

THE BARRIERS THAT HINDER THE SUCCESS OF WOMEN ENTREPRENEURS IN GAUTENG, SOUTH AFRICA

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Abstract: Women entrepreneurs in South Africa play a critical and important role in the economy of the country with regards to income and employment creation. Women have gained tremendously from national liberation and the disassembling of apartheid and have strategically advanced their rights and interests in society, yet they still face enormous barriers and are still discriminated and stereotyped. Although women account for more than half the population, they are limited from the formal business environment. Their contribution in business is mainly located in areas of crafts, hawking, personal services and retail sectors. Access to finance; the regulatory environment; developmental opportunities; cultural and societal values; education and training; and family responsibility are the major challenges facing women entrepreneurs. Even though the above barriers are a challenge, women entrepreneurs have success factors which motivate them to continue with their businesses which include: profitability; social recognition; consumer satisfaction; diversification; flexibility; personal freedom; and security. Several studies around the world have shed light on challenges faced by women entrepreneurs but not much research has been conducted on the success factors that inspire women to remain in business. This study identifies the barriers and the success factors of women entrepreneurs in Gauteng, South Africa. One hundred and forty four respondents participated in this quantitative study by answering a questionnaire and the data was captured using the Statistical

Package for Social Sciences programme. The empirical research methodology performed included descriptive statistics, factor analysis, correlation, and analysis of variance to identify the barriers that hinder start-up, management and growth of women entrepreneurs in Gauteng, South Africa.

Keywords: Barriers, Entrepreneurs, Success

INTRODUCTION

South African women entrepreneurs are the key to unlocking economic growth (Maas & Herrington, 2007). Women are faced with a variety of challenges in starting and managing their business and many maintain that significant barriers still remain for them in establishing and growing their ventures (McClellan, Swail, Bell & Ibotson, 2005). Despite these challenges, the number of women starting and managing their own ventures has grown universally over the past decade and studies have shown that despite this fact, discrimination and barriers are encountered by women entrepreneurs in their attempts to start new businesses (Brush, 1992). Economically successful nations are those that utilise their resources to the maximum capacity. The most important resources of any country are those of human capital, and since women constitute over half the population in South Africa, they are the one resource that needs to be brought to the economic mainstream (Hendricks, 2003).

The aim of this study is to identify the success factors that motivate women entrepreneurs to contribute to

economic growth and identify the barriers that impede start-up, management and growth of their business ventures. A theoretical, practical and methodological contribution will be achieved in pursuing this study. The research contribution will add to the body of knowledge in the field of women entrepreneurship.

A review of the literature pertaining to success factors of women entrepreneurship and barriers is outlined below. The review begins with the success factors and barriers pertaining to women owned businesses followed by the research question as well as the research objectives. Thereafter, the research design will be explored and the results of the empirical research presented. This article will be concluded with a discussion of the findings, the limitations of the study and recommendations for further research.

Success Factors For Women Entrepreneurs

A major problem in South Africa is the lack of empirical studies of women entrepreneurs and the inadequate quality of statistical data (Matiwane, 2005). It has become evident that not much research has been conducted on the success factors of women entrepreneurs (Ahl, 2006). Most research published, have a one sided empirical focus (Gatewood, Carter, Brush, Geene & Hart, 2003), neglecting structural, cultural and historical factors and the lack of feminist analysis (Mirchandani, 1991; Ogbor, 2000; Reed, 1996). This section pertains to the way women business owners perceive success and according to Sindhu, Narayan and Geethakutty (2003) the factors such as profitability, social recognition, customer and employee satisfaction, diversification, flexibility, personal freedom and security are motivators for women entrepreneurs.

Self-actualisation is a process whereby an individual expresses and fulfils his / her inner self through inner balance which individuals integrate strengths or weaknesses and love or fury into complimentary wholes to express what they really feel, want and desire (Maslow, 1970). Self-actualisation encompasses motivation through creative, experiential and attitudinal values as depicted by Maslow's theory of hierarchy which could also be related to the characteristics of entrepreneurs (Bergh & Theron, 2009).

Perception is a process individuals organise to illuminate their impressions to give meaning to their environment (Robbins, 2005). All individuals in this case, all women entrepreneurs view success differently. If relating the concept of profitability, it would be evident that not all women view profit as the most important factor to achieving success. These perceptions would be based on their

motivations. Motivation according to Robbins (2005) can be defined as the process of an individual's intensity, direction and persistence towards attaining a goal. In this instance the motivational factors that decide what women entrepreneurs perceive as drivers for success. Before starting a business, women need to decide what motivates them. They need to determine the end result of their business objectives at the start of business so that success can be attained (Kumar, Anthony & Douglas, 2009).

The success factors for women entrepreneurs are unpacked.

Profitability

Most women entrepreneurs want to achieve financial independence and do things on their own, because they have not had the opportunity to do so previously. Personal success in business is attributed to high income and wealth and for many women business owners, success is achieved by having a balanced work and family life (Brush, 1992). Oaten (2008) states that her continuous profitability attributed to getting the basics right, measuring key performance indicator, never compromising on quality and realising her strengths and skills by conducting realistic feasibility studies. Profit is important and running the enterprise successfully by testing capability, success is achieved (Deshpande & Burjorjee, 2002).

Social Recognition

Moore & Buttner (1997) claim women start their own businesses because they desire self-determination, independence and career challenges. Women feel they are just as competent, if not better than their male counterparts and therefore social recognition is important to women entrepreneurs. Women business owners gain recognition through networking structures and therefore these organisations need to be encouraged (Maas & Herrington, 2006).

The DTI has recognised the importance of women's organisations that encourage networking and recognition of women's achievements that encourage entrepreneurship through recognition and award ceremonies that are held through South African Women Entrepreneurship Network, Technology for Women in Business, Business South Africa and Business Partners. These organisations further incentivise women to achieve so that their businesses can grow and benefit society (Hendricks, 2003).

Customer and employee satisfaction

Women entrepreneurs pursue social goals, such as customer satisfaction (Holmquist & Sundin, 1990) coupled with economic goals for profit and growth as their hallmarks for success. Stevenson & Gumpert

(1983) reveals that success is measured in many different ways, beginning with happy customers and good customer service is recognised from telephone calls or letters from customers and clients. Employees are recognised and rewarded when customers or clients are happy. Business excellence stems from customer relations, products or services, quality, market acceptance, and operating performance (Singh, Suresh & Deshmukh, 2008). Jalbert (2000) believes that the mission of any woman owned business should be that they are recognised for service excellence, customer care and customer satisfaction to ensure success of the venture.

Diversification

Many small businesses grow through diversity, although there are risks due to limited resources on all fronts. Diversification can take several forms, including: (a) New related products or services to existing customers (b) New markets for existing products or services (c) New products or services for new markets

Depending how and when to diversify means conducting thorough market and customer research for new products or services as well as a clear strategy and upgrading sales, marketing and supply chain operations to meet added demands (Kirkwood & Tootell, 2008).

Women entrepreneurs view expanding their markets so that they can be assured of regular work and to have a better and more stable income (Mutagwaba, 2009). Women entrepreneurs in Saskatchewan reveal that starting a business and operating an existing business requires innovation and by diversifying, ensures stability and profit so that success can be achieved (Mysak, 2002). Many businesswomen diversify into businesses that are not related (lateral integration) (Nieman & Niewenhuizen, 2009) and view this as success in growing their businesses (Nieman & Pretorius, 2004).

Flexibility

Women entrepreneurs enjoy flexibility in their business in that it allows them to organise their business around their personal obligations of looking after their family (Maas & Herrington, 2007). Achieving a balance between home and work is a strong motivation for women business owners (Kirkwood & Tootell, 2008). Flexibility also allows women to attend meetings, get involved in other non-profit organisations (NPO), network sessions, attend training or enjoy leisure time.

Personal Freedom

Businesswomen are motivated to start their businesses because they need to be independent and

economically self-sufficient (Jalbert, 2000). The need for autonomy and personal freedom are reasons for women entrepreneurs remaining in business (Langowitz & Minniti, 2007). This sense of personal freedom has given many businesswomen self-confidence, and perseverance in developing their skills, knowledge and abilities to attain success (Markman, Balkin & Beeron, 2002). Stoner, Hartman & Arora (1990), agree that self-esteem and self-worth are strongly affected by personal freedom experienced by women business owners and in turn these have a positive effect on the financial health of the venture and ultimate success.

Security

The motivation to start and grow a business for women entrepreneurs is the security they obtain. They realise that their business provides them with secure employment, income, recognition, and flexibility (Maas & Herrington, 2006). Starting a business can be a secure investment of time and money if done correctly and with employment levels rising, becoming an entrepreneur, an independent professional, is an option many more women are exploring closely (Casey, 2009).

To identify the challenges faced by women entrepreneurs, the environment in which they operate needs to be understood (Hendricks, 2003). Women comprise fifty per cent of the entrepreneurial population in South Africa and there should be considerable scope to improve female entrepreneurship in the economy (Hendricks, 2003). The research in the past only highlights the barriers faced by women entrepreneurs in South Africa (Botha, 2006). The specific challenges encountered deny start-up and growth of women owned businesses.

The barriers challenging women entrepreneurs will be discussed below.

Financial Barriers

Women entrepreneurs face many challenges when establishing, managing and growing their ventures. The most crucial of these barriers is finance (O'Neil & Viljoen, 2001). The initiatives set out in the *White Paper Strategy* (1995), *The National Small Business Act, 1996*, indicates the importance of women entrepreneurs in South Africa to contribute to economic growth and development. Accessing credit especially for starting an enterprise, is one of the major challenges facing women entrepreneurs. Women often have fewer opportunities than men to gain access to credit.

According to O'Neil and Viljoen (2001), specific finance problems for women entrepreneurs include; lack of collateral, no credit record, assets registered in

husband's name, inability to qualify for loans due to stringent criteria applied by banks and lack of business and management experience. When women do have access to credit, it is often in small amounts, whether this suits their needs or not (Mahbub ul Haq Human Development Centre, 2000, cited in UNESCO, 2007). Pahad (2006) states that barriers faced by South African women entrepreneurs may be due to differences in the choice of sector, gender-based obstacles, educational levels, cultural and social perceptions, lack of information and family responsibilities.

The Regulatory Environment

The regulatory environment includes government legislation which can have a negative effect on women's enterprises. In many developing countries, legislation exists, that limits contractual rights and economic participation for women. They are also excluded from the ownership of property, which limits their access to collateral

For loan finance as well as other factors such as the complex administrative burden in establishing and sustaining a business. All these obstacles have a negative impact on women-owned enterprises and sometimes push women into the formal sector (Hendricks, 2003). According to Maas & Herrington (2007), in order to develop women entrepreneurship and to strengthen economic growth, South African entrepreneurship policies need to be addressed. These policies need to ensure that women entrepreneurs who enter the business environment are able to sustain their involvement over time and grow their business so that economic growth and jobs are created in the country.

In 2001 the DTI established the South African Women Entrepreneurship's Network (SAWEN) and from Matiwane's (2005) viewpoint, this strategy provides for fast-tracking support to women in addressing the challenges of establishing, strengthening and sustaining their enterprises. After intensive consultation with women entrepreneurs from the provinces, SAWEN was officially launched by the DTI in June 2002. Other interventions initiated by the DTI include The Technology for Women in Business (TWIB) programmed to assist in the integration and adoption of latest technologies for women owned businesses. The aim is also to expose women in general to technology innovation, to demystify the concept of technology and to assist women-owned enterprises to become globally competitive (Downing, 2006).

Development Opportunities for Women

Development opportunities and education systems can constrain women-owned enterprises, as women tend to have limited access to training. Education

systems are influenced by societal values which play a significant role. At an early age, women's career choices are directed towards the softer sciences and not in business, science and technology. These choices affect their confidence when entering the business world and starting their own enterprises. South African females were discouraged from pursuing subjects such as, mathematics and science at secondary schools and at tertiary which led to a shortage of skilled women in technology-intensive industries that are essential to the success of the country (Annual Review of SMMEs, 2003). However, this is not the case anymore. The situation has changed dramatically and there is an outcry by government toward scholars to take these subjects at school. Yet society does not encourage women to pursue these careers (Ndlovu & Spring, 2009).

Cultural and Societal Values and Perceptions

Cultural and societal values and perceptions discourage women entrepreneurs to take risks and to access information thus preventing them from taking advantage of lucrative opportunities. Certain negative patriarchal societies make women more vulnerable to being victims of crime and gender-based violence. Cultural and social perceptions also prevent women from pursuing career paths in the fields of science, engineering and the technology sectors (Annual Review of SMMEs, 2003).

Education and Training Barriers

According to Matiwane (2005), women entrepreneurs are ill-equipped educationally and financially. Training requires preparation of budgets, targets and knowledge of business performance. O'Neil and Viljoen (2001) identified women entrepreneurs experienced problems in accessing finance due to lack of business and management experience. Women also tend to have little education and experience in starting and managing a business and gaining relevant skills and knowledge can be difficult since they have the double work burden of work and childcare responsibilities. As a result women are educationally less well equipped to manage some kinds of businesses in the formal sectors thereby make it problematic to access formal sources of credit, and technical support. When training is available, women are unable to attend because of family responsibilities or the content or method of delivery may not be appropriate. The lack of access to education and training opportunities are the result of women that start their businesses without the adequate skills (UNESCO, 2007).

Family Responsibilities

Women's family responsibilities also result in additional financial burdens as well as increased household responsibilities. The lack of affordable

childcare facilities, add to the additional burden for a mother to start her own business (Annual Review of SMMEs, 2003). The prevailing attitude that a woman's place is at home with her family further constrain many married women from venturing into entrepreneurship. According to Botha (2006), added responsibilities for women entrepreneurs are the fact that they have to care for extended family members further adding to financial constraints.

The research question as well as the objectives will be explained.

RESEARCH QUESTION AND OBJECTIVES

Women entrepreneurs in South Africa continue to face many obstacles in their business ventures and these barriers restrict women from obtaining access to finance and financial markets; information on support services available as well as training. There is also a dire lack of support, direction and mentorship for women; commercial and legal infrastructure; and the extent to which social and cultural norms support the choice of entrepreneurship as a career option. They have to deal with poor access to finance, substandard infrastructure and regulations that create administrative burdens and costs, making survival and success in the entrepreneurial business world even more difficult (Downing, 2006). In addition to this, women have to cope with negative prevailing social and cultural attitudes, lack of education and training, as well as gender discrimination. Women entrepreneurs have lower credibility when dealing with suppliers at banking institutions and clients. They lack belief in themselves and research has confirmed that 50 per cent do not believe they have the necessary skills and mind-set to become entrepreneurs due to their level of education (Maas & Herrington, 2007).

The research problem is stated as: Based on how women entrepreneurs perceive success, what are the barriers that are hindering their success? Therefore, with this in mind, the aim of the study is to identify the relevant barriers that hinder the success of women entrepreneurs in Gauteng, South Africa.

Primary Objective

To identify and investigate the success factors and relevant barriers facing women entrepreneurs and to determine to what extent these barriers affect their success to starting, managing and growing their ventures.

Secondary Objectives

(a) To conduct a literature study on the pertinent barriers facing women entrepreneurs and success factors. (b) To identify the perception between negative barriers and positive factors affecting

women entrepreneurs in Gauteng. (c) To identify and investigate the barriers that hinder the success confronting women entrepreneurs and to put forward solutions that will help to lobby for legislation and other mechanisms to help women entrepreneurs to start, manage and grow their businesses.

The research was designed to empirically test the above research question. The section below details the research design of this study.

RESEARCH DESIGN

The research design covers the research approach and the research methodology described below.

The Research Approach

This study followed a quantitative approach. A self-developed questionnaire was used to collect data using random sampling from the South African Women Entrepreneurship Network (SAWEN) database. The reason for this approach was to save costs and time. The data was factor analysed and analyses of variances and correlation were carried out.

Methodology

This section elaborated on the methodology employed in this study. The measuring instrument, sample and methods of data analysis are discussed in detail.

The Research Method

The majority of the questionnaires in this study were hand delivered to potential respondents, while a few were e-mailed. In the questionnaire process, the respondent writes down his/her answers in response to questions printed in the document (Brink, 2006).

The reasoning behind this was to make a comparison across respondents and that answers could be coded for evaluation. The questions in the questionnaire were approved by subject specialists and the format of the questionnaire was then structured by a statistician at STAKON before being administered to the respondents to ensure validity and reliability.

The Measuring Instrument

In order to obtain the relevant data regarding the barriers facing women entrepreneurs and their success factors, the questionnaire was designed to do data analysis with a Likert scale. The Likert technique is frequently used to test attitudes or feelings (Brink, 2006). Respondents are asked to express agreement or disagreement on a four point scale (Cooper & Schindler, 2006). Each answer is given a numerical value from one to five revealing its "favourableness" or "unfavourableness". The scores

are totalled to measure the intentions of the respondents.

Survey Population and Survey Sample

In total two hundred and fifty questionnaires were distributed. One hundred and twenty four completed questionnaires were collected by the researcher and twenty completed online questionnaires were collected by STATKON. In total, one hundred and forty four questionnaires were completed.

Statistical Analysis

Various statistical analyses were carried out on the data set. These included both descriptive and inferential statistics, such as reliability coefficients, factor analysis of variance, and correlation coefficients. All calculations were done by means of SPSS-Windows programme of SPSS-International.

The results of the findings will be explained below.

RESULTS OF THE FINDINGS

The following is an exposition of the demographics and descriptive statistics, followed by a discussion on the reliability analysis, analyses of variance and correlation analysis. This section also includes a discussion based on the findings.

The demographics include the ages of women entrepreneurs who participated in this study as well as their marital status, the number of dependants and dependants other than children. The race and cultural background, home language and the highest level of education obtained by these businesswomen are also included in this section.

The demographics also reveal the registration status of the businesses with the DTI and the type of industry or sector of the establishment. Other important factors include the age of the business, annual income and annual profit generated from the business and affiliation with other networking structures.

The Demographics of Women Entrepreneurs

The year of birth for women entrepreneurs included in this study depicts that the majority, 42% of the population of business owners are between 26 -35 years of age. The youngest entrepreneur is 19 years of age while the eldest at 62 years old. This information shows the level of maturity of women entrepreneurs. The data also shows that the majority of businesses established by women entrepreneurs were in 2003 and 2004.

The marital status revealed that 53% of the population is married while 27% are single. 15% and 6% constitute divorced and widowed statuses respectively. The demographics also showed that

women entrepreneurs have to care for not only their own children but other dependants as well. 31% of the respondents have a maximum of 3 children and 49% of these respondents have to care for extended family members.

The race or cultural background of women entrepreneurs reveals that Black women make up 65% of the population while White women contribute to 49% and Coloured and Indian women entrepreneurs make up 16% and 14% of the population respectively. The population reflects the constitution of the country's demographic accordingly (Statistics South Africa, 2010).

The highest qualification for women owned businesses shows that 23% of the respondents had completed high school, and 39% had obtained a diploma or certificate for higher learning. 12% of the population sampled, qualified with an undergraduate degree and 37% of women entrepreneurs qualified with a post graduate degree. The level of education plays an important role in training and identifying developmental opportunities for women business owners. This also contributes to the type of business women choose to establish.

The industry or sector that women entrepreneurs reveal that the majority of the respondents have businesses in the more traditional fields of entrepreneurship in the service sector with 12.3% owning Bed and Breakfast establishments. 10.4% running crèche facilities while 11.2% have established businesses in the Pub and Food industry.

In skilled areas, 15.2% account for businesses in the Health and Beauty Sector. 8.3% of respondents are involved in fashion establishments while 4.2% own Florists and 4.2 are skilled in the Upholstery business. 9.7% of women entrepreneurs have embarked in Events Companies.

Women entrepreneurs who have studied at tertiary institutions have started their businesses in the fields of Optometry (.7%), Pharmacy (1.4%), Pilot Instructor (.7%) and Communications (2.8%).

It is evident to note that although 144 respondents took part in this study, it is alarming to observe that only 36% of women entrepreneurs have registered their businesses with the Department of Trade and Industry (DTI). 51% have not registered and 13% have not mentioned their registration status. This alarming figure could be due to the nature and type of business established.

Of the 144 respondents surveyed, only 59.7% disclosed their annual income while 40.3% chose not to reveal this information. From the responses captured, 9.1% of women entrepreneurs show that they earn below R10,000. 14% earned up to R50,000

and 10.5% showed their income level of up to R200.000. The majority of respondents who took part in the research and who disclosed this information (15.4%) earn up to R500.000. 6.9% (10 respondents) showed their annual income at R300.000. The mean levels for annual income are R691.997.31.

As above in annual income, of the 144 respondents, only 57.6% of women entrepreneurs revealed their annual profit while 42.4% declined to show this information. 1.4% showed their annual profit as R10.000 and below while .7% revealed an annual profit of R2 million. 13.3% exposed annual profit to be in the range of R10.000 to R50.000. The mean levels for annual profit are R134.151.84. The ranges vary according to nature and type of business established by women entrepreneurs.

The following is an exhibition of both the descriptive and inferential statistics for success factors and barriers. These include Reliability using Cronbach's Coefficient Alpha, Factor Analysis including KMO Bartlett's Test, Communalities, Total Variance Explained and Rotated Factor Matrix for success factors and barriers. Included in this study are Correlations (between variables), Pearson Correlation Coefficient for annual income and annual profit, Analysis of Variance which includes Levene's Test, Brown-Forsythe Robust Test, ANOVA, and Post-Hoc Test.

Descriptive Statistics

Descriptive statistics are used to explain the basic features of data in this study and they provide simple summaries about the sample as well as the measures. Descriptive statistics forms the basis of virtually every qualitative analysis of data. Descriptive statistics along with inferential statistics describes what the data shows and to reach conclusions to analyse the data. It also includes Central Tendency which is the made up of the: Mean, Median, Mode, Standard Deviation, Skewness and Kurtosis (Pallant, 2007). The descriptive statistics for the respective parts of the questionnaire are tabulated and briefly discussed below. Tables 1.1 and 1.2 summarise the statistics for variables based on perceived success factors and barriers of women entrepreneurs. The tables exhibit the Skewness of the distribution, Kurtosis, as well as the Mean, Mode and Standard Deviation.

Table 1.1 shows descriptive statistics for Success Factors. The Skewness of the distribution ranges from 2.275 to 5.805 and the Kurtosis from 5.510 to

44.538. The distribution is positively skewed and slightly peaked. This shows that the ratings were on a high side (average Mean: 1.2). Therefore, respondents perceive these factors as success factors further indicating that diversity and personal freedom rank high for success.

The Skewness of the distribution ranges from -0.103 to 0.516 and the Kurtosis from -0.385 to 0.345. This indicates that the ratings were a bit on the high side (average Mean: 2.2). Therefore, respondents generally agree developmental opportunities and networking as well as cultural and social values are major barriers hindering success.

The reliability of the instrument will further indicate precise perceived success factors and identify the barriers that hinder the success of women entrepreneurs.

Reliability

Reliability depends on the sample used and finding consistent reliable scales are important for the study. All negatively worded items must be reversed to ensure reliability (Pallant, 2007).

The internal dependability of the various factors (the degree of Homogeneity among the items) was computed using Cronbach's Coefficient Alpha indicating that the readings are higher than 0.6, reflecting moderate acceptable reliabilities.

The section below deals with Factor Analysis using Extraction Method to analyse the data to group items that are similar.

Factor Analysis

A factor analysis allows for a reduction of a large set of variable to a smaller more feasible number of factors or dimensions. It groups items that are similar (Pallant, 2007). The item scores for the questionnaire was factor analysed in order to determine the underlying factor structure thereof. All calculations were done by means of SPSS – Windows programme of SPSS – International the following are details of the results.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy of the Bartlett's Test of Sphericity was carried out on the intercorrelation matrix to identify whether the partial correlations among variables are small for the items for Success Factors of the instrument in order to determine the sampling adequacy and sphericity in Table 1.3.

Table 1.1: Descriptive Statistics for Success Factors

	N		Mean	Median	Mode	Std. Deviation	Skewness	Kurtosis
	Valid	Missing						
Customer employee satisfaction	142	2	1.07	1.00	1	.273	5.501	37.246
Diversity	142	2	1.09	1.00	1	.335	5.805	42.760
Flexibility	142	2	1.24	1.00	1	.437	2.275	5.536
Personal freedom	142	2	1.11	1.00	1	.299	5.742	44.538
Profitability	142	2	1.23	1.00	1	.518	2.425	5.510
Security	142	2	1.10	1.00	1	.254	5.376	39.977

Table 4.2: Descriptive Statistics for Barriers

	N		Mean	Median	Mode	Std. Deviation	Skewness	Kurtosis
	Valid	Missing						
Social recognition	142	2	1.23	1.00	1	.386	2.309	5.587
Cultural and social values	137	7	2.17	2.14	2	.483	.068	.345
Developmental opportunities and networking	137	7	2.21	2.00	2	.769	.516	-.324
Education and training	137	7	2.24	2.17	2	.594	.098	-.348
Family responsibility	137	7	2.21	2.33	2	.778	.388	-.365
Financial barriers	137	7	2.18	2.20	2	.544	.271	-.307
Labour legislation	135	9	2.32	2.33	3	.596	-.103	-.385

Table 1.3: KMO and Bartlett's Test for Success Factors

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.787
Bartlett's Test of Sphericity Approx. Chi-Square	2715.653
df	496
Sig.	0

Table 1.4: KMO and Bartlett's Test for Barriers

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.646
Bartlett's Test of Sphericity Approx. Chi-Square	2725.308
df	903
Sig.	0

From table 1.3 it is clear that the Kaiser-Meyer-Olkin measure of sampling adequacy is 0.78, which is greater than the required 0.5 for a satisfactory factor analysis to proceed. In the case of Bartlett's Test of Sphericity, the observed significance level is .000, which means the relationship among variables is strong. Hence, the data set complies with the requirements of the factor analysis.

The communality indicates there is sufficient variance to proceed with the factor analysis. Three factors were presupposed according to Kaiser's Eigenvalues-greater-than one criterion. The three factors explain 53.6% of the variance in the factor space. Based on similarities between the items grouped together, these factors were labelled as follows: (a) Factor 1: Customer and Employee Satisfaction / Security (b) Factor 2: Social Recognition / Financial Independence (c) Factor 3: Flexibility / Personal Freedom

Customer and Employee Satisfaction / Security represent how appealing this factor is to women entrepreneurs. Social Recognition / Financial Independence and Flexibility / Personal Freedom reveal the importance women business-owners value these factors as being successful.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy of the Bartlett's Test of Sphericity was carried out on the intercorrelation matrix of all of the

items (Barriers) of the instrument in order to determining the sampling adequacy and sphericity. The results are depicted in Table 1.4.

From Table 1.4 it is clear that the Kaiser-Meyer-Olkin Measure of sampling adequacy is 0.646, which is greater than the required 0.5 for a satisfactory factor analysis to proceed. In the case of Bartlett's Test of Sphericity, the observed significance level is 0.000, which means that the relationship among variables is strong. Hence, the data set complies with the requirements of the factor analysis.

The maximum communality of 0.209 and the maximum communality of 0.722 was attained. The average communality of 0.9 is above the norm of 0.5. Therefore, there is sufficient common variance to proceed with the factor analysis. Five factors were postulated according to Kaiser's Eigenvalues-greater-than one criterion. The five factors explain 50.9% of the variance in the factor space. Based on similarities between the grouped items, these factors were labelled as follows: (a) Factor 1: Financial Barrier (b) Factor 2: Education and Training (c) Factor 3: Cultural and Societal Values / Discrimination (d) Factor 4: Labour Laws (e) Factor 5: Family Responsibilities

Financial Barriers refers to the difficulty women entrepreneur's face in starting, managing and growing their businesses. Education and Training

implies that women business owners lack the skills needed for success of their venture. Cultural and Societal Values / Discrimination is what women perceive not only from lending institution but from society at large. Applying and understanding Labour legislation hinder growth of businesses for women entrepreneurs. Lastly, Family Responsibilities are a barrier challenging women-owned businesses. The results of correlation will be reported next.

Correlation

Correlation is a single number that describes the degree of relationship between two variables. It shows how strongly the relationships between pairs of variables are related (Pallant, 2007).

Success – Customer and Employee Satisfaction

It is clear that there is a strong positive correlation of 0.691 between customer and employee satisfaction and personal freedom (success factor). A strong positive correlation of 0.652 for security (success factor) and a strong positive correlation of 0.639 exist for diversity.

This reinforces the literature that if employees are rewarded for excellent customer service (Oaten, 2009), than personal freedom of being independent and economically self-sufficient (Jalbert, 2000) is attained.

Success – Diversity

It is evident that there is a very strong positive correlation of 0.738 between diversity and personal freedom (success factor). A very strong positive correlation of 0.717 for security (success factor) is obvious.

According to Nieman & Niewenhuizen (2009), women entrepreneurs embark upon diversity through new products and services and upgrading all aspects of business through market research (Kirkwood, 2008), to achieve personal freedom.

Success – Flexibility

It is apparent that there is a strong positive correlation of 0.557 between flexibility and personal freedom (success factor).

Maas & Herrington (2007) confirm that flexibility allows women entrepreneurs to achieve a balance between their business and personal obligations and this motivates them to remain in business (Kirkwood, 2008) and hence, personal freedom is enjoyed.

Success – Personal freedom

It is clear that there is a very strong positive correlation of 0.717 between personal freedom and security (success factor).

Security in owning a business by realising secure employment, income, recognition and flexibility is achieved (Maas & Herrington, 2006), is motivation for personal freedom.

Success – Profitability (Financial Independence)

It is evident that there is a strong positive correlation of 0.543 between profitability and social recognition (success factor).

If personal success is measured through high income and wealth (Maas & Herrington, 2006), then female entrepreneurs believe that they have gained recognition by not only their male counterparts but by society at large including networking structures that reward and recognise them for their achievements (Hendricks, 2003).

Success – Security

It is apparent that there is strong positive correlation of 0.513 between security and social recognition (success factor).

Since women entrepreneurs value security with secure employment, income, recognition and flexibility (Maas & Herrington, 2006) then by not understanding labour legislation specifically matters relating to employment contracts (DTI, 2005) and the BCEA (Noble, 2000), leaves them wide open for litigation (Wertz, 2008) and their security is jeopardised.

Success – Social Recognition

It is clear that there is a very weak positive correlation of 0.114 between social recognition (success factor) and developmental opportunities and networking (barrier).

Social recognition through desired self-determination, independence and career challenges (Moore & Buttner, 1997) is threatened when women entrepreneurs are unable to develop themselves to grow their businesses by being unable to attend education and training programmes, allowed time to network or get involved in DTI interventions (Matiwane, 2005).

Barrier – Cultural and Social Values

It is evident that there is a positive correlation of 0.686 between cultural and social values and financial barriers (barrier).

The literature emphasises that cultural and social traditions dictate, oppress or discourage women entrepreneurship (Maas & Herrington, 2006). Jealousy from members of the community and family (Maas & Herrington, 2006) restrict women to traditional businesses so that they remain maternal and bound to family duties (McElwee & Al-Riyami,

2003). These barriers further hinder financial barriers in a sense that gender inequality contributes to obtaining finance to start, manage and grow business ventures. The lack of financial resources impedes acquiring human capital and other resources required for businesses to survive (Matiwane, 2005). Access to credit due to poor collateral, negative perceptions from loan officers and discrimination further hinder growth of women entrepreneurs (Jalbert, 2000).

Barrier - Developmental Opportunities and Networking

It is obvious that there is a positive correlation of 0.626 between developmental opportunities and networking and financial barriers (barrier).

Due to other constraining efforts for development and networking such as training, managing conflict between work and personal responsibilities (Goefee & Scase, 1983), women entrepreneurs encounter financial difficulties and even though interventions through networking are established, they are not aware of assistance programmes set up to assist them (Matiwane, 2005).

Barrier – Education and Training

It is apparent that there is a positive correlation of 0.601 between education and training and labour legislation (barrier) and a positive correlation of 0.580 for financial barriers (barrier).

The lack of education and training in all aspects of business including management and financial skills (Nelson, 1987), drafting business plans (Botha, 2006), labour legislation (Israelstam, 2007), and having to deal with challenges associated with being in a traditionally male dominated environment (Maas & Herrington, 2006), are considered as high risk and this hinders financial access for growth (Cooper, Maysami & Goby, 1999). Women are perceived as the care takers of the family (Langowitz & Minniti, 2007) and are responsible for child rearing and taking care of the extended family members (Botha, 2006) and this hinders their chances of attending training and self-development for business growth (Maas & Herrington, 2007).

Barrier – Family Responsibility

It is clear that there is a very weak positive correlation of 0.163 between family responsibility and labour legislation (barrier).

The dual role and responsibilities encountered by women business owners is an added responsibility and emotional burden (Marlow & Patton, 2005) that further hinders obtaining training on labour legislation pertaining to drafting employment contracts (Wertz, 2008) and understating the Basic

Conditions of Employment Act and managing human capital (DTI, 2005).

Barrier – Financial Barriers

It is obvious that there is a weak positive correlation of 0.433 between financial barriers and labour legislation (barrier).

The Pearson Correlation Sig. (2-tailed) revealed the relationships between multiple success and barrier variables.

Not having enough financial resources hinders women from attending education and training programmes on labour legislation (Walker & Joyner, 1999).

Correlations of Variables for success and barriers and Age of Business

According to the statistical information provided, there is really no significance between the age of women entrepreneurs and the age of the business to success factors and barriers affecting women business owners.

Correlations of Variables for Success and Barriers and Annual Income

It is evident that given the correlations above that there is a very strong positive correlation of 0.832 between personal freedom (success factor) and annual income for women entrepreneurs. A very strong positive correlation of 0.790 diversity, 0.788 security, and 0.715 customer and employee satisfaction (success factors) and annual income exists. It is clear that there is strong positive correlation of 0.518 social recognition (success factor) and annual income.

The above correlations reveal that if annual income is high, women are able to attain personal freedom, are able to diversify products, services and their businesses, they are secure in their businesses and this motivates customer and employee satisfaction and loyalty. These positive success factors reinforce their status in the community by being socially recognised.

Correlations of Variables for Success and Barriers and Annual Profit

It is clear that given the correlations above that there is a very strong positive correlation of 0.691 between personal freedom (success factor) and annual profit. It is also evident that there is a positive correlation of 0.666 for diversity, 0.666 for security and 0.593 for customer and employee satisfaction (success factors) and annual profit of women entrepreneurs.

It is evident that high annual profits allows women the personal freedom and independence, to be able to

use profits to diversify the business, provide the security needed for sustainability and enhance customer and employee satisfaction (Fenwick, 2008).

The results of analysis of variance are depicted below.

Analysis of Variance

It is clear that the ANOVA is significant ($p < 0.05$) for the factors between customer and employee satisfaction, diversity, flexibility, personal freedom, profitability, security and social recognition.

It is clear that there are significant differences in mean scores between profitability and level of education of women entrepreneurs.

A discussion of the findings of the results is discussed below.

DISCUSSION

The main objective of this study was to determine how women entrepreneurs perceive success and to identify the barriers that hinder their success. In other words, to ensure the women owned businesses remain sustainable and encourage economic development.

This study is a response to a definite need to know the influence of women entrepreneurship in the South African context. This study contributes to providing needed information by methodologically providing an appropriate measuring instrument and theoretically suggesting that the theory of identifying success factors of women entrepreneurs add value to women entrepreneurship.

The following is a discussion on the findings in respect to the research question. In this section each of the seven success factors as well as the six barriers will be discussed in lieu of the findings.

To Review Success Factors for Women Entrepreneurs

The findings show women entrepreneurs' perceive success as being financially independent and being economically self-sufficient and to manage finances to avoid having bad debt. They want to be ensured of secure employment with a steady income and being secure in their own business. They strongly agree that building of assets, having cash on hand and having a high are perceived as success factors.

Social Recognition

The findings exhibit women entrepreneurs believe that becoming an independent business professional is important. To have increased self-confidence, to contribute to society at large, to be recognised for their achievements and to be recognised as their male counterparts are relevant as success factors for

women business owners. Being recognised for their achievement and gaining recognition through networking structures are relevant factors to success.

Customer and Employee Satisfaction

Findings exhibit women entrepreneurs strive to please customers through quality products and / or services and to have customers who are completely satisfied. They strongly agree that having employees who are satisfied with their jobs and encourage decision making from staff members. In other words, happy employees will serve customer needs better.

Diversification

The findings show diversity ranked high as part of the descriptive statistics for women entrepreneurs. Success is achieved through creating and innovating products and services. Women business owners view success by ensuring quality in products and services and believe that by conducting research and to strive to have their products and services appeal to new customers, they are assured of business growth which ultimately leads to success.

Flexibility

Findings reveal that respondents who have dependents enjoy flexibility and view this as a success factor. Flexibility allows them to use their time to see to their businesses as well as to involve themselves in other activities. Success through flexibility affords women entrepreneurs to have more time for personal obligations and family for networking and leisure. They strongly agree that having a small business allows greater flexibility to be able to attend meetings and training sessions.

Personal Freedom

Findings reveal that respondents perceived the above statements in the literature review as high. They enjoy personal freedom as this has given them the self confidence in developing themselves to better cope with the business world. They certainly believe being independent and economically self-sufficient is a trait of success. Women entrepreneurs strongly agree personal freedom allows them to develop more skills and knowledge and allows them to network and gain government and other tenders.

Security

Findings show that women entrepreneurs regard success as securing employment with a steady income. Being financially independent, having a high income and wealth, and autonomy as a business owner are perceived as success factors. Women also believe that they are more vulnerable to crime and gender based violence which threatens their security. Security as a success factor allows them autonomy as

a business owner and they feel more secure owing their own business.

To Review Barriers Affecting Women Entrepreneurs

Women entrepreneurs in South Africa play a very critical and important role in the economy of the country regarding income and employment creation (Downing, 2006). The following are the most challenging aspects facing women entrepreneurs that contribute to difficulties in obtaining adequate financing; gaining adequate skills; the risks of crime and violence; lack of access to information; and the poor use and understanding of technology taking into account their bio-graphics (Hendricks, 2005). The barriers identified in the literature are listed below.

Financial Barriers

The literature review revealed the greatest barrier facing women entrepreneurs throughout the world especially in developing countries is access to finance (Botha, 2005). Women generally establish smaller businesses because they rely on internal funds such as personal savings or loans from family and friends. The inability to obtain external finance from sources such as commercial loans and equity, including sources of external bootstrap, from customers and suppliers poses a barrier for women entrepreneurs (Maysami & Goby, 1999; McClelland *et al.*, 2005; Gundry *et al.*, 2002).

Women entrepreneurs believe when external funds are required from commercial lending institutions, loan officers have negative perceptions of women business owners and they are regarded as high risks by these institutions. They believe bank managers discriminate against women entrepreneurs. Respondents agree that financial access should be made easier as loan officers have no entrepreneurial experience and know nothing about starting and managing a business.

Labour Legislation

For all business including small business, the employment relationship is based on the individual contract of employment and is overlaid by the requirements of labour legislation and collective agreements (Finnemore, 2002). Small business owners including women entrepreneurs must have knowledge of and be able to comply with the country's labour legislation. Ignorance in this area will negatively impact on their businesses and will have dire consequences on efficiency and effectiveness. Women entrepreneurs must have knowledge on drafting employment contracts, The Labour Relations Act, The Basic Conditions of Employment Act, Unemployment Insurance Act, The

Skills Development Act and the Skill Development Levies Act.

Findings reveal that 68% of women entrepreneurs believe labour laws are too demanding and they lack the skills in constructing formal employee contracts. Only 37% register their employees. 38% respondents disagree they lack understanding of labour laws pertaining to The Basic Conditions of Employment Act and UIF. However, 31% disagree they lack expertise in dealing with dispute resolution while 31% strongly agree they have the expertise.

Development Opportunities and Networking

According to the literature, women entrepreneurs in Gauteng have better business opportunities and greater potential for success and business women need to take advantage of opportunities to develop their businesses (Hendricks, 2003). To raise the level of entrepreneurship, support interventions are extremely important and the DTI's Gender and Women's Empowerment Unit have distinguished the following interventions. Encouraging and assisting relevant business support initiatives; appropriate financial assistance; general information and education programmes; mentoring; and support for networking structures (Matiwane, 2005).

Networking is a means for acquiring information and resources which is important for the development of women entrepreneurs (Casrud, Gaglio & Olm, 2002). There are adequate opportunities for networking but they are not sufficiently utilised. The barriers that hinder networking opportunities includes, financial difficulty, family responsibility, time management, and other factors (Maas & Herrington, 2006).

The findings show that developmental opportunities and networking rate very high as barriers that hinder the success of women entrepreneurs. Among these barriers is gender discrimination and no appropriate training to identify and utilise opportunities. Women entrepreneurs lack knowledge in bidding for tenders. They are not aware of the support interventions of the DTI's Gender Empowerment Unit. 29% disagree family responsibilities limit them from pursuing developmental opportunities whilst 25% agree that this is a barrier.

Cultural and Societal Values

The literature states that in some societies cultural and social traditions determine who within a society becomes an entrepreneur (Maas & Herrington, 2007). Entrepreneurship for many business women is a survivalist instinct due to push factors so women are confined to traditional informal businesses and the fact that they lack financial skills, education, and support to properly manage and grow their businesses (Jalbert, 2000). There is also jealousy from members

of the community and husbands who fear the women will become independent because they believe that a woman's primary role is to be a wife and mother (McElwee & Al-Riyami, 2003).

Negative attitudes discourage women from taking risks in business. The social environment deters them from pursuing career paths in science, engineering and technology not to mention the combination of work and home is doubly taxing on women entrepreneurs (Jalbert, 2000). The status of women in patriarchal social structures forces them to be dependent on their husbands, fathers and brothers for securing finance and assets (Pahad, 2006).

The findings prove that cultural and societal values are ranked high as a barrier facing women entrepreneurs. There are also perceptions that women cannot make it in the business world. Respondents also feel that there is jealousy from members in the family and the community. Because they are not encouraged to study in the fields of science, engineering and technology, society dictates they start businesses in the more traditional fields of business such as hair-dressing, bed and breakfast, crèches, laundry, interior design, etc. Furthermore, women are more vulnerable to crime and gender based violence.

Education and Training

The literature indicates that education and training is a barrier challenging women entrepreneurs especially in a male dominated environment (Maas & Herrington, 2006). The challenges include obtaining appropriate training, acquiring capital and discrimination toward women. Women enter the field of entrepreneurship with disadvantages due to lack of education and experience and therefore, they lack the knowledge and skills to manage and grow their ventures (Nelson, 1989). Young females who plan to venture into entrepreneurship should be encouraged to study business courses at high school and at tertiary institutions (Pahad, 2006). Due to a lack of time to attend classes, family and domestic responsibilities and socio-cultural issues, women of all ages face challenges in pursuing essential skills required to embark in entrepreneurship (Primo, 2003).

Training is essential for women entrepreneurs to not only survive but also to contribute to the economy and skills-based, technical, technological and management training are essential to empower businesswomen and unfortunately these necessary skills are lacking for many of these women (Jalbert, 2000).

The findings interestingly enough reveal that 58% of all the respondents strongly agree they require education and training for knowledge and skills.

50% of respondents believe that they do not lack strong social and interpersonal skills whilst, 22% strongly agree that the above is true. 36% disagree they lack knowledge in technology and management and 22% strongly agree they are not competent in technology. 40% strongly disagree that financial skills are not a barrier and 19% strongly agree this is a barrier. They require training in bidding for tenders.

Other skills they lack include knowledge to draft business plans and this is a huge barrier and hinders their chances of obtaining growth capital from lending institutions. Respondents agreed that due to gender stereotyping they were steered into the softer careers instead of being encouraged to seek careers in science, engineering and technology at tertiary institutions.

Family Responsibility

Literature exhibits that family responsibilities is a barrier that hinders women from pursuing opportunities for growth of their ventures (Maas & Herrington, 2006). They are not relieved of household duties when embarking in a business venture. Women pursue a business opportunity for personal reasons such as freedom, security, satisfaction and flexibility (Helms, 1997). The pressure to manage a home, rear children and care for the family often for married women or as a single parent, has a negative impact on the development of the business (Marlow & Patton, 2005).

Findings reveal that respondents agree that double shift (work and home) is very difficult. They believe that taking care of the business, home and extended family is taxing and this is a barrier that limits them from pursuing opportunities to grow their ventures. Finding safe, reliable and affordable day care facilities are difficult.

To Review Correlations for Success Factors and Barriers

There were strong positive correlations between the success factors for customer and employee satisfaction and personal freedom, security and diversity. Since customer and employee satisfaction is about having satisfied employees who in turn satisfy customers then, the success factor of personal freedom relates to it through autonomy, self-confidence and esteem which allows women entrepreneurs to develop skills and to network.

Customer and employee satisfaction also relates to security to have a secure income, to be financially independent and to feel secure in the business. Customer and employee satisfaction is associated with diversity hence, if women entrepreneurs have personal freedom, are secure, and embark on

diversification, businesswomen, customer and employees will be satisfied.

Diversity, Personal Freedom and Security

There were strong correlations between success factors for diversity and personal freedom and security. Diversity is about conducting research and introducing quality products and services through creativity and innovation. Therefore, the relationship between diversity and personal freedom is for women entrepreneurs to have the self-confidence, esteem and autonomy to develop their skills and to network.

The relationship between diversity and security is to have the financing and security of the business to venture into diversification. Diversity is related to both success factors, allowing businesswomen who are confident in themselves and their business to attract and retain markets.

Flexibility, Personal Freedom, and Security

There were strong positive correlations between success factors for flexibility and personal freedom and security. Flexibility allows women entrepreneurs to organise work and personal obligations, to be able to attend meetings and workshops, network or enjoy leisure time. Business women can have the personal freedom of autonomy, self-confidence and esteem for personal and other development on days and times that suit their needs. By being financially independent and secure in their business, women entrepreneurs can appreciate their flexibility to develop themselves, their businesses, and see to their families.

Profitability and Social Recognition

There was a strong positive correlation between success factors of profitability and social recognition. Profitability is to generate personal income, organisational profitability, to be self-sufficient and to have cash on hand. Social recognition for women entrepreneurs is to be an independent business professional, to contribute to society at large, to be recognised as their male counterpart and to gain recognition through networking structures. The relationship between profitability and social recognition is that women entrepreneurs who are financially independent will have social recognition and respect from other business owners and society at large.

Security and Social Recognition

There was a strong positive correlation between success factors of security and social recognition. The relationship between security and social recognition is that women entrepreneurs who are financially independent and secure in their businesses will be recognised and respected by all stakeholders.

Cultural and Social Values and Financial Barriers

There was a moderate positive correlation between barriers for cultural and social values and financial barriers. Cultural and social values are perceptions that women cannot make it in the world of business, jealousy from family and community, women are not encouraged to study science, engineering and technology but to remain in the softer fields of business.

Financial barriers are barriers to access to finance, poor collateral, bank managers who are unapproachable, loan officers do not have experience in entrepreneurship. The relationship between these two variables is that women entrepreneurs who encounter cultural barriers will also encounter financial variables. In other words, if there are negative perceptions that women are inferior, there is jealousy or discrimination against them, their chances of obtaining financing for the business will be extremely difficult

Developmental Opportunities and Networking and Financial Barriers

There was a moderate positive relationship between barriers for developmental opportunities and networking and financial barriers. The relationship between these two variables is such that if women entrepreneurs are being discriminated and if they do not exploit opportunities, then to obtain finance to manage and grow their ventures becomes daunting.

Education and Training, Labour Legislation, and Financial Barriers

There was a moderate positive relationship between barriers for education and training and labour legislation and financial barriers. Women entrepreneurs require education and training for knowledge and skills to manage and grow their businesses. They require training in drafting business plans, technology and management since some females were not encouraged to study in the science fields but to remain in the softer careers. Labour legislation is a barrier for women entrepreneurs because they claim labour laws are too demanding and some of them require training in labour relations especially dealing with dispute resolution.

The relationship of these three variables is that if education and training is a barrier, and that women entrepreneurs do not have the knowledge and skills required to manage and grow their ventures, then other barriers such as labour relations and financial access become further hindrances for them. Not understanding the National Credit Act when applying for external finance, jealousy, or not being encourage to study will have a negative impact on the business.

Limitations

The limitations of the study are that since the inclusion of all female entrepreneurs in South Africa is too immense a sample to investigate, only randomly selected businesswomen in the formal sector of Gauteng make up the compilation of this sample. Thus, no generalisation with regard to the country as a whole can be done. Secondly, there is not enough comparative literature on success factors for women entrepreneurs due to not enough research being conducted in this area. Another major disadvantage of the results obtained from quantitative research is that it depicts the population as to the way in which a proportion of the total population who would have answered accordingly (McCullough, 2001). Lastly, difficulties were encountered when trying to collect hand delivered questionnaires and follow up visits were required and as result, valuable time was lost.

CONCLUSION AND RECOMMENDATIONS

Women comprise fifty percent of the entrepreneurial population in South Africa and therefore there should be considerable scope to improve female entrepreneurship in the economy (Hendricks, 2003). Much needed research in the field of women entrepreneurship will definitely add value to the economy of South Africa. Any government interested in boosting economic prosperity should be interested in promoting the entrepreneurial dynamic of this country (Botha, 2006).

This study found that customer and employee satisfaction is a success factor which is highly valued by women entrepreneurs. Women business owners also value personal freedom that allows them autonomy which in turn affords them self-confidence and self-esteem, they will acquire security so that they are assured of a secure income. Diversification is an important success factor and women realise that they need to conduct research to be innovative and creative. Flexibility ensures success to be able to organise work and home activities to utilise time for development, networking and leisure. Profitability is another success factor women entrepreneurs associate with in order to be financially independent to manage and grow their businesses. Finally, social recognition affords women to be independent business professionals who contribute to society and to be recognised by their male counterparts.

The study further identified that since identified that since the above success factors are what women entrepreneur's value, the barriers that hinder their success are as follows. Cultural and social values are perceptions that women cannot make it in the business world, jealousy from family and community, no encouragement to study science, engineering, or

technology and to remain in the softer fields of business.

Financial barriers hindering success include developmental opportunities and networking which comprise of appropriate training for specific business areas, gender discrimination, knowledge in bidding for tenders and family responsibilities hinder the chances of exploiting opportunities for growth. Education and training is a barrier challenging women business owners because they realise to manage and grow their ventures, they require education and training for knowledge and skills. The use of technology requires skills in management, drafting business plans and to bid for tenders.

Labour legislation further challenges the sustainability of women entrepreneurs because they feel labour laws are too demanding on their small business ventures. They do not understand labour laws and have difficulty when it comes to dispute resolution mechanisms.

Based on the findings of this study, it is recommended that all stakeholders recognise and reward success factors for women entrepreneurs. It is further recommended that government implement strategies and create an awareness to change mind-sets to combat the barriers challenging women entrepreneurs. Government should amend the Financial Sector Charter to afford women easier access to external finance. Learning institutions need to develop affordable and specific training programmes to assist women entrepreneurs to acquire education and training to combat barriers.

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