly impacted
Assisted Slightly	Greatly impacted
Not all	No impacted
Assisted Slightly	Moderately impacted
Not all	Moderately impacted
Not all	Slightly impacted
Assisted Moderately	Moderately impacted
Assisted Moderately	Moderately impacted
Assisted Moderately	Moderately impacted

How have resources obtained from your network impacted the performance of the business in the following areas? [Increase in Profit margin]	How have resources obtained from your network impacted the performance of the business in the following areas? [Customer Satisfaction]	How have resources obtained from your network impacted the performance of the business in the following areas? [Growth in industry market share]	How have resources obtained from your network impacted the performance of the business in the following areas? [Staff retention]
Moderately impacted	Moderately impacted	No impacted	No impacted
Slightly impacted	Slightly impacted	Slightly impacted	Slightly impacted
No impacted	No impacted	No impacted	No impacted
No impacted	Greatly impacted	Slightly impacted, Moderat	No impacted
Moderately impacted	Greatly impacted	Greatly impacted	Moderately impacted
Moderately impacted	Moderately impacted	Moderately impacted	Moderately impacted
No impacted	Moderately impacted	Moderately impacted	No impacted
Slightly impacted	Moderately impacted	Slightly impacted	No impacted
Slightly impacted	Moderately impacted	Slightly impacted	Slightly impacted
Moderately impacted	Slightly impacted	Moderately impacted	No impacted
Moderately impacted	Moderately impacted	Greatly impacted	Slightly impacted
Greatly impacted	Greatly impacted	Greatly impacted	Greatly impacted
Slightly impacted	No impacted	Slightly impacted	Slightly impacted
Slightly impacted	Moderately impacted	Moderately impacted	Slightly impacted
Greatly impacted	No impacted	Slightly impacted	No impacted
Greatly impacted	Greatly impacted	Greatly impacted	Greatly impacted
Slightly impacted	Slightly impacted	Slightly impacted	Slightly impacted
No impacted	No impacted	No impacted	No impacted
Moderately impacted	Moderately impacted	Moderately impacted	Moderately impacted
Moderately impacted	Greatly impacted	Moderately impacted	Moderately impacted
Slightly impacted	Moderately impacted	Moderately impacted	Moderately impacted
Slightly impacted	Slightly impacted	Slightly impacted	No impacted
Moderately impacted	Moderately impacted	Moderately impacted	Slightly impacted
Moderately impacted	No impacted	Moderately impacted	No impacted
Slightly impacted	Moderately impacted	Moderately impacted	Slightly impacted
Moderately impacted	Greatly impacted	Slightly impacted	Moderately impacted
Slightly impacted	Moderately impacted	Slightly impacted	Slightly impacted
Greatly impacted	Slightly impacted, Greatly impa	Moderately impacted	Greatly impacted
Moderately impacted	Moderately impacted	Slightly impacted	No impacted
Moderately impacted	Slightly impacted	Slightly impacted	Slightly impacted
Slightly impacted	Slightly impacted	Slightly impacted	No impacted
No impacted	No impacted	No impacted	No impacted
Slightly impacted	Moderately impacted	Moderately impacted	No impacted
Slightly impacted	Slightly impacted	Slightly impacted	No impacted
No impacted	Moderately impacted	Moderately impacted	No impacted
Slightly impacted	Moderately impacted	Slightly impacted	Moderately impacted
Moderately impacted	Slightly impacted	Moderately impacted	Slightly impacted

