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Cultural values and entrepreneurial growth motivation: a focus on township enterprises in Tshwane.

A research report submitted to the
Faculty of Commerce, Law and Management, University of the Witwatersrand,
in partial fulfilment of the requirements for the degree of
Master of Management in Entrepreneurship and New Venture Creation

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ABSTRACT

This research is rooted in the theory of basic human values as postulated by Schwartz (1992). The theory puts forth dimensions of basic human values; self-enhancement, self-transcendence, openness to change and conservation. The study also explores the theory of achievement motivation by McClelland (1961) in exploring how cultural values influence entrepreneurial growth motivation. The research is undertaken to explore specifically how cultural values impact growth motivation of township entrepreneurs in Tshwane. The research takes a quantitative cross-sectional design with township entrepreneurs as the unit of analysis.

Basic human values differ in their influence on entrepreneurial growth motivation. The township economic landscape in South Africa is one characterised by stagnation, lack of innovation and is mostly necessity driven. Self-enhancement values were found to have an inverse relationship with entrepreneurial growth motivation. Self-transcendence values were correlated with a small effect whilst conservation values showed significant correlation though their influence could not be statistically measured. No evidence was found of a relationship between openness to change values and entrepreneurial growth motivation. There needs to be more culture specific policies for township entrepreneurs and cultural values can be investigated on how they influence businesses in South African townships.

Key words: SMEs, Cultural values, Basic human values, Entrepreneurial growth motivation, Township entrepreneurs

DECLARATION

I, Tshepiso Kgapola, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Management in the Field of Entrepreneurship and New Venture Creation at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Tshepiso Petronella Kgapola

Signed at ……

On the …….. Day of ……..…… 2019.

DEDICATION

I wish to dedicate this research to all those entrepreneurs in the township who are taking leaps and bounds every day, making an honest living to realise their dreams.

To my babies, my inspiration, Onthatile and Lesedi: …stay in the constant state of wonder and inquisition.

ACKNOWLEDGEMENTS

I would like to thank my mother; Nomasonto Kgapola as without you and your unconditional love none of this would be possible.

I also thank my family, Thabile, Mpho, Pretty, Nolo, Kamo and Phila for all the support, love and encouragement all throughout this journey. Your patience and sacrifice have provided me with this opportunity.

To my life partner Okkie Ngobeni, thank you for being there every step of the way in every way possible. You are my strength, support, and motivator.

Thank you to my supervisor, Dr. Galawe for all the guidance and support in completing the research. Your care and insights have truly made a lasting impression during this journey.

I also wish to thank the City of Tshwane for affording me the time and opportunity to pursue my studies and for also providing a database of enterprises in Tshwane.

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1 INTRODUCTION

1.1 Purpose of the Study

The aim of the study was to examine the impact and the relationship that exists between basic human values as postulated by Schwartz (1992) and entrepreneurial growth motivations in township ventures in Tshwane.

1.2 Theoretical Background to the Study

Communities consist of social networks, shared identities, norms, values and common practices and, as such, have their own local cultures (Dana & Dana, 2005). These authors reviewed research that places entrepreneurship in the context of the environment and showed that entrepreneurship is culture-bound and, as a result, policy on entrepreneurship should also be culture specific.

Entrepreneurship cannot be understood only from economic theory as it is rooted in psychological theory as well, as pointed out by Licht (2010). Schumpeter (2017) inspired the seminal depictions of the entrepreneur and described entrepreneurs as special people and as an innovator and creator. Schumpeter (1949) saw the entrepreneur as one who moves the economic system out of the static equilibrium by creating new products or production methods thereby rendering others obsolete. This process is described as creative destruction (Bula, 2012). Kirzner (1973) sees an entrepreneur as a gaps-closing arbitrageur but both Schumpeter (1949) and Kirzner (1973) seem to agree that both types are agents of change in the economy as Licht (2010) asserts.

Hofstede's (1980) framework of dimensions of national culture remains the most popular and commonly used. It comprises four dimensions of individualism versus collectivism, power distance, uncertainty avoidance and masculinity-femininity that measure various aspects of national culture (Hofstede, 1984). Inglehart and Abramson (1999) introduced a measure of the extent that a society adheres to post-modern rather than modern or pre-modern attitude (Hansen & Tol, 2003). Inglehart's' work on post materialism as a cultural attribute is well established and the original index was

created to measure an individual's hierarchy of policy relevant issues (Hansen & Tol, 2003).

In his cultural capital theory, Bourdieu (1985) conceived of embodied, institutional and objectified as three forms of cultural capital. Embodied capital represents long lasting dispositions of the mind and body and therefore includes issues of values, beliefs and the use of language. These are said to be acquired and passively inherited by socialisation (Bourdieu, 1985). It is very important to explore what dispositions of the mind and body South Africa's township entrepreneurs mostly espouse and how these influence their motivation to grow their businesses.

Schwartz and Bilsky (1987) analysed cross-national data based on an instrument developed by Rokeach in 1973 in which it provided definition of values as a guiding principle in life and proposed a list of values meant to be universal and comprehensive. Rokeach's instrument had 36 values and was, however, not theory driven. Schwartz's (1992) work on the theory of basic human values is well established and used to help explain observed changes in values in different societies.

These previous studies on cultural capital have demonstrated overtime how culture plays an important role in entrepreneurship. They continue to provide another view through which the behaviour of entrepreneurs can be understood. This study follows the path in the attempt to understand how culture, which is deep-rooted in the majority population of SA, impacts on questions of whom, how and why within the wide and complex phenomenon of entrepreneurship. Entrepreneurs in SA constantly operate under a welfare status government that is said to reduce inclination towards entrepreneurship (Venter & Urban, 2015).

The concept of psychological need appears in several theories within social psychology theories; McClelland (1985), Murray (1938) and most researchers treat it as an individual difference variable reflecting the varying strengths of individual motives (Deci & Ryan, 2014). According to Bolton and Thompson (2004), it is the

motivation and emotion of entrepreneurs that gives them a special kind of drive and purpose that marks them out from the rest of us.

There are different aspects of motivation that influence different aspects of the entrepreneurial process (Shane, Locke & Collins, 2003). These include need for achievement, risk taking, tolerance for ambiguity, locus of control and goal setting. In a meta-analysis of need for achievement and entrepreneurship studies conducted by Collins, Lock and Hanges (2000), need for achievement was found to be significantly related to founding a company and risk taking was then found to not be an entrepreneurial motivation.

Entrepreneurs have been found to be different when it comes to their orientation and intentions towards growth, as alluded to by Dutta and Thornhill (2008, cited in Koryak et al., 2015). Independence, drive and egoistic passion are identified as other aspects of motivations as mentioned by Shane et al., (2003). In their study they refer to empirical evidence that suggests that entrepreneurs have higher independence than other individuals. Drive consists of ambition, goals, energy, stamina and persistence, whilst passion was found in a study by Baum, Locke and Smith (2001) to have a direct effect on firm growth.

1.3 Context of the Study

The SA Government in 2014 made a commitment to invest at least R160 million in revitalising and building business hubs in the township (Dludla, 2014). Hence the establishment of the Gauteng Township Economy Revitalisation Strategy (GTERS) 2014 – 2019 as the tool through which this would be realised (Gauteng Department of Economic Development, 2014) (GDED). There had been other programs established over the years like the Umsobomvu Youth Fund and National Youth Development Agency to capacitate youth in particular within townships and enhance entrepreneurial activity.

Township economic revitalisation has been a priority for the SA government as a vehicle through which to develop and to grow townships economically (GDED, 2014).

The Department defines this revitalisation as “a transformation of townships into sites for productive activities, contributing to socially inclusive wealth creation and helping to foster sustainable livelihoods through job creation, social cohesion and active citizenship”. It still remains to be seen how the “revitalisation” will happen when there had not been any vitalization to begin with.

In SA there are vast divisions between necessity and opportunity driven entrepreneurs. As Venter and Urban (2015) point out, these divisions are often interpreted as push-pull dichotomy. Bula (2012) mentions that, even when it seems clear that many economists accept the idea that entrepreneurs are innovators; it has proven difficult to apply this theory to less developed countries. SA with a population of 57.7 million at mid-year 2018 is reported to have 6.21 million people who were unemployed in the 3rd Quarter of 2018 (Statistics South Africa, 2018). In the midst of the unemployment people have started their own businesses and are self-employed. Many of these businesses exhibit little or no prospects of growth and there are those entrepreneurs who seem to be content with where they are in the entrepreneurial process.

As described in the GTERS 2014-2019 (GDED, 2014), ‘Township economy’ refers to enterprises and markets based in the townships. These are enterprises operated by township entrepreneurs to meet primarily the needs of township communities and therefore can be understood as ‘township enterprises’ as distinguished from those operated by entrepreneurs outside the townships. The term “township” as described in the GDED (2014), refers to old, new, formal and informal human settlements that are pre-dominantly African, Coloured and Indian characterised by high levels of poverty, unemployment and low incomes as well as distance from the main centres of economic activities.

Townships have developed their own culture and this is expressed in terms like “loction” or “Kasi” culture. In this identity, those living in the townships distinguish themselves from urban or rural neighbourhoods. This identity goes as far as also distinguishing individual townships against one another through their values, beliefs

and use of language amidst the hype of economic activity evident in these areas. According to Collier and Gunning (1999); Mbaku (2004), economic systems in urban areas focus more on industrial or manufacturing activities, and they culturally exhibit open and individualistic tendencies. The entrepreneurial ventures in townships can be described as micro enterprises, small to medium (SMMEs) businesses which are however mostly replicative and necessity driven in nature (Ndlovu & Makgetla, 2017).

1.4 Problem Statement

Pallares-Barbera, Tulla and Vera (2004), refer to “spatial loyalty and this feeds into research on community entrepreneurship” which shares an idea that “the concern and emotional attachment some entrepreneurs feel for their place can serve as a catalyst for new venture development” (Korsgaard, Müller and Tanvig, 2015 p14). A myriad of township entrepreneurial ventures has, over the years, been established and have adhered to this idea. However, they have exhibited little to no motivation to grow. It is this stagnation that the study seeks to uncover in relation to how cultural values impact on their growth motivation.

1.4.1 Main Problem

Analyse the relationship and impact that basic human values have on entrepreneurial growth motivation in Tshwane township entrepreneurial ventures.

1.4.2 Sub-Problems

Sub-problem 1: Determine the dimensions of basic human values that have the most impact on entrepreneurial growth motivation?

Sub-problem 2: Analyse the type of relationship that exists between self-enhancement cultural values and entrepreneurial growth motivation.

Sub-problem 3: Analyse the type of relationship that exists between openness to change cultural values and entrepreneurial growth motivation.

Sub-problem 4: Analyse the type of relationship that exists between self – transcendence cultural values and entrepreneurial growth motivation.

Sub-problem 5: Analyse the type of relationship that exists between conservation cultural values and entrepreneurial growth motivation?

1.5 Research Question and Aims of the Study

The research objective of this study was achieved by answering the following research question; how do basic human values impact on growth motivations in Tshwane township entrepreneurial ventures? This research question was sub-divided into two:

Sub-question 1: What type of relationship exists between dimensions of basic human values and entrepreneurial growth motivation?

Sub-question 2: What dimensions of basic human values have the most impact on entrepreneurial growth motivation?

The aim of the research was to establish the impact and relationship that cultural values have with motivation for growth in entrepreneurial ventures in townships within Tshwane. König, Steinmetz, Frese, Rauch, and Wang (2007) agree that culture is manifested in practices and values of societies and organisations as pointed out by Erez and Gati; Hofstede; House and Javidan (2004, 2001, 2004 cited in Freytag and Thurik, 2010).

It is important to explore whether SA township entrepreneurs are even aware of the measures of their growth motivation. If they are aware, how are their cultural beliefs and values if at all keeping them from attaining this global ideal? This study applied and examined culture and its relationship to growth motivation based on the theory of individual-level value preferences by Schwartz (1992) and Global Entrepreneurship Monitor's (GEM) conceptual framework on entrepreneurial growth.

This study applied and examined culture and its relationship to entrepreneurial growth motivation based on the theory of individual- level value preferences by Schwartz (1992) and GEM's conceptual framework on entrepreneurial growth.

1.6 Theoretical Definition of Terms

1.6.1 Cultural Values

The study adopts a definition of values as Schwartz and Bilsky (1987 p551) advances, which is that “values are concepts or beliefs pertaining to desirable end states or behaviours, transcend specific situations, guide selection or evaluation of behaviour and events, and are ordered by relative importance”.

The most useful way to conceptualise basic values has emerged gradually since the 1950’s and values are defined as conceptions of the desirable that guide the way individuals select actions, evaluate people and events, and explain or justify their actions and evaluations Braithwaite and Scott (1991, cited in Schwartz,1994).

1.6.2 Entrepreneurial Culture

Culture is defined by Hofstede (1991 p5) as “a collective programming of the mind which distinguishes the members of one group or society from those of another”.

The idea of cultural aspects that are based on values and influence entrepreneurial behaviour goes back to Weber. In his work, Weber (2013) argued that entrepreneurial activities are influenced by cultural and religious factors. SA is a culturally heterogeneous society and as pointed out by Urban (2006), because of its history rooted in colonialism; major ethnic groups are hypothesized to be influenced away or towards entrepreneurship by different cultural values. Cultures of entrepreneurship vary across population groups and spatial areas (Williams, 2007).

1.6.3 Entrepreneurial Growth Motivation

Locke and Latham (2002) refer to motivation as internal factors that stimulate action and external factors that induce action. There is evidence to suggest that the motivation to grow is an important determinant of growth and this is reflected in growth intentions and goal setting (Koryak et al., 2015). There are several theories that could explain an entrepreneurs’ motivation to start or grow a business.

Germak and Robinson (2014) mention that the hierarchy of needs by Maslow (1943) and the need for achievement by McClelland (1985) could be used to explore and

explain why entrepreneurs start businesses whether there is financial gain or not. Expectancy theory by Vroom (1964) and goal setting theory have also been empirically researched to provide insight into motivations of entrepreneurs to launch enterprises (Germak & Robinson, 2014).

1.7 Significance of the Study

The study seeks to contribute to the knowledge base on the relationship between cultural values and entrepreneurial growth motivation within townships or small-town economies and how these inhibit or promote entrepreneurial venturing and growth. Much of the literature on entrepreneurship seems to focus on what makes individual firms successful, rather than what makes communities successful (Fortunato & Alter, 2015). It is important to uncover what motivates or demotivates entrepreneurs within their communities from the cultural perspective and how this affects their choice to grow and expand their businesses. It has become clear that some socio-cultural practices, values and norms are more conducive to driving or inhibiting entrepreneurship (Krueger, Liñán & Nabi, 2013).

Previous studies have been exploratory and conceptual due to their attempts to contextualize entrepreneurship theories to specific communities and in the process, highlight for policy makers, local governments and business support agencies the potential and advantages of genuine, place based entrepreneurship (Korsgaard et al., 2015). This study seeks to contribute to the body of research on cultural values and entrepreneurial growth motivation within townships or small-town economies in developing countries. Across 82 countries the 10 values are distinguished in 90% of samples, and this implies that the aspects of human nature and social functioning that shape individual value priorities are wildly shared across cultures (Schwartz, 2012).

It is envisaged that policy makers, local governments and business support agencies working with entrepreneurs in township communities might refer to this study in order to address the common challenges facing small and medium enterprises (SMME's) and cooperatives with more pronounced barriers for township enterprises as identified by GDED (2014).Perhaps policy that is culture sensitive can be developed from the

study in order to provide alternative strategy to ones already utilised. The entrepreneurs themselves will be able to use the study to benchmark their business progress and understand what cultural values they hold and how they affect their decision making and motivation to grow those businesses.

1.8 Assumptions

It was assumed for the study that:

- The township enterprises would be easily identifiable and willing to take part in the survey.
- The database from the Local Economic Department of City of Tshwane would provide a sufficient number of respondents.
- The respondents would be able to understand the survey questions and provide the most truthful statement as it relates to them.

2 LITERATURE REVIEW

2.1 Introduction

In this chapter of the research a review is provided that looks at the empirical studies conducted in the area of study on culture and entrepreneurial growth motivation. A review is provided on the subjects of culture, cultural values, basic human values and entrepreneurial growth motivation from different perspectives as postulated by several authors. Theoretical background includes definitions of variables to be studied and hypotheses are then posited to investigate the objectives of the study.

2.2 Background Discussion

It has been recognised that the understanding of the relationship between culture and entrepreneurial activity is important for national and regional development and growth (Krueger et al., 2013). Research has shown that numerous adults of an ethnic – racial minority group often enter adulthood with an identity that is psychologically functional and positive but culturally limited and corrupted with miseducation (Umaña-Taylor, Quintana, Lee, Cross, Rivas-Drake, Schwartz & Seaton, 2014). In SA, the ethnic-racial refers to the majority groups in the country and the same inference could be applied.

Schwartz (1992) conceived of ten basic human values at the individual level which differ in their underlying motivational goals and also identified seven values at the country level. According to Dobewall and Rudnev (2014), the values have shown stable relationships across several cultures around the world and are organised into bipolar dimensions according to which individuals differ, see Table 2-1 below.

On the individual level, Dobewall and Rudnev (2014) report that when drawn and depicted in a circle, one of the dimensions opposes Conservation (1-3) and Openness to change (6-8); the other opposes Self-Enhancement (4, 5) and Self-Transcendence (9, 10).

Table 2-1: The 4 Dimensions of Schwartz Basic Human Values

Dimension	Value Orientations	Description	Questionnaire Statements
Conservation	**1. Tradition:**	Respect, commitment and acceptance of the customs and ideas that traditional culture or religion provide the self.	2.9 and 2.20
	2. Conformity:	Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations and norms.	2.7 and 2.16
	3. Security:	Safety, harmony, and stability of society, of relationships, and of self.	2.5 and 2.14
Self-enhancement	**4. Power:**	Social status and prestige, control or dominance over people and resources.	2.2 and 2.17
	5. Achievement:	Personal success through demonstrating competence according to social standards.	2.4 and 2.13
Openness to change	**6. Hedonism:**	Pleasure and sensuous gratification for oneself	2.10 and 2.21
	7. Stimulation:	Excitement, novelty, and challenge in life.	2.6 and 2.15
	8. Self – Direction:	Independent thought and action- choosing, creating, exploring.	2.1 and 2.11
Self-Transcendence	**9. Universalism:**	Understanding, appreciation, tolerance, and protection of the welfare of all people and of nature.	2.3 , 2.8 and 2.19
	10. Benevolence:	Preservation and enhancement of the welfare of people with whom one is in frequent personal contact.	2.12 and 2.18

Sources: Reproduced from *Common and unique features of Schwartz's and Inglehart's Value Theories at the country and individual levels* by Dobewall, H., & Rudnev, M. (2014). *Cross-Cultural Research*, 48(1), 45-77.

As depicted in Figure 2-1, Schwartz's (1992) model has structural interrelations among value types and this has proved to be an interesting aspect. They can be drawn in a circle and adjacent value types are conceptually close to one another whereas opposing value types expresses conceptually diametrical goals in life. According to Schwartz (1992) they are organised by motivational similarities and dissimilarities according to openness to change, self-enhancement, self-transcendence and conservation values.

As a result, it is the trade-offs among the competing values that are implicated simultaneously in the attitude or behaviour that guides them (Schwartz, 1992). Each value is said to contribute to action as a function both of its relevance to the action and hence the likelihood of its activation and of its importance to the actor (Schwartz, 1992).

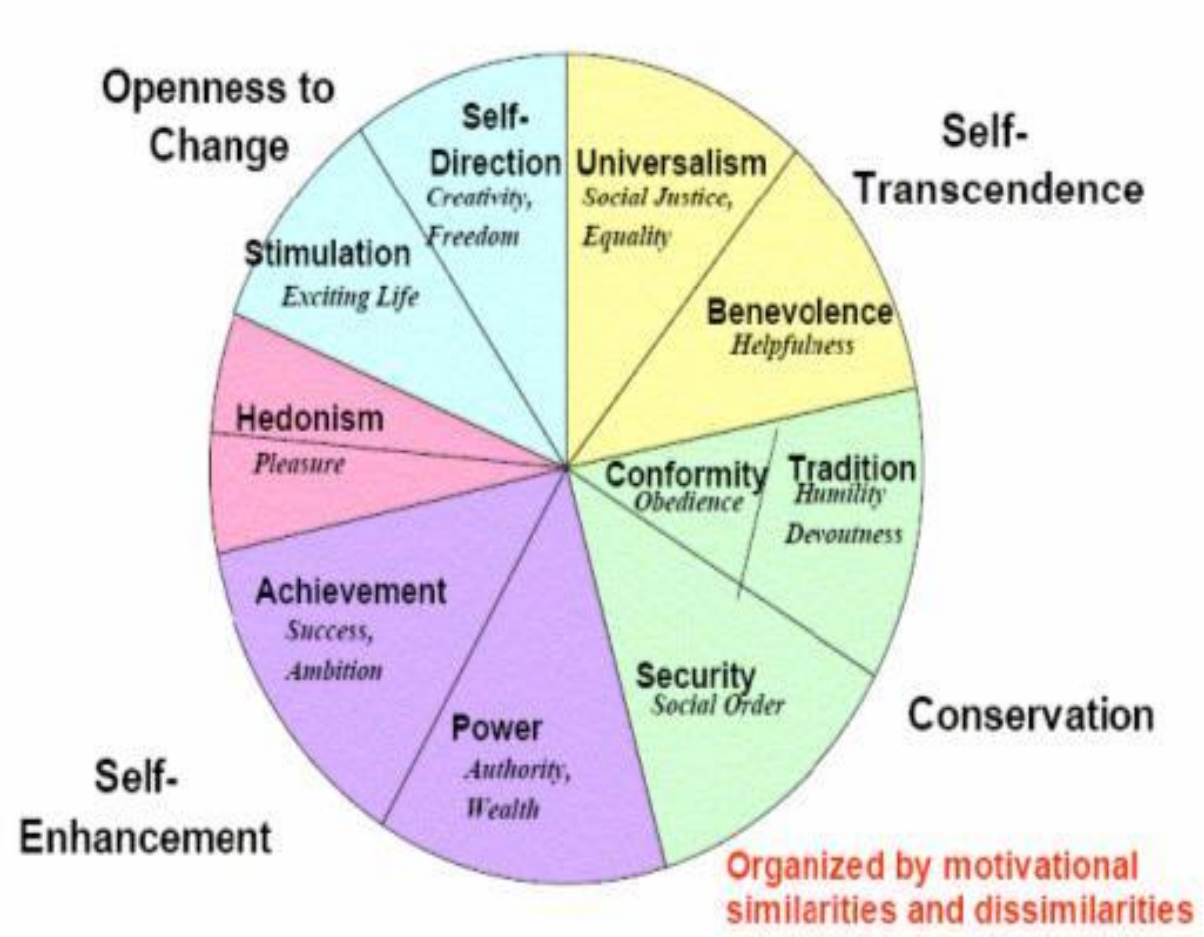


Figure 2-1: Schwartz's Theory of basic human values

Note. Reprinted from Hendriques,G. (2014,October 19). *A theory of Ten Universal Values:Matching ten universal values with the unified approach.* Retrieved from psychologytoday.com: http://www.psychologytoday.com

The study adopts the GEM conceptual framework to measure growth motivation. The framework takes into consideration context, individual attributes and outcome (Kelley, Singer & Herrington, 2016). These are adapted and formulated into questions to entrepreneurs about their plans for job creation, internationalisation, product/service development and innovation.

2.3 Self-enhancement cultural values and entrepreneurial growth motivation

The most widely used theories on culture and its relationship with entrepreneurship as stated by Jaén and Liñán (2014) are the classical ones developed by Hofstede (1980, 1991, 2003); Schwartz (1992, 1994, 1999); Triandis (1995) and Inglehart (1990, 1997). Studies on values can be investigated from both the individual and cultural (i.e. societal) perspectives as they are also related.

Hofstede's (1980) framework of dimensions of national culture is individualism vs collectivism, small or large power distance, strong or weak uncertainty avoidance and masculinity vs femininity. These dimensions measure various aspects of national culture and are largely independent of each other (Hofstede, 1984). The dimensions have also been utilised in entrepreneurial research to investigate rates of innovation, entrepreneurial differences between countries and behavioural difference between entrepreneurs and non-entrepreneurs (Venter & Urban, 2015).

As proposed by Inglehart (1997), economic development is related to changes within a range of political, social, and religious norms and beliefs. These changes also need to be easily anticipated and comprehended (Inglehart, 1997). Value orientations are regarded by Inglehart and Welzel (2005) to reflect people's basic life experiences

which are internalised at an early age and are thus used as guidelines in navigating life (Dobewall & Rudnev, 2014).

Rokeach (1973) developed an instrument which provided definition of values as a guiding principle in life and proposed a list of values meant to be universal and comprehensive (Schwartz, 1992). Rokeach's instrument had 36 values and was not theory driven and it also proved less user - friendly for the less educated population sample due to its abstract nature (Schwartz, 1992). However, the Schwartz (1992) value inventory was extended with values drawn from other cultures including Asian and African ones and ended with ten value types. There are however, limited studies conducted empirically for the African or township contexts. The framework was based on a global study of 88 000 respondents across 50 countries and these included samples from Zimbabwe, South Africa and Ghana.

Schwartz's (1992) basic human values are utilised to explain whether individuals who become entrepreneurs have a particular set of motivations and whether they are different from the general population in Licht's study (2010). From the economic analysis perspective, the theory provides a comprehensive model of human motivations. Within this theoretical framework, the author envisage that several hypotheses can be tested regarding individuals' value priorities as representations of their motivational goals and how likely they are to be entrepreneurial (Licht 2010) and in this particular case, grow their businesses. In previous studies, each of the 10 values is distinguished in at least 90% of samples (Schwartz, 2012).

Individualism is a cultural trait that emphasizes personal freedom and achievement and thus awards personal accomplishments (Gorodnichenko & Roland, 2017). These include discoveries, innovations, great artistic or humanitarian achievements that make an individual stand out (Gorodnichenko & Roland, 2017). The authors argue in their research that individualism has a dynamic effect in terms of innovation resulting in it having an edge in long -run economic growth. They also argue that individualism's effect on growth works through a higher level of innovation (Gorodnichenko & Roland, 2017).

Motivation of individuals within a society is as crucial and is linked to three basic human needs: need for achievement, need for power and the need for affiliation as postulated by McClelland (1985). The author used the thematic perception test to assess these needs and in his work recognised the need for achievement most interesting as he believed entrepreneurs had that need and would drive economic development.

Need for achievement was defined by McClelland (1961) as a motivation to excel in attaining goals in competitive settings through hard work, self-challenging, and persistence. Schwartz (1992) classified achievement and power under self-enhancement in terms of motivation. Licht (2010) however mentions that several studies have shown that entrepreneurs are not significantly better at their need for achievement in comparison to non-entrepreneurs.

In this subsection of the research it is argued that self-enhancement cultural values play an integral part in the lives of entrepreneurs with ventures in the township. The cultural values that they hold from an early age guide and influence how they run their businesses and their growth motivation as well. Individualism as a cultural trait has a very significant role to play in the growth of township economies.

2.3.1 Hypothesis 1, 1a and 1b,

H_1: There is a positive relationship between self-enhancement cultural values and entrepreneurial growth motivation.

- **H_{1a}:** There is a positive relationship between power values and entrepreneurial growth motivation.
- **H_{1b}:** There is a positive relationship between achievement values and entrepreneurial growth motivation.

2.4 Openness to change cultural values and entrepreneurial growth motivation

Schwartz's (1992) value items related to openness to change like self-direction and stimulation are said to indicate a greater preference for variety (Noseleit, 2010). It is

at this level of growth that ventures within townships seem to be struggling to achieve. They seem to lack some excitement and the self-challenge to take their enterprises to the next level and it is put forth in the study that the less open to change entrepreneurs are in their outlook, the less likely they are to be motivated to grow their businesses.

As postulated by Uhlaner and Thurik (2007), the notion of supply or push and demand or pull factors is applicable to both the economic and cultural factors. This is true for business start-ups and entrepreneurship in general. What is further explained by Uhlaner and Thurik (2007) is that as entrepreneurs are attracted to entrepreneurship, they often expect being better off and the pull factor is that there will be greater material and /or nonmaterial benefits. Pull factors consider the conflict between one's current and ones' desired state and they are mostly associated with some level of dissatisfaction (Uhlaner & Thurik, 2007).

Goal setting theory by Locke and Latham (2002) is one of the most widely accepted theories where higher performance is often evidenced though specific and challenging goals as opposed to vague or easy ones. Although Baum et al., (2001); Baum and Locke (2004) assert the theory to be true for SMMEs, for the ones characteristic of ventures in the townships, it remains to be proven how growth intentions and goal setting does influence growth (Umaña-Taylor et al., 2001).

Substantive and dynamic growth capabilities are the two forms of capabilities identified in Koryak et al., (2015), where substantive capabilities have to do with the ability of a firm to compete in its market on a daily basis and dynamic capabilities refer to the extension, modification or creation of new substantive capabilities (Koryak et al., 2015). A firm is said to have growth capabilities if over time it achieves growth along one or more dimensions like size, market share, profitability and assets (Koryak et al., 2015).

In Africa, as a factor driven economy, the ventures mostly lack growth capabilities and have the lowest levels of innovation (Kelley et al., 2016). This applies to South African township entrepreneurs, despite the amount of effort, funding, training and

empowerment in the form of enterprise development put in from government, private sector and different stakeholders.

As is explained by Douglas (2013), entrepreneurs who are more growth-oriented attach greater significance to financial success than to work enjoyment as opposed to entrepreneurs who are independence oriented (Koryak et al., 2015). It has also been argued by Freel and Robson (2004) that where a firm desires growth of its products and services, innovation and new product development play a central role (Koryak et al., 2015). As Licht (2010) theoretically analysed the concept of the value items by Schwartz in the economic framework of entrepreneurial activities, he suggested that self-direction and stimulation were rated higher by entrepreneurs.

2.4.1 Hypotheses 2, 2a, 2b, and 2c,

H2: There is a positive relationship between openness to change cultural values and entrepreneurial growth motivation.

- **H2a:** There is a positive relationship between hedonism values and entrepreneurial growth motivation.
- **H2b:** There is a positive relationship between stimulation values and entrepreneurial growth motivation.
- **H2c:** There is a positive relationship between self-Direction values and entrepreneurial growth motivation.

2.5 Self-transcendence cultural values and entrepreneurial growth motivation.

Schwartz (2004) advances that there are such cultures that places more value on finding meaning through social relationships. Licht (2010) theoretically analysed the concept of the value items by Schwartz in the economic framework of entrepreneurial activities and suggested that entrepreneurs rated benevolence and universalism values lower than non-entrepreneurs.

Socialisation and scarcity are two sub-hypothesis derived from Inglehart's (1990, 1997) work on post materialism as a cultural attribute and a consequence of this shift

is a declining emphasis on economic growth in these countries and an increase in emphasis on environment protection and quality of life. Other research shows that in countries with prevailing post materialistic climate the emphasis on income attainment is less significant than in materialistic ones, De Graaf (1988, cited in Uhlaner & Thurik, 2007).

Material gains are said to be central and crucial to entrepreneurship and because these gains by definition are of less value to post materialistic individuals, a society that is more post materialistic is likely to be less entrepreneurial (Uhlaner & Thurik, 2007).The results confirm the importance of post materialism when explaining TEA in general and new business formation in particular and that there is a negative relationship between post materialism and entrepreneurship when controls are used (Uhlaner & Thurik, 2007).

A German survey conducted by Beckers, Siegers and Kuntz (2012) compared Schwartz's value questionnaire and indicators of Inglehart's Materialism–Post Materialism and Self-Expression (Dobewall & Rudnev, 2014). Their findings concluded that there were weak positive correlations between self-expression and universalism and self-direction. The study also found negative correlations with tradition, conformity and security. The conclusion that Schwartz' value dimensions provided a more powerful tool than Inglehart, was mostly based on the links they found between end of life attitudes, sexual morality, and xenophobia (Dobewall & Rudnev, 2014).

The few studies that have examined organisational effectiveness in Africa are said to have shown no consistent framework and they have focused more on the effects and give little consideration to the dynamic influences of the African context (Zoogah, Peng & Woldu, 2015). This study aims to explore community entrepreneurship in the form of townships ventures and how culture impacts growth motivation in these entrepreneurs. Local entrepreneurs will have nurtured and developed long standing, strong social bonds within their own community. They would have complete and clear understanding of the language of doing business in their community.

Based on the GEM reports SA has one of the lowest TEA rates of any developing country measured (Bosma et al., 2012).It is important to study these rates in terms of cultural values held within townships as this is where most of the effort by government is concentrated, in terms of growing the economic landscape of the country.

2.5.1 Hypothesis 3, 3_a and 3_b

H_3: There is a positive relationship between self- transcendence cultural values and entrepreneurial growth motivation.

- **H_{3a}:** There is a positive relationship between universalism values and entrepreneurial growth motivation.
- **H_{3b}:** There is a positive relationship between benevolence values and entrepreneurial growth motivation.

2.6 Conservation cultural values and entrepreneurial growth motivation

Gorodnichenko and Roland (2017) mention there is a cultural trait of collectivism, which encourages conformity and discourages individuals from standing out. In their study, Gorodnichenko and Roland (2017) argue that collectivism has a static effect. In the Global Entrepreneurship and Development Index 2013(GEDI), Acs, Szerb and Autio (2013) reported quite low percentages for product innovation, process innovation, high growth and internationalisation in SA. Schwartz (2004) advances that there are such cultures where traditional order is more important than individual uniqueness and intellectual autonomy.

In the township very rarely do you find members moving away and this is also due to children living with their parents well into adulthood for lack of space or employment opportunities allowing them to be financially independent. The Future Fact report (2007, cited in Findley & Ogbu, 2011) found that 81% of township residents planned to continue living there. Those who can afford to move typically spend most of their time in the township and go to the suburbs to sleep.

Whilst motivation theories have provided analytic descriptions, Down (2010, cited in Creswell and Creswell, 2017) asserts that within the use of these personality tests, the meaning and contexts of particular times and places, both culturally and also in the life course of individuals is often made insignificant. Shane et al., (2003) developed the model of entrepreneurship motivation and the entrepreneurial process in order to show how human motivations might influence the entrepreneurial process (Barreira, Botha, Oosthuisen & Urban, 2016). How these motivations can lead individuals to be entrepreneurial under environmental conditions that differ is still to be clarified (Barreira et al., 2016).

In this subsection of the research it is argued that SA, with its ethnic roots and history would see entrepreneurs having more of a collectivist outlook as opposed to an individualist one. This is already evident in the low innovation and discoveries nature where entrepreneurs are mostly conservative and thus run replicative businesses which are static in nature. Conservation cultural values are also postulated to have the most impact on growth motivation.

2.6.1 Hypotheses 4, 4a, 4b, 4c and 5

H_4: There is a positive relationship between conservation cultural values and entrepreneurial growth motivation.

- **H_{4a}:** There is a positive relationship between tradition values and entrepreneurial growth motivation.
- **H_{4b}:** There is a positive relationship between conformity values and entrepreneurial growth motivation.
- **H_{4c}:** There is a positive relationship between security values and entrepreneurial growth motivation.

H_5*:* Conservation cultural values have the most impact on growth motivation in township entrepreneurial ventures.

2.7 Conceptual Framework

In Figure 2-2 the study's conceptual framework seeks to show the relationship between basic human values and entrepreneurial growth motivation.

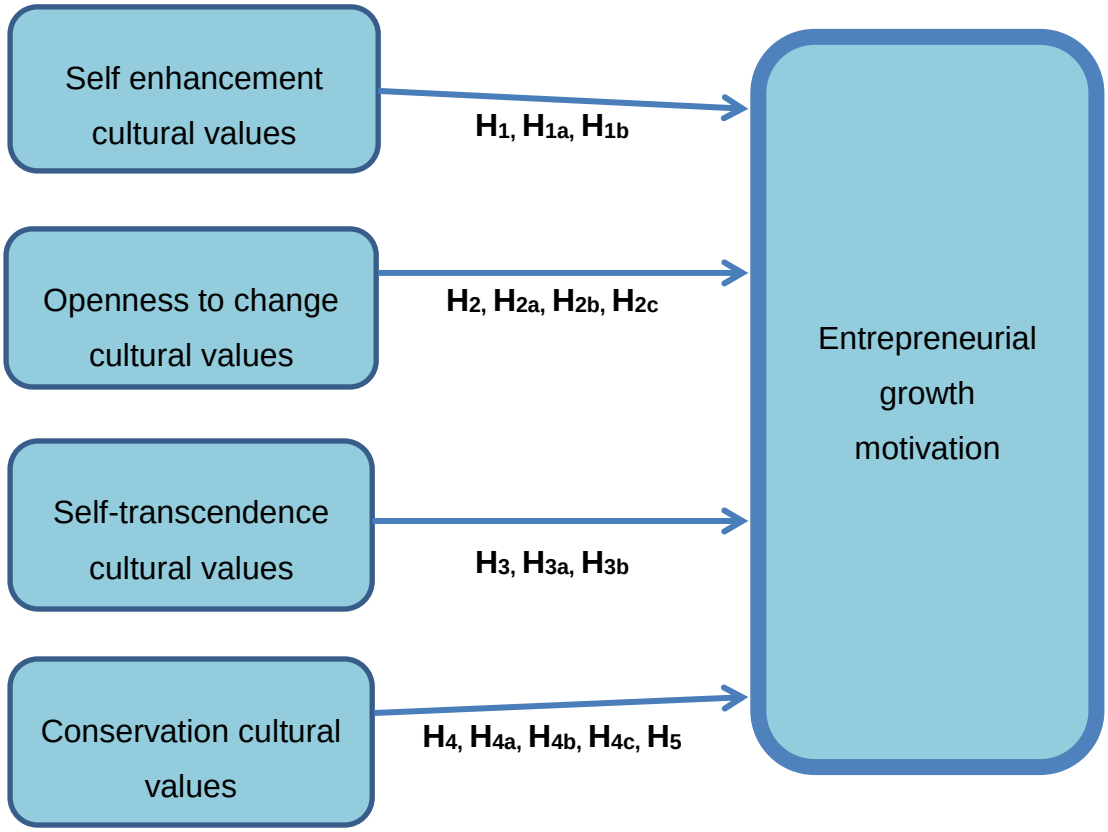


Figure 2-2: Variables and Conceptual Framework

Sources: Reproduced from Schwartz (1992) and Kelley, Singer and Herrington (2016)

2.8 Conclusion of Literature Review

The literature review has given an overview on the concept of culture, values, motivation, entrepreneurship and entrepreneurial growth. The relationship between culture and entrepreneurship is one that authors continue to research as these are important concepts to explore not only at national but also at the individual level.

The theory on cultural values by Hofstede (1980) as discussed, test for national culture level instead of at the individual entrepreneurs' level, but the contribution that it has made to the debate has gone to advance the importance of culture and

entrepreneurship. The literature review also highlighted that studies like those of Inglehart (1971) on materialism - post materialism have also contributed to the field of culture and its influence on entrepreneurship and economic growth. The study advances Schwartz' (1992) theory of basic human values, and how these value scales were then used in the quest to research individual values present in entrepreneurs in townships and the relationship they have with motivation to grow their businesses.

In exploring these relationships, a conceptual framework was presented that sought to show the impact and relationship between basic human values and growth motivation. Emanating from discussion on the literature, hypotheses were presented to measure relationship between the variables. In SA, because of colonial and apartheid history, as alluded to by Venter (2014), different cultural values are thought to influence the proclivity towards entrepreneurship among different groups in different ways and the author suggests that there is a rise in collectivist action on the part of informal enterprise which is attributable to social capital.

Rousseau and Fried (2001) contend that there are actions that entrepreneurs take to involve, engage and influence their context and there are changing and dynamic nature of context. Contextualization of research is also noted as involving detailed, thick description of role of context and direct observation and analysis of contextual effects (Rousseau & Fried, 2001).

Hypotheses that were formulated in the study are as follows:

H_1: There is a positive relationship between self-enhancement cultural values and entrepreneurial growth motivation.

- **$H_{1a:}$** There is a positive relationship between power values and entrepreneurial growth motivation.
- **$H_{1b:}$** There is a positive relationship between achievement values and entrepreneurial growth motivation.

H_2: There is a positive relationship between openness to change cultural values and entrepreneurial growth motivation.

- **H_{2a}:** There is a positive relationship between hedonism values and entrepreneurial growth motivation.
- **H_{2b}:** There is a positive relationship between stimulation values and entrepreneurial growth motivation.
- **H_{2c}:** There is a positive relationship between self-direction values and entrepreneurial growth motivation.

H_3: There is a positive relationship between self- transcendence cultural values and entrepreneurial growth motivation.

- **H_{3a}:** There is a positive relationship between universalism values and entrepreneurial growth motivation.
- **H_{3b}:** There is a positive relationship between benevolence values and entrepreneurial growth motivation.

H_4: There is a positive relationship between conservation cultural values and entrepreneurial growth motivation.

- **H_{4a}:** There is a positive relationship between tradition values and entrepreneurial growth motivation.
- **H_{4b}:** There is a positive relationship between conformity values and entrepreneurial growth motivation.
- **H_{4c}:** There is a positive relationship between security values and entrepreneurial growth motivation.

H_5: Conservation cultural values have the most impact on growth motivation in township entrepreneurial ventures.

3 RESEARCH METHODOLOGY

3.1 Introduction

In the methodology section of the study, the research approach is outlined and discussed. This includes the research paradigm and design. The population and sampling frame are also discussed, including methods of data collection and analysis to be used. The section also discusses the limitations and any ethical considerations.

3.2 Research Paradigm

A quantitative research methodology is adopted and thereby assumes a positivist paradigm as the core argument of this study. The positivist takes a view that the social world exists externally to the researcher, and that its properties can be measured directly through observation (Gray, 2009). These scientific truths, as Babbie (2014) points out could also be verified through the logical analysis of what was observed. Quantitative involves the study of moderators and how variables hold in different context. Variables to be studied are basic human values and entrepreneurial growth motivation.

3.3 Research Design

The quantitative method of research was the most appropriate for the study. This takes the form of an experimental study as it seeks to determine if there is a causal relationship between two or more variables (Babbie, 2014). The study uses the cross-sectional research approach as this is where we observe what naturally goes on in the world at a particular point in time without directly interfering with it (Field, 2013).

The study also included control variables to describe the data. Jaén and Liñán (2014) state that people's gender, age, education, and learning experiences largely determine the life circumstances to which they are exposed and that differences in background characteristics represent difference in life circumstances that affect value priorities. These are contained in the demographic information. To analyse the relationship of basic human values and entrepreneurial growth motivation, the study mainly utilises the scale from Schwartz' basic human values (1992) and the GEM conceptual framework from Kelley et al., (2016).

3.4 Population and Sample

3.4.1 Population and Sampling Frame

The sampling frame is a full list of the target population and a perfect sampling frame is said to be identical to the population (Burns & Burns, 2008). The total population and sampling frame for this research is township enterprises in Tshwane. The target sample is all entrepreneurs running small, micro and medium businesses operating within a township. These entrepreneurs were sourced from Tshwane townships of Mamelodi, Atteridgeville, Eersterust, Nellmapius and Soshanguve.

The study adopts a practical approach by equating entrepreneurship, business ownership and self-employment and thus understands the entrepreneur to be the owner /manager of either unincorporated or incorporated business. Contacts for some of these businesses were sought from the Local Economic Development Department of the City of Tshwane Municipality.

3.4.2 Sample and Sampling Method

Sampling, according to Cooper and Schindler (2014), entails selecting representative elements of a population from which empirical analysis can be conducted and inferences made about the whole population. The sampling technique used in this study is probability sampling. Probability sampling is about the basic principle that a sample will be representative of the population from which it is selected if all members of the population have an equal chance to be selected (Babbie, 2014). The technique uses a random selection and this according to Burns and Burns (2008) ensures that the sample population has an equal probability of being chosen.

In this case, township entrepreneurs formed part of the sample as the unit of analysis. Cluster sampling was found to be more appropriate as the sample is within a municipal area. The envisaged target was five townships within the Tshwane geographical area and the total sample size targeted was 300 as detailed in the summary of the survey in Table 3-1.

Table 3-1: Summary of the Survey

VARIABLE	DESCRIPTION
Target Population	Tshwane township enterprises
Geographical survey	City of Tshwane
Target sample size	300
Final Sample size	150
Sampling unit	Enterprises
Sampling error (Confidence level)	95%
Respondents	Owners/managers of township enterprises

3.5 The Research Instrument

The research instrument used in the study was a structured survey questionnaire. It was administered to owner/ managers of township enterprises in Tshwane. All primary data was collected from respondents through this questionnaire. The research instrument was designed to gather data on the variables to be researched and also include control variables related to demographics of the respondents.

The scale items used on basic human values are adapted from those of Schwartz (1992) Value Survey (SVS). The survey is currently the most widely used by social and cross-cultural psychologists for studying individual differences in values. Studies in over 65 countries support the distinctiveness of these value orientations. The survey asks respondents to rate the importance of 56 specific values as guiding principles in their life (Schwartz, 2003). However, as the 56 item scale is too long and might be confusing to the target respondents, the scale used to measure cultural values in this study is adapted from Schwartz's (2003) European Social Survey (ESS).

The survey uses a scale called the Portrait Values Questionnaire (PVQ) (Schwartz, 2003; Schwartz, Lehmann and Roccas, 1999; Schwartz, Melech, Lehmann, Burgess and Harris, 2001) which has only 21 items and these values also measure ten theory

based value orientations (Schwartz, 2003). These are outlined in Table 3-2. It is widely known as the Human Values Scale and had been used successfully in the European survey 2002-2003 and has also been used in Uganda and adapted for the African population. The items were adapted for this study and presented on a seven-point Likert scale with an indication ranging from 1=definitely like me, 2= very much like me, 3=somewhat like me, 4=not like me, 5= not like me at all, 6= very much not like me to 7= definitely not like me.

The PVQ includes short verbal portraits of different people and each portrait describes a person's goals, aspirations, or wishes that point implicitly to the importance of a single value type as in Table 3-2. Respondents are asked to compare the portrait to themselves rather than themselves to the portrait. The PVQ was developed in decentered Hebrew and English, Male and Female versions. This study adopted the English and Female version of the questionnaire.

Table 3-2: The 10 Modified Schwartz Items, as assessed in the World Values Survey (WVS).

PVQ Item	Individual Value Type	Cultural Value Type
"*creative original*": It is important to this person to think up new ideas and be creative to do things one's own way.	Self-direction	Intellectual Autonomy
"*risk excitement*": Adventure and taking risks are important to this person, to have an exciting life.	Stimulation	Mastery(2)
"*good Time*": It is important to this person to have a good time, to "spoil" oneself.	Hedonism	Affective
"*successful*": Being very successful is important to this person; to have people recognise ones' achievements.	Achievement	Mastery (1)

"*wealth*": It is important to this person to be rich; to have a lot of money and expensive things.	Power	Hierarchy
"*secure surroundings*": Living in secure surroundings is important for this person; to avoid anything that might be dangerous.	Security	Embeddedness(3)
"*behave properly*": It is important to this person to always behave properly; to avoid doing anything people would say is wrong.	Conformity	Embeddedness(1)
"*tradition*": Tradition is important to this person; to follow the customs handed down by one's religion or family	Tradition	Embeddedness(2)
"*help others*": It is important for this person to help the people nearby; to care for their well-being.	Benevolence	Egalitarianism
"*care for nature*": Looking after the environment is important to this person; to care for nature.	Universalism	Harmony

Note. PVQ=Portrait Value Questionnaire.

Reproduced from: World Values Survey 2005; Schwartz (2006)

The instrument also includes a growth motivation scale adapted from the GEM conceptual framework (Kelley et al., 2016). These are formulated into questions to entrepreneurs about their plans for job creation, internationalisation, product/service development and diversification. The scale consists of a list of four items. The items were presented on a seven-point Likert scale ranging from 1=strongly agree, 2=somewhat agree, 3 =Agree, 4=Undecided, 5=Disagree, 6=somewhat disagree and 7=strongly disagree. Respondents were asked to rate each of the items in terms of their agreement with the statements.

Table 3-3 outlines the growth motivation indicators. These are indicators for growth as used in GEM to measure venture growth and they together or separately can be a performance measure.

Table 3-3: Growth Motivation Indicators

Growth motivation Indicators	Description	References
Job creation	Projection to employ or the intention to employ in the future.	Kelley, Singer and Herrington (2016), Acs, Szerb and Autio (2013)
Internationalisation	The percentage of entrepreneurs who report that 25% or more of their sales comes from outside their economy.	Kelley, Singer and Herrington (2016), Acs, Szerb and Autio (2013)
Product/Service development	Introduction of products or services that are new to all customers and that are offered by few or by no competitors.	Kelley, Singer and Herrington (2016), Acs, Szerb and Autio (2013)
Diversification	Firms often employ risk diversification (cost of risk) and real options (benefits of risk). The strategy has positive effects on financial performance of firms but also benefits in the form of knowledge transfer and innovation. Its influence is said to be affected by how it is implemented where how to enter a particular market and timing are central.	Hitt, Li and Xu (2016), Acs, Szerb and Autio (2013)

Biographical data was collected for both the entrepreneur and the enterprise. These were structured as open ended or single response multiple choice questions. The biographical variables in the instrument include: entrepreneur's age, gender, highest education level and business experience. Enterprise related control variables include: number of years the business enterprise has been established, number of employees and number of years of business experience. These would be used to describe the data.

3.6 Data Collection

The data collection process of this study took three different approaches. Firstly, where the researcher administered the questionnaires herself to some of the township enterprises physically identified and visited and face to face interviews were conducted. As noted by Babbie (2014) interview surveys typically achieve a higher response rate than mail surveys. This process, as expected proved more energy, budget and time consuming but yielded the most results. Secondly, questionnaires were distributed to respondents, online through email and social media. This process only yielded results from three responses out of the total and was the least effective. Lastly, questionnaires were left with the respondents for them to complete and collected at a later time.

The instrument was envisaged to take up to 20 minutes to complete. Several of the concepts however, needed to be explained to respondents as their different levels of education and comprehension of the English language determined whether they understood and thus able to easily complete the survey.

3.7 Validity and Reliability

Validity tests estimates the degree to which the researcher is measuring what he intends to measure (Burns & Burns, 2008). This study measured external and internal validity of the proposed constructs of basic human values and growth motivation. These are also outlined in Table 3-4.

In a study conducted by Datler, Jagodzinski and Schmidt (2012) the internal and external validity of Schwartz value dimensions were assessed using the West German samples of the ESS (Dobewall & Rudnev, 2014). A substantial variation in specific attitudes and behaviour could be explained and the model was found to be internally consistent (Dobewall & Rudnev, 2014).

3.7.1 External Validity

Cultural orientation scales are useful in cross-cultural research if they hold cross-cultural validity and thus allow for meaningful comparisons across cultures. However, Schwartz (2006) asserts that group differences might reflect that different concepts are measured in each group, when values whose meanings differ are used in cross-cultural comparison.

Scales must enable scholars to meaningfully compare the means of the ten cultural orientations as well as the relationships between them (Schwartz, 2006). The results from the causal relationship will be generalized to the population of township enterprises in Tshwane. Although, scales based on Likert items, as utilised in the study tend to hold lower cross-cultural validity than scales based on scenarios and as such tend to allow for less meaningful cross-cultural comparisons according to Peng et al., (1997, cited in Freytag & Thurik, 2010). The study is cross sectional and only seeks to make observations at this one given time.

3.7.2 Internal Validity

The PVQ survey instrument is a shortened version of the SVS and as a result its low numbers and shortened wording imply that the ten distinct value types may not be validly measured (Dobewall & Rudnev, 2014). Internal validity tests whether there is a causal relationship between constructs. When utilising self-report questionnaires, content validity can also be used to assess the degree to which individual items represent the construct being measured.

3.7.3 Reliability

Reliability refers to the consistency and stability of findings that enable replication of the study (Burns & Burns, 2008). The equipment, tests and surveys must produce an accurate and stable standard. As Babbie (2014) points out, reliability is also tested whenever we ask people to give information about themselves. This happens if they do not know the answers to the questions or they consider them irrelevant.

The basic human values and growth motivation scales had not been used together before in research as these were adapted from studies on cultural values and GEM's conceptual framework on entrepreneurial growth. The scales were tested using Cronbach's Alpha coefficient and acceptable Alpha coefficient range between 0.70 - 0.95. Field (2013) mention that Cronbach's Alpha score determines the internal consistency of a scale and is expressed in a value between 0 and 1 and the basic human values and growth motivation scales were within those ranges.

Although Pallant (2011) points out that, Alpha values of 0.70 and higher are considered suitable, the adequate measuring values of Cronbach's Alpha range from 0.70 to 0.95. However, in exploratory research within social sciences, a cut-off point may be reduced. Table 3-2 below outlines reliability and validity issues.

Table 3-4: Measurement Instrument

Description of construct/variables/items	Sourced from	Prior reliability and validity issues
Cultural Values	Schwartz (1992) Dobewall and Rudnev (2014) Davidov, Schmidt and Schwartz (2008) Schwartz (2006)	• The low number of Schwartz' items and shortened wording imply that the ten distinct value types may not be validly measured. • This is due to the fact that the instrument does not provide enough information on the values to be able to discriminate reliably between them. • Reliability of measurement is compromised by reduced items. • The instrument however demonstrates reasonable meaning equivalence across cultures and considerable protective validity.
Entrepreneurial Growth motivation	Kelley, Singer and Herrington (2016)	• No reliability or validity issues established as the scale is adapted and used for the first time from GEM conceptual Framework.

3.7.4 Research Pilot Study

A pilot study is there to assist with pointing out any design flaws that might be found in the research instrument. A pilot study was conducted and 30 questionnaires were administered to the sample size target of owners/managers of entrepreneurial ventures in three of the identified townships in Tshwane. Face to face interviews were conducted and a number of respondents requested that they fill it in at their leisure and it was left with them and collected later.

The research instrument, consent form and cover letter were administered and the instrument was explained to respondents who seemed illiterate where it took longer to complete. Some respondents took less than the expected time and it was established that the approximated 20 minutes was sufficient time to complete the survey. A good sample of 22 was obtained to clean and to run data analysis. From the pilot study the instrument was helpful in pointing out some of the questions that seemed uncomfortable to answer for respondents, especially from demographic questions around their finances. Those questions that could be left out were not included in the final instrument.

3.8 Data Analysis

Data was captured manually during interviews and also electronically. It was then coded into MS Excel for data cleaning and editing. Data was then imported into SPSS version 25 for analysis. Principal component analysis (PCA) is the most common method of exploratory analysis. The aim is to arrive at a relatively small number of factors and transform the original variables into smaller sets of linear combinations, with all of the variance in the variables being used (Pallant, 2011).

The research aims to identify relevant underlying hypothetical constructs emerging from the data that could add to the interpretation of the data, describe the relationship between possible constructs and present motivational factors that affect entrepreneurs to grow their own business.

In a study by Inglehart and Baker (2000) on cultural values, Multidimensional scaling (MDS) was utilised as an alternative to factor analysis in order to detect underlying dimensions (Dobewall & Rudnev, 2014). It allowed researchers to interpret observed similarities or dissimilarities between variables in a partial correlation matrix where Hill and Lewicki (2006) maintain that it provides estimates of the relative distances between the items and does not require multivariate normally distributed data (Dobewall & Rudnev, 2014).

This study however utilised PCA and its initial step is to assess the suitability of the data for a factor analysis, followed by a factor extraction and finally a factor rotation and interpretation (Field, 2013). An exploratory factor analysis of the items on the scale was performed to determine which items could be reduced to underlying dimensions. The strength of interrelations among items was indicated by coefficients with a correlation matrix greater than 0.3 (Field, 2013).

3.8.1 Descriptive Statistics

To summarise and understand the characteristics of the data collected, empirical analysis included descriptive statistics. Descriptive statistics is a graphical and

numerical procedure used to summarise and process data (Field, 2013). The statistics is presented in graphs and table form to clearly describe the sample.

3.8.2 Correlations

The relationship between basic human values and growth motivation was analysed using correlation analysis. Pearson correlation test was used to test continuous variables. Pearson's correlation coefficient is a measure of the strength and direction of the relationship between two variables and as such is an effect size (Field, 2013). Inter-factor correlations were done and these were found to be below 0.5. Correlations tests were also done for dependent and independent variables and these were also weak and below 0.5 thus there was no risk of multicollinearity.

3.8.3 Linear Regression to test Hypothesis

Linear regression analysis was conducted to estimate the relationship between basic human values and entrepreneurial growth motivation. As the study uses cross sectional data, there might be problems of multicollinearity and heteroscedasticity. In order to assess errors in a regression model, we used the sum of squared residuals (Field, 2013). The multiple linear regression model was used to analyse the hypotheses; the impact of basic human values on entrepreneurial growth motivation.

Linear regression requires that six assumptions be satisfied in order for it to give a valid result. The following are the assumptions of regressions as outlined in Laerd Statistics [LS] (2014):

1. The dependent variable should be measured at the continuous level (i.e., they are either interval or ratio variables).

2. There needs to be a linear relationship between the dependent and independent variables (Pearson's correlation).

3. There should be independence of observations, which you can easily check using the Durbin-Watson statistic.

4. There should not be any significant outliers in the dataset.

5. The data needs to show homoscedasticity. The variance around the regression line is the same for all values of the predictor/independent variables. This is also known as homogeneity of variance.

6. The residuals (errors) of the regression line should be normally distributed for all hypothesis tests.

The dependent variables were measured at the continuous level using the seven point Likert scale. After it was determined that there was a linear relationship of independent variables with the respective dependent variable, regression was conducted. The Durbin-Watson test was performed for all the hypothesis tests and there was independence of observations. All the Durbin-Watson statistics were between 1.5 and 2.5 and there were no significant outliers in the dataset. There was homogeneity of variance. The residual (errors) of the regression line was found to be normally distributed for all hypothesis tests.

3.9 Limitations of the Study

Limitations identified with the research are that it allowed for limited contact with the respondents to get more information on their growth motivation inclinations. The PVQ value scale to be used proved to be complicated or confusing for the target respondents due to its language used and certain meanings of the concepts needed to be explained before completion. It was a concern whether they would know the answers to the questions or they would consider them irrelevant.

As a result of language difficulties that were envisaged, the instrument needed more time than anticipated. Respondents also skipped questions that they did not understand. They could also have just answered in a favourable manner which shows social desirability bias.

3.10 Ethical Considerations

Ethical considerations the study adhered to include but not limited to:

- The disclosure that the researcher is an employee of the City of Tshwane Metropolitan Municipality where some of the information on respondents was sourced. The researcher's principals were made aware of the proposed study.
- Respondents were assured of the voluntary choice to participate or not in the study and that all responses from the study would be kept confidential (see cover letter in Appendix B and consent form for participation in Appendix C where the nature of the research was explained and how participation in the study would affect them).
- In addition, respondents who voluntarily agreed to participate in this study were asked to sign the consent form before completing the questionnaire. The study did not request any identifying information that could be traced to the respondent such as name of the respondent or that of the business venture.
- A letter of ethical approval of the study from Wits Business School was shown to all respondents and copies could be provided on request (Appendix D). The researcher will store data for a period of 5 years for further analysis and destroy it after this period.

4 EMPIRICAL RESULTS FROM THE STUDY

4.1 Introduction

In this chapter of the study, empirical findings are presented. Primary survey data was collected, cleaned and reshaped. The research aims to identify relevant underlying hypothetical constructs emerging from the data that could add to the interpretation of the data, describe the relationship between possible constructs and present cultural factors that affect entrepreneurs' motivation to grow their own business.

4.2 Data Screening and Quality

Data was captured manually during interviews and also electronically. It was then coded into MS Excel for data cleaning and reshaping. Missing values were checked and one respondent was discarded as they had more than 10% of missing values (Field, 2009).

A mean imputation was done for two respondents who had missing values on questions 1.6 and 1.9. A modal imputation for question 2.17 was conducted. A total sample of 149 was then utilised. Analysis of the missing values after the imputation is then illustrated in Figure 4-1 below. Data was re coded in the Likert scale to reflect numbers instead of text which made it easy to analyse.

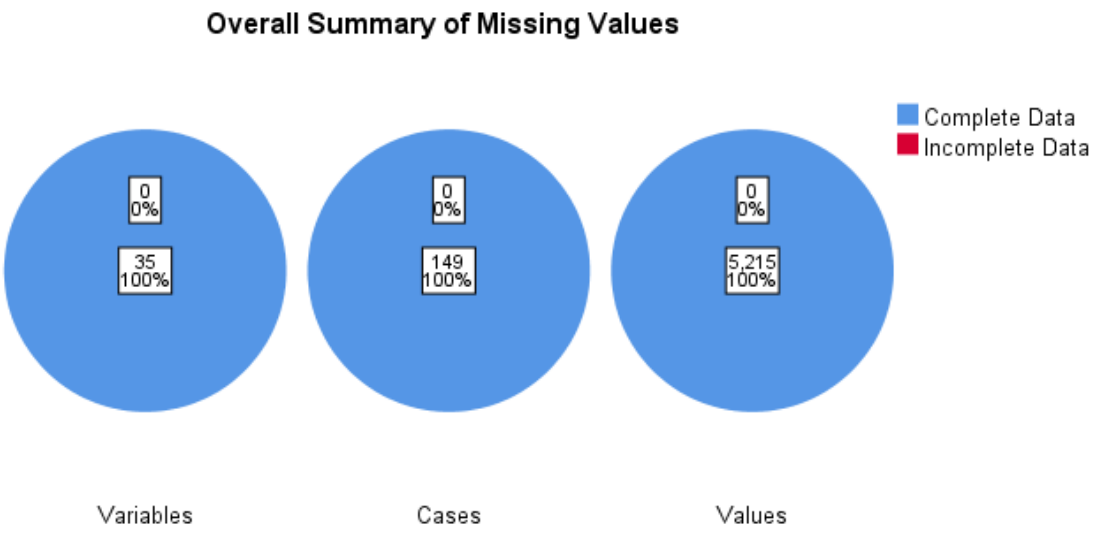


Figure 4-1: Missing Value Analysis

4.3 Respondents Characteristics

4.3.1 Age Distribution

As shown in Figure 4-2 below, the age range of the respondents was from 18 to 59 and over as indicated in the survey. Those respondents between 18- 28 represent 12 % of the sample, 29-39 were 36 %, 40-49 represented 26 % whilst 50-59 were 16% and finally the oldest age group of 59 and above made up 8 % of the sample.

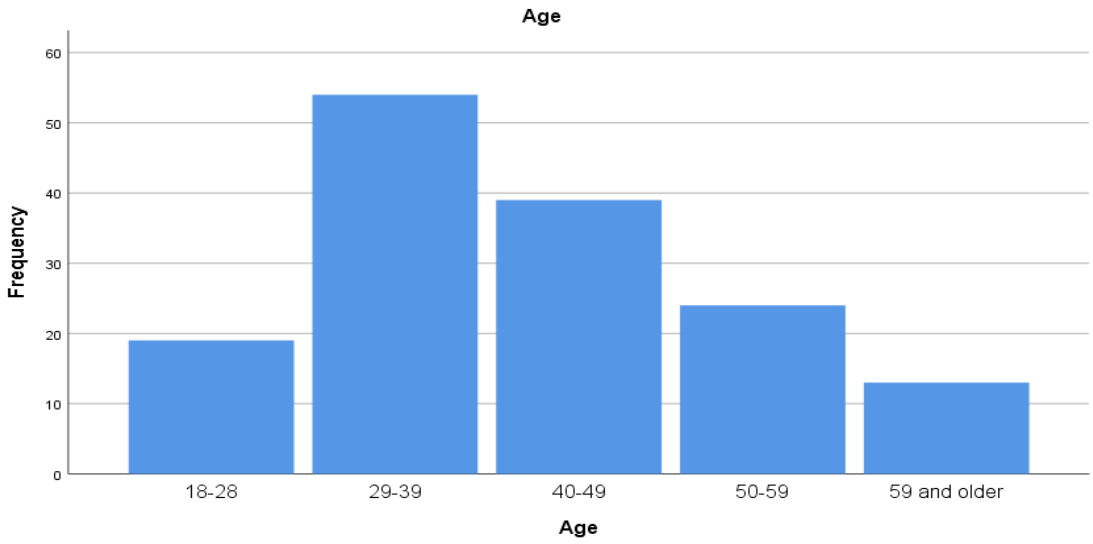


Figure 4-2: Age of Respondents

4.3.2 Gender Distribution

The final survey data showed that 34.2 % of respondents were female and 65.8 % were male according to Figure 4-3.

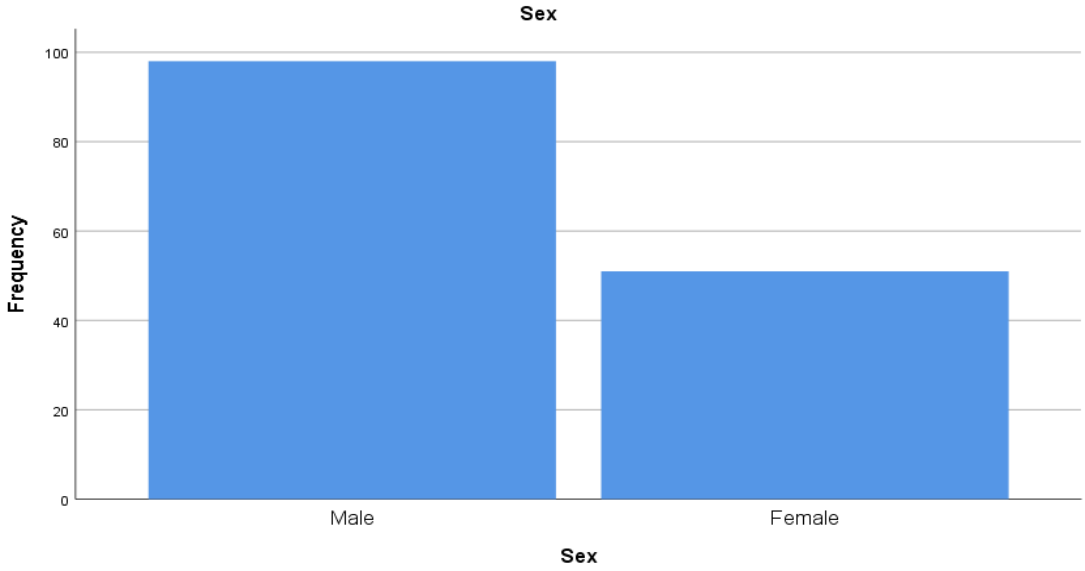


Figure 4-3: Gender of Respondents

4.3.3 Ethnicity

The ethnic distribution of the sample was 95% black, those who are black but classified themselves as African 1.3%, Coloured 2.7 % and other .7 %. This is shown in Figure 4-4.

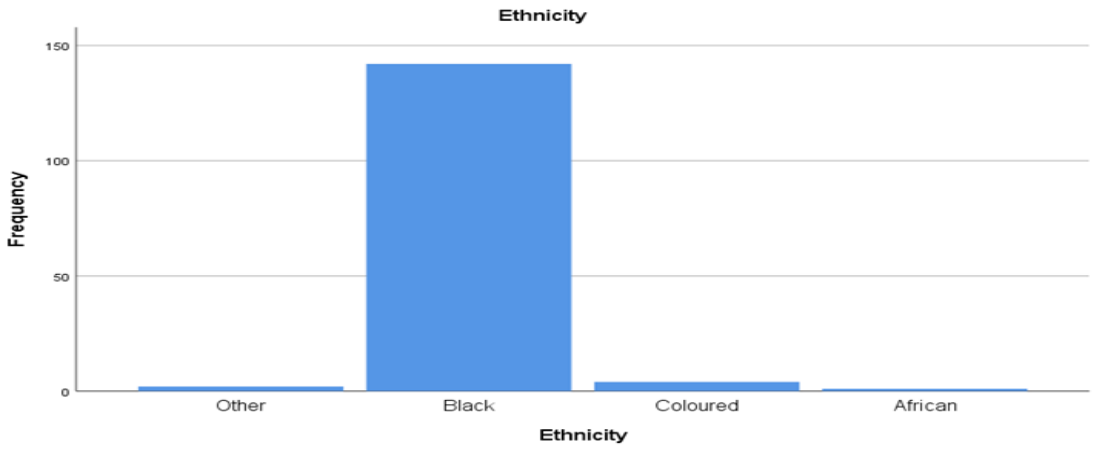


Figure 4-4: Ethnicity of Respondents

4.3.4 Level of Education

Table 4-1 indicates the level of education of respondents. The highest number of respondents had high school completed at 38.9%, the second highest had diploma/degree at 22.8%. 13.4% of the respondents had some high school, followed by 12.8 % with short program, 7.4% with primary school. There was 3.4% with post graduate and then 1.3 % had some primary school.

Table 4-1: Education level of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Some Primary School	2	1.3	1.3	1.3
	Primary School	11	7.4	7.4	8.7
	Some High School	20	13.4	13.4	22.1
	High School	58	38.9	38.9	61.1
	Diploma/Degree	34	22.8	22.8	83.9
	Postgraduate	5	3.4	3.4	87.2
	Short Program	19	12.8	12.8	100.0
	Total	149	100.0	100.0	

4.3.5 Working Experience in Business Sector

Table 4-2 below indicates the number of years entrepreneurs had in the business sector they are operating in. This indicates that 65.1% have between 0-10years sector experience, 11-20 years for 28.2% of the sample and 6.7% have experience between 21-40 years.

Table 4-2: Working Experience in Business Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-10 years	97	65.1	65.1	65.1
	11-20 years	42	28.2	28.2	93.3
	21-40 years	10	6.7	6.7	100.0
	Total	149	100.0	100.0	

4.3.6 Business Experience in Sector

Table 4-3 below shows that, 28.9% of respondents have been operating their businesses between 1-3 years. Those running for 4-10 years are 31.5% and about 39.6% have been running their businesses for 11-30 years.

Table 4-3: Business Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-10 years	43	67.1	67.1	67.1
	11-20 years	57	25.5	25.5	25.5
	21-30 years	49	7.4	7.4	100.0
	Total	149	100.0	100.0	

4.3.7 Previous Business Ownership

The results of the survey indicate in Table 4-4 that 70.5% had not owned another business before and this was their first business venture. 29.5=% had some form of business ownership before their current venture.

Table 4-4: Previous Business Ownership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Owned Previous Business	44	29.5	29.5	29.5
	Never owned business	105	70.5	70.5	100.0
	Total	149	100.0	100.0	

4.3.8 Number of Previous Businesses

As shown in Table 4-5, for 71.1% of the sample this was their first business and 28.9% had started between 1-6 other businesses before current one.

Table 4-5: Number of Previous Businesses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	106	71.1	71.1	71.1
	1	11	7.4	7.4	78.5
	2	19	12.8	12.8	91.3
	3	5	3.4	3.4	94.6
	4	6	4.0	4.0	98.7
	6	2	1.3	1.3	100.0
	Total	149	100.0	100.0	

4.3.9 Age of Business Enterprise

The results in Table 4-6 indicate that 65.1 % businesses had been running between 1-3 years, 28.2% between 4-10 years and 6.7% between 11-32 years.

Table 4-6: Age of Business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	97	65.1	65.1	65.1
	4-10 years	42	28.2	28.2	93.3
	11-32 years	10	6.7	6.7	100.0
	Total	149	100.0	100.0	

4.3.10 Total Number of Employees

Table 4-7 below shows that 20.1% of respondents did not have any employees in their businesses. 76.5% have between 1-10 employees and 3.4% have 11-25 employees.

Table 4-7: Number of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
	0	30	20.1	20.1	20.1
Valid	1-10	114	76.5	76.5	76.5
	11-25	5	3.4	3.4	100.00
	Total	149	100.0	100.0	

4.4 Descriptive Statistics

4.4.1 Responses on Cultural Values

Responses on cultural values indicated that 75.2 % of responses were “Definitely like me” on statements 2.3, 2.8, 2.12, 2.14 and 2.19. Those who answered between “Definitely like me” and “very much like me” on statements 2.2, 2.10, 2.11, and 2.13 were 46.4 % of the respondents. On statements 2.4, 2.18 and 2.20 results indicated

61% who responded with “Definitely like me”. The descriptive statistics can be seen in appendix D.

4.4.2 Responses on Entrepreneurial Growth Motivation

Entrepreneurial growth motivation scale indicates mean value of two for statements 3.1, 3.3 and 3.4 except 3.2 with a mean value of four. All the scale items show a positive skewness as indicated. Scales 3.1, 3.3 and 3.4 shows positive kurtosis except for 3.2 which has negative kurtosis. On average, respondents “strongly agreed” on question 3.3, they had plans to develop new services/products. Descriptive statistics for entrepreneurial growth motivation are tabulated below in Table 4-8.

Table 4-8: Descriptive Statistics for Entrepreneurial Growth Motivation

		I have plans to create more jobs	I have plans to export my products to overseas markets	I have plans to develop new products/services	I have plans to diversify
N	Valid	149	149	149	149
	Missing	0	0	0	0
Mean		1.61	3.81	2.07	2.07
Std. Deviation		1.167	2.123	1.501	1.586
Skewness		2.329	.109	1.440	1.608
Std. Error of Skewness		.199	.199	.199	.199
Kurtosis		6.246	-1.225	1.585	1.999
Std. Error of Kurtosis		.395	.395	.395	.395

4.5 Exploratory Factor Analysis

PCA is the most common method of exploratory analysis. It is utilised to assess the suitability of the data for factor analysis, factor extraction, and then factor rotation and

in the end, interpretation (Field, 2013). For factor analysis to be performed; first there needs to be relationships among variables and then sample size must be adequate (Field, 2013).

The test of positive definiteness for correlation matrix was conducted and the Determinant = 0.014 means we could continue with Exploratory Factor Analysis (EFA). The other two tests, Keiser–Meyer-Olkin measure (KMO) and Bartlett's test of spherity were also run to determine the adequacy of the sample size and the relationship between the cultural values and entrepreneurial growth motivation variables.

The KMO in Table 4-9 measures whether the sample is adequate for factor analysis. Any value above 0.5 is acceptable and as shown in Table 4-15 below the values were adequate as they were above 0.7. Bartlett's test of sphericity result of p= 0.000 indicates that correlations between scale items are sufficient enough to run EFA.

Table 4-9: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
Bartlett's Test of Sphericity	Approx. Chi-Square	610.963
	Df	105
	Sig.	.000

To establish communalities, the PCA algorithm was used to extract values. Varimax was applied. In Table 4-10 below, 15 of 21 values were found to have high multiple factor loadings and retained. There were six value items discarded.

Table 4-10: Communalities

	Initial	Extraction
Power	1.000	.588
Universalism	1.000	.649
Achievement	1.000	.481
Security	1.000	.420
Conformity	1.000	.621
Universalism	1.000	.524
Tradition	1.000	.725
Hedonism	1.000	.576
Self-direction	1.000	.570
Benevolence	1.000	.680
Achievement	1.000	.716
Security	1.000	.492
Benevolence	1.000	.599
Universalism	1.000	.526
Tradition	1.000	.512

Extraction Method: Principal Component Analysis.

In order to understand the nature of the extracted factors, a Rotated component matrix was applied; see Table 4-11 below. This showed four distinct factors with loadings above 0.5, the factor loadings to be used for the final model for the cultural values scale. Benevolence and universalism have the strongest loadings against Factor 1. These measure cultural values concerned with beyond the self. Factor 1 is therefore self –transcendence. Variance in Factor 2 is largely attributable to achievement, hedonism, power and self-direction and these measure values related to self-

improvement. Hence Factor 2 is self-enhancement. Benevolence, achievement and tradition show strongest loadings against Factor 3. Benevolence, achievement and tradition values' motivational emphasis is on one's in-group and adhering to social standards, so Factor 3 is self-conservation. Tradition, conformity and security have the strongest loadings against conservation. These measure values concerned with conservation of societal order and therefore Factor 4 is conservation. Openness to change did not have any factor loadings.

Table 4-11: Rotated Component Matrix[a]

	Component			
	1	2	3	4
Benevolence	.791			
Universalism	.748			
Universalism	.683			
Security	.667			
Universalism	.654			
Achievement		.806		
Hedonism		.732		
Power		.700		
Self-direction		.693		
Benevolence			.746	
Achievement			.677	
Tradition			.597	
Tradition				.831
Conformity				.712
Security				.591

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

The scree plot in Figure 4-5 shows the number of factors and these are the four factors as explained in the total variance. The factors are associated with cultural values.

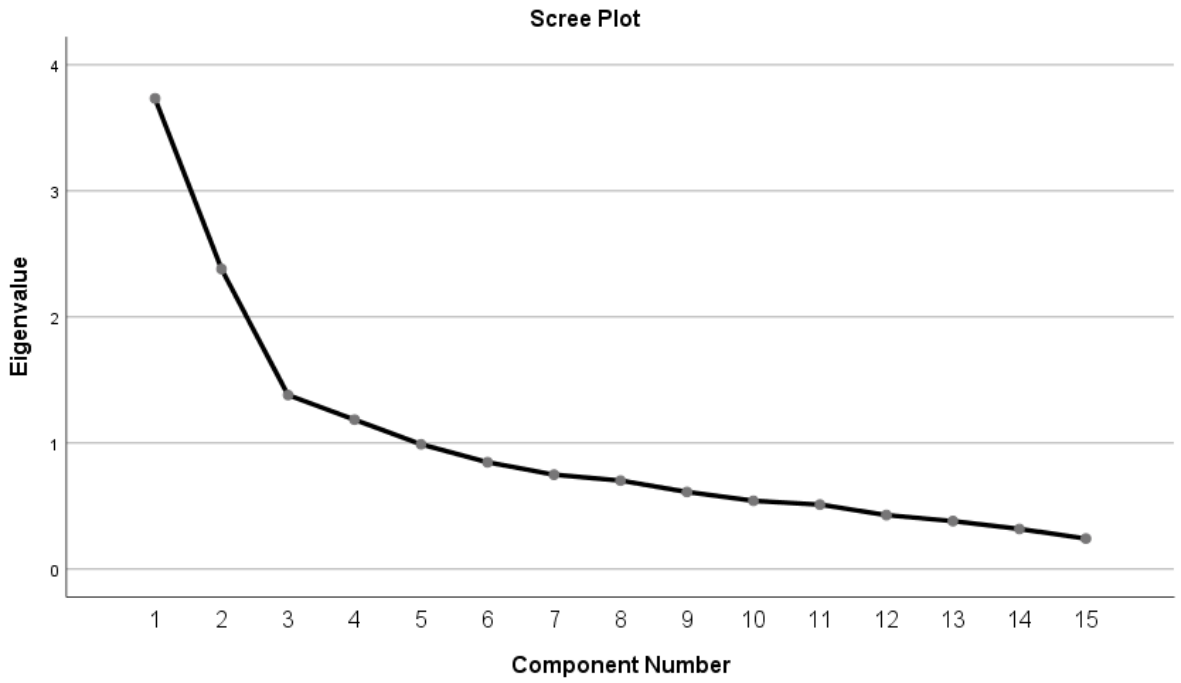


Figure 4-5: Cultural Values Scree Plot

Table 4-12 shows the contribution of each construct to the total variance explained by the extraction model. Only constructs that have an eigenvalue of more than one were extracted and the rest were discarded. For a factor to be considered of use, it must have an eigenvalue greater than 1.0. An eigenvalue is a measure of explained variance.

The four factors were found to explain 57.8% of the variance which was acceptable as it explained more than 50% of the variance and these were the factors used. The study

aimed to investigate self-enhancement, openness to change, self -transcendence and conservation.

Factor 1 explains 24.8% of the variance, which is the strongest influence. Factor 2 explains 15.8%, Factor 3 explains 9.2% and finally Factor 4 explains the 7.9% of the variance.

Table 4-12: Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Power_1	3.733	24.889	24.889	3.733	24.889	24.889	2.763	18.422	18.422
Universalism_2	2.380	15.866	40.755	2.380	15.866	40.755	2.285	15.234	33.656
Achievement_3	1.381	9.204	49.959	1.381	9.204	49.959	1.820	12.136	45.793
Security_4	1.185	7.902	57.861	1.185	7.902	57.861	1.810	12.068	57.861
Conformity_5	.990	6.599	64.460						
Universalism_6	.847	5.648	70.108						
Tradition_7	.749	4.991	75.099						
Hedonism_8	.702	4.680	79.779						
Self- Direction_9	.612	4.077	83.856						
Benevolence_10	.541	3.610	87.466						
Achievement_11	.511	3.408	90.874						
Security_12	.429	2.857	93.731						
Benevolence_13	.380	2.537	96.268						
Universalism_14	.318	2.120	98.388						
Tradition_15	.242	1.612	100.000						

Extraction Method: Principal Component Analysis.

A description of extracted factors is also shown in Table 4-13. Factor 1 is power which is from the self-enhancement dimension. Factor 2 is universalism from self-transcendence dimension. Factor 3 of achievement was determined to measure self-conservation and Factor 4 is security from the conservation dimension.

Table 4-13: Description of Factors Extracted During EFA

Factor	Construct measured	Dimension measured
1	Power	Self–enhancement
2	Universalism	Self-transcendence
3	Achievement	Self-conservation
4	Security	Conservation

4.6 Testing Reliability

The extracted factors were tested for internal consistency using Cronbach's Alpha as a numerical measure. According to Field (2013) there are certain criteria to determine whether to use or discard a factor. The Cronbach's Alpha of <0.5 is to be discarded and that of >=0.5 is to be kept as this suggests reliability of scale.

Table 4-14 shows self- transcendence is α = 0.777 with five items (2.3, 2.8, 2.12, 2.14 and 2.19). Self-enhancement α = 0.730 with four items (2.2, 2.10-2.11 and 2.13). Self-conservation α = 0.580 with three items (2.14, 2.18 and 2.20). Conservation α =0.594 with three items (2.5, 2.7 and 2.9). Entrepreneurial growth motivation's α = .711 with four items (3.1, 3.2, 3.3 and 3.4).

Table 4-14: Reliability Statistics

	Cronbach's Alpha	N of items
Self-transcendence	.777	5
Self-enhancement	.730	4
Self-conservation	.580	3
Conservation	.594	3
Entrepreneurial growth motivation	.711	4

When the model was tested with all four factors, they showed that they were strongly correlated. α = 0.594 for conservation presented a risk that the scale was not stable when inter-factor correlations were done. Conservation was then discarded as it had the least influence in the Rotated component matrix. The model was improved when it was tested again without the discarded component.

The test for reliability has shown that the measurement model is sufficiently reliable with the data collected.

4.7 Confirmatory Factor Analysis

Confirmatory Factor Analysis was conducted only after checking that there were no violations of the assumption of normality. This can have quite a significant effect on covariance values in the model. Inter-factor correlations were performed with the three components, self-transcendence (C1), self-enhancement (C2) and self-conservation (C3) and results are shown in Table 4-15**.** The correlations are <0.5.

Table 4-15: Inter-factor Correlations

	C1	C2	C3
C1	1.000		
C2	0.018	1.000	
C3	0.488	0.463	1.000

The results in Table 4-16 show that the key indicators of model fit, the Comparative Fit Index (CFI) is at 0.946 and the Tucker-Lewis index (TLI) is at 0.931. These scores should be > 0.8 to be considered good.

The other indicators, RMSEA is at 0.054 and SRMR is at 0.060. This means the model fit is good as both these should be =<0.06. Utilising the maximum likelihood estimator, the Chi-square test showed a p-value of 0.023.

Table 4-16: Cultural Values CFA Results

lavaan 0.6-3 ended normally after 39 iterations

Optimization method	NLMINB
Number of free parameters	27
Number of observations	149
Estimator	ML
Model Fit Test Statistic	72.992
Degrees of freedom	51
P-value (Chi-square)	0.023

Model test baseline model:

Minimum Function Test Statistic	476.810
Degrees of freedom	66
P-value	0.000

User model versus baseline model:

Comparative Fit Index (CFI)	0.946
Tucker-Lewis Index (TLI)	0.931

Loglikelihood and Information Criteria:

Loglikelihood user model (H0)	-2569.810
Loglikelihood unrestricted model (H1)	-2533.314
Number of free parameters	27
Akaike (AIC)	5193.621
Bayesian (BIC)	5274.727
Sample-size adjusted Bayesian (BIC)	5189.280

Root Mean Square Error of Approximation:

RMSEA		0.054
90 Percent Confidence Interval	0.021	0.080
P-value RMSEA <= 0.05		0.389

Standardized Root Mean Square Residual:

SRMR	0.060

Parameter Estimates:

Information	Expected
Information saturated (h1) model	Structured
Standard Errors	Standard

Latent Variables:

	Estimate	Std.Err	z-value	P(>|z|)	Std.lv	Std.all
C1 =~						
Q2.12	1.000				0.670	0.805
Q2.3	0.856	0.102	8.369	0.000	0.574	0.750
Q2.8	0.802	0.122	6.548	0.000	0.537	0.577
Q2.14	0.813	0.131	6.219	0.000	0.545	0.548

Q2.19	0.757	0.116	6.551	0.000	0.507	0.577
C2 =~						
Q2.13	1.000				1.113	0.785
Q2.10	1.005	0.152	6.594	0.000	1.119	0.666
Q2.2	1.000	0.153	6.544	0.000	1.113	0.657
Q2.11	0.428	0.091	4.697	0.000	0.477	0.445
C3 =~						
Q2.18	1.000				0.846	0.601
Q2.4	0.545	0.135	4.047	0.000	0.461	0.480
Q2.20	1.206	0.261	4.615	0.000	1.020	0.638
Covariances:						
	Estimate	Std.Err	z-value	P(>|z|)	Std.lv	Std.all
C1 ~~						
C2	0.013	0.077	0.172	0.864	0.018	0.018
C3	0.277	0.079	3.487	0.000	0.488	0.488
C2 ~~						
C3	0.436	0.133	3.276	0.001	0.463	0.463
Variances:						
	Estimate	Std.Err	z-value	P(>|z|)	Std.lv	Std.all
.Q2.12	0.243	0.048	5.091	0.000	0.243	0.351
.Q2.3	0.256	0.042	6.108	0.000	0.256	0.437
.Q2.8	0.579	0.075	7.701	0.000	0.579	0.668
.Q2.14	0.690	0.088	7.831	0.000	0.690	0.699
.Q2.19	0.515	0.067	7.700	0.000	0.515	0.667
.Q2.13	0.774	0.171	4.520	0.000	0.774	0.384
.Q2.10	1.573	0.241	6.523	0.000	1.573	0.557
.Q2.2	1.630	0.246	6.627	0.000	1.630	0.568
.Q2.11	0.919	0.115	8.018	0.000	0.919	0.802
.Q2.18	1.265	0.205	6.175	0.000	1.265	0.639
.Q2.4	0.710	0.096	7.364	0.000	0.710	0.769
.Q2.20	1.515	0.268	5.646	0.000	1.515	0.593
C1	0.449	0.084	5.320	0.000	1.000	1.000
C2	1.240	0.260	4.767	0.000	1.000	1.000
C3	0.715	0.227	3.146	0.002	1.000	1.000

4.8 Correlation Analysis

To determine correlation between Self-transcendence, Self-enhancement, Self-conservation and entrepreneurial growth motivation, Pearson correlation was applied. The data was found to be parametric after it was tested for normality. All the correlations are <0.5 so there is no risk of multicollinearity. Table 4-17 shows results of correlation analysis.

Table 4-17: Correlations

Variables		Entrepreneurial growth motivation	Self-transcendence	Self-enhancement	Self-conservation
Entrepreneurial growth motivation	Pearson correlation	1	.127	-.210	.047
	Sig. (1-tailed)		.062	.005	.285
	N	149	149	149	149
Self-transcendence	Pearson correlation	.127	1	.039	.366
	Sig. (1-tailed)	.062		.318	.000
	N	149	149	149	149
Self-enhancement	Pearson correlation	-.210	.039	1	.300
	Sig. (1-tailed)	.005	.318		.000
	N	149	149	149	149
Self- conservation	Pearson correlation	.047	.366	.300	1
	Sig. (1-tailed)	.285	.000	.000	
	N	149	149	149	149

4.8.1 Results from Correlation Analysis

To determine if there is correlation between entrepreneurial growth motivation, self-transcendence, self-enhancement and self-conservation the correlation table was examined.

There is a positive relationship between self- enhancement cultural values and entrepreneurial growth motivation: Hypothesis 1,1a, 1b

Hypotheses 1, 1a, 1b stated that self-enhancement cultural values have a positive relationship with entrepreneurial growth motivation. The Pearson's correlations show that the relationship between the two variables at r = -.210 is a statistically significant moderate negative relationship with p=.005. Self-enhancement and entrepreneurial growth motivation have an inverse relationship. This means when self-enhancement increases, entrepreneurial growth motivation decreases. Hypotheses are supported.

There is a positive relationship between openness to change cultural values and entrepreneurial growth motivation: Hypothesis 2,2a, 2b, 2c.

Hypotheses 2, 2a, 2b, 2c stated that openness to change and entrepreneurial growth motivation have a positive relationship. The cultural value did not have any factor loadings at EFA and thus it means there is no evidence to suggest that there is correlation or a significant relationship and the hypotheses are not supported.

There is a positive relationship between self- transcendence cultural values and entrepreneurial growth motivation: Hypothesis 3, 3a, 3b

Hypotheses 3, 3a, 3b stated that self-transcendence and entrepreneurial growth motivation have a positive relationship. Pearson's correlation shows that r =0.127 which is a weak correlation above 0.05 with p =.062 and no positive significant relationship. The hypotheses are supported.

There is a positive relationship between conservation cultural values and growth motivation: Hypothesis 4, 4a, 4b, 4c

Hypotheses 4, 4a, 4b, 4c stated that conservation and entrepreneurial growth motivation have a positive relationship. Alpha score of 0.594 showed conservation was reliable but the factor was discarded and could not be tested for influence on entrepreneurial growth motivation. Conservation also had the least influence in the component rotation matrix and highly correlated to other factors. Self-conservation however showed r = .047 which is a very weak correlation and p = *.285* and shows no significant relationship. The hypotheses are therefore not supported.

Conservation cultural values have the most impact on growth motivation in township entrepreneurial ventures: Hypothesis 5

Hypothesis 5 stated that conservation values have the most impact on entrepreneurial growth motivation. However, when inter-factor correlation was done, the factors were highly correlated and the conservation factor was discarded as it also showed the least influence in the Rotated component matrix.

There were however factor loadings for self-conservation r = .047 which is a very weak correlation and p = *.285* and shows no significant relationship. No evidence was found in support of this hypothesis.

4.9 Regression Assumption Testing

In terms of the correlation analysis, it was concluded that there is no significant relationship between self-transcendence and entrepreneurial growth motivation. An insignificant relationship was also found between self-conservation and entrepreneurial growth motivation. There was also an insignificant relationship between conservation and entrepreneurial growth motivation which was discarded at model testing. A significant relationship was found between self-enhancement and entrepreneurial growth motivation.

All the assumptions were satisfied in the hypothesis tests and the results of the hypothesis test are presented below.

Multiple Linear Regression Assumptions

1. Self-enhancement, self-transcendence and self-conservation cultural values and entrepreneurial growth motivation are treated as continuous variables as they were measured on a seven point Likert scale.

2. The variables have a linear relationship and Pearson correlation was used to check linearity between dependant and independent variables as shown in Table 4-17.

3. Observation has independence as shown in the Durbin-Watson Statistic. At 1.912 this is within acceptable range, between 1.5 – 2.5, as shown in Table 4-18 of the model summary.

4. No significant outliers are present as no point is far away from the regression line as seen in the PP Plot in Figure 4-7.

5. Data shows homoscedasticity as shown in Table 4- 20.

6. The Histogram Chart in Figure 4-6 and P-P Plot in Figure 4-7 below show the residuals (errors) of the regression approximate normal distribution.

4.10 Regression Analysis Result:

4.10.1 Hypothesis Testing:

Hypothesis: (1, 1a, 1b, 3, 3a, 3b, 4, 4a, 4b, 4c and 5)

Regression was conducted to test the influence of the three constructs on the composite dependent variable of entrepreneurial growth motivation. In this study, self-enhancement, self-transcendence and self-conservation are the predictor variables and entrepreneurial growth motivation is the outcome variable. Regression analysis was conducted to generate a model that could support the prediction of entrepreneurial growth motivation, based on the predictor variables. The results were as follows:

Table 4-18: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.259[a]	.067	.048	1.464	1.912

a. Predictors: (Constant), self-transcendence, self-enhancement, self-conservation

b. Dependent Variable: EGM

The Durbin-Watson is within acceptable range in Table 4-18. The value is 1.912 which is between 1.5 and 2.5. Field (2013) suggests that values under one or more than three can be cause for concern. Adjusted R^2 value of 6.7 % is the variance explained by the model.

Table 4-19:ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.371	3	7.457	3.477	.018[b]
	Residual	310.958	145	2.145		
	Total	333.329	148			

a. Dependent Variable: EGM

b. Predictors: (Constant), self-transcendence , self-enhancement, self-conservation

In Table 4-19, p=0.018 < 0.05, F=3.477 thus the model is statistically significant. This suggests that self-transcendence, self-enhancement and self- conservation together predict entrepreneurial growth motivation significantly.

Table 4-20: Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.141	.387		5.536	.000
	Self-transcendence	.249	.201	.107	1.238	.218
	Self-enhancement	-.321	.114	-.238	-2.817	.006
	Self-conservation	.119	.136	.079	.875	.383

a. Dependent Variable: entrepreneurial growth motivation

Based on the coefficients Table 4-20, self –transcendence β=.107, *p* =.218 > 0.05. Self-conservation β=.079, *p*=.383 >0.05. They are thus not significant in predicting entrepreneurial growth motivation as the p values were greater than 0.05.

Self-enhancement is the only statistically significant construct when run against entrepreneurial growth motivation as a performance measure.

Influence of self-enhancement on entrepreneurial growth motivation is the coefficient value B=-.321.

The regression equation will be as follows:

EGM = 2.141 - 0.321*SE

According to the regression results, it can be concluded that self-enhancement is a key driver of entrepreneurial growth motivation. The performance measure for entrepreneurial growth motivation Q3.3 being that, “I have plans to develop new services and products”. Entrepreneurial growth motivation and self - enhancement have an inverse relationship with the coefficient value B=-.321.

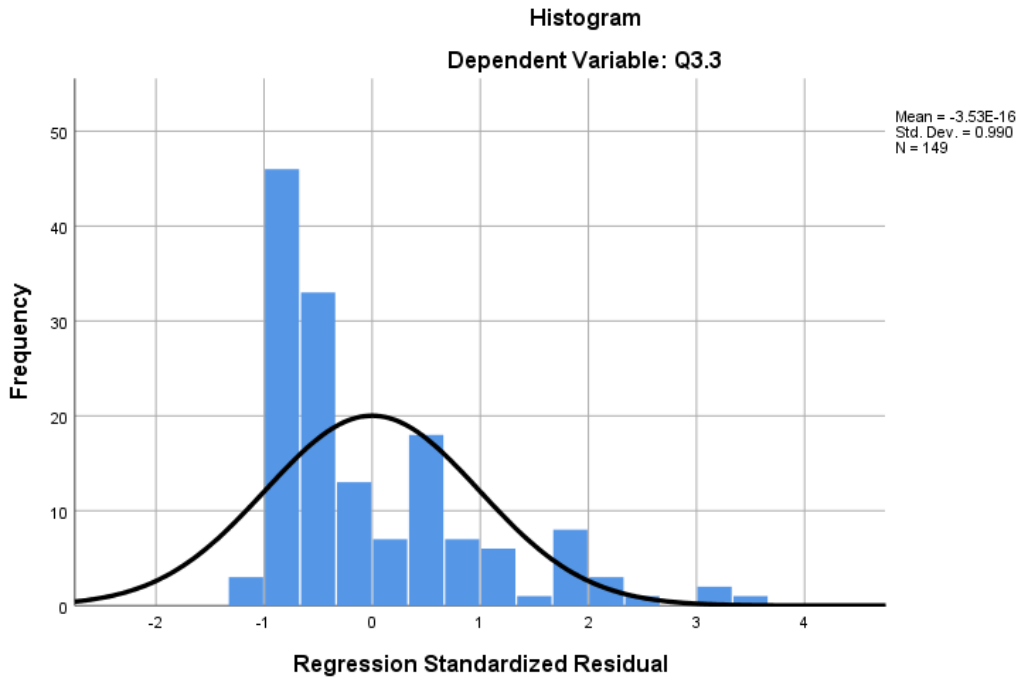


Figure 4-6: Histogram

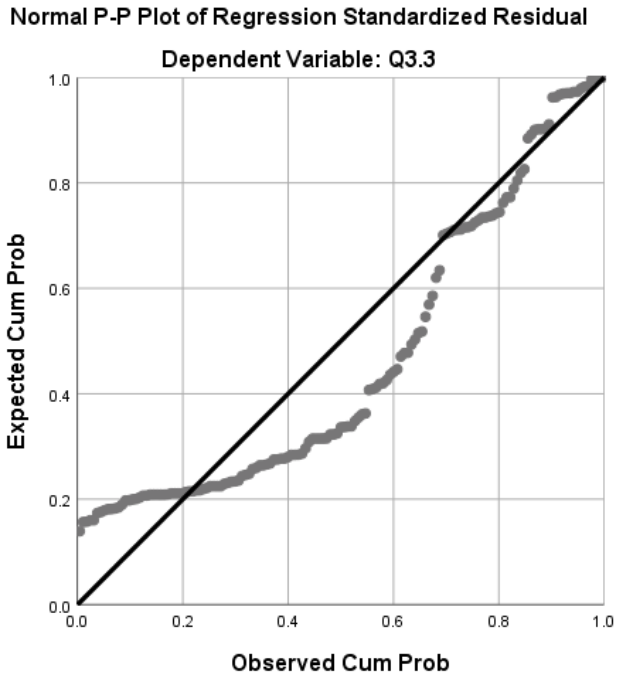


Figure 4-7: P-P Plot of Regression Standardized Residual

4.10.2 Outcome of Hypothesis Testing

The study set out to analyse the relationship that basic human values had with entrepreneurial growth motivation in township enterprises. The following were hypotheses put forth and the outcome of hypothesis testing in Table 4-21.

Table 4-21: Summary of Hypothesis Testing Outcome

Sub-questions	Hypothesis	Correlation coefficient	Coefficients	Outcome
What type of relationship exists between self-enhancement cultural values and entrepreneurial growth motivation?	**H_1**: There is a positive relationship between self-enhancement cultural values and entrepreneurial growth motivation.	*r* =-.210 *p* =.005	B = -.321	Supported and Significant

	H_{1a}: There is a positive relationship between power values and entrepreneurial growth motivation.			
	H_{1b}: There is a positive relationship between achievement values and entrepreneurial growth motivation.			
What type of relationship exists between openness to change cultural values and entrepreneurial growth motivation?	**H_2**: There is a positive relationship between openness to change cultural values and entrepreneurial growth motivation.			Not supported
	H_{2a}: There is a positive relationship between hedonism values and entrepreneurial growth motivation.			
	H_{2b}: There is a positive relationship between stimulation values and entrepreneurial growth motivation.			
	H_{2c}: There is a positive relationship between self-Direction values and entrepreneurial growth motivation.			
What type of relationship exists between self-transcendence cultural values and entrepreneurial growth motivation?	**H_3**: There is a positive relationship between self- transcendence cultural values and entrepreneurial growth motivation.	*r* =.127 *p* =.062	B= .249	Supported and insignificant
	H_{3a}: There is a positive relationship between universalism values and entrepreneurial growth motivation.			
	H_{3b}: There is a positive relationship between benevolence values and entrepreneurial growth motivation.			
What type of relationship exists between conservation cultural values and entrepreneurial growth motivation?	**H_4**: There is a positive relationship between conservation cultural values and entrepreneurial growth motivation.	*r* =.047 *p* =.285	B= .119	Not supported and insignificant

	H_{4a}: There is a positive relationship between tradition values and entrepreneurial growth motivation.			
	H_{4b}: There is a positive relationship between conformity values and entrepreneurial growth motivation.			
	H_{4c}: There is a positive relationship between security values and entrepreneurial growth motivation.			
Conservation cultural values have the most impact on entrepreneurial growth motivation.	**H_5**: Conservation cultural values have the most impact on growth motivation in township entrepreneurial ventures.	r =.047 p =.285	B= .119	Not supported and insignificant

4.11 Summary of the Results

The survey had a final response of 150 respondents. The businesses were small, micro and medium enterprises in five townships in Tshwane. These are in Mamelodi, Atteridgeville, Eersterust, Nellmapius and Soshanguve. Demographic data showed that the sample was made up of 65.8% male and 34.2% female respondents. A large percentage, at 95% was black and coloured respondents only made up 2.7%. 48% were those between the ages of 18-39 and this is the typical youth in the township that is unemployed and has started businesses out of necessity. Those 40-49 years old and considered at the age to be more likely to take the risk of entrepreneurship were 26% of the sample. 24% were respondents at the age of 50 and over and representative of those in business in factor driven economies.

The constructs of self-enhancement, openness to change, self-transcendence and conservation were tested together and they were found after Rotated component matrix to have factor loadings above 0.5. Constructs with an eigenvalue of >1 were extracted and the rest discarded.

Reliability was performed and factors were put through reliability testing individually. Reliability was also performed on the entrepreneurial growth motivation. They all showed Alpha scores above 0.5 and this meant they could be used for EFA. To test the model, Inter-factor correlation was conducted and factor four was discarded in order for the model to be stable due to it being highly correlated to other factors. The model summary was tested and the Durban Watson level was at 1.192 which was within an acceptable range. The ANOVA *p*= <0.5 result was also good.

CFA results ended with key indicators of model fit, the CFI at 0.946 and the TLI at 0.931. These scores were good as they should be > 0.8. The other indicators, RMSEA were at 0.054 and SRMR at 0.060. The model fit was good as both these should be =<0.06. Utilising the maximum likelihood estimator, the Chi-square test showed a p-value of 0.023.

Regression was conducted and based on the coefficients results, self -enhancement is the only statistically significant construct when run against motivation growth with Q3.3 as a performance measure. The regression equation is as follows: MG = 2.141-0.321*SE. According the regression results self-enhancement is the key driver to entrepreneurial growth motivation. Entrepreneurial growth motivation and self -enhancement have an inverse relation.

5 DISCUSSION OF EMPIRICAL RESULTS FROM THE STUDY

5.1 Introduction

This chapter discusses and provides interpretation of the results reported in chapter four. The results will be discussed in relation to the hypotheses put forth and the literature review to generate relevant insights. The descriptive statistics will be discussed in relation to the survey sample. Then, results pertaining to EFA on the constructs will be restated and discussed.

5.2 Demographic Profile of Respondents

5.2.1 Age

The age distribution shows more responses from those in the 29-39 years range at 36%. It is a reflection of the typical entrepreneur in the township who is considered to be youth and to whom the message of entrepreneurship is mostly preached to. Those in the range of 40-49 years are not too far behind at 26% and reflect those as described as risk takers more likely to start businesses. According to GEM, 55-64 show higher entrepreneurial participation in factor driven economies (Kelley et al., 2016) and these were made up of 24% of the sample. Those in the 18-28 range made up 12% of the sample. Young people according to Ndlovu and Makgetla (2017) are said to be less likely to become entrepreneurs as they lack assets, experience and networks.

5.2.2 Gender

In the study, more respondents were found to be male (65.8%) and female at 34.2%. The South African entrepreneurship landscape shows that there are more male than female entrepreneurs. Women made up 40% of informal sector entrepreneurs and 26% in formal sector (Ndlovu & Makgetla, 2017). In the process of the survey, it was observed even though not recorded that there were more women in typical businesses reserved for women like hair dressing, catering, laundry and others. Men seemed more distributed in IT, automotive and welding and other related industries. This

information was however not included for collection in the final survey instrument as respondents were more at ease with not being identifiable through this information.

5.2.3 Ethnicity

The survey saw more black respondents, 95% who had no problem classifying themselves as such. There were however instances where they did not identify with the classification and chose “other” or wrote down “African”. For the purposes of the survey these were included in the sample as the researcher had personally visited the respondents and could identify their ethnicity as classified in the questionnaire.

Only a small sample was classified as coloured (2.7%). These were from a coloured township in Tshwane. The sample was however representative of the ethnic demographics within the five townships chosen for the study. The findings support research by Ndlovu and Makgetla (2017) that black people in South Africa owned 49% of small formal businesses in 2015 and 94% of informal enterprises.

5.2.4 Level of Education

A large sample had completed high school (38.9%), followed by those with a diploma/degree at 22.8%. Those who had some high school and those who completed a short program were not that far apart at 13.4% and 12.8% respectively. Those respondents with primary school completed and not completed were at 7.4% and 1.3% respectively. 3.4% of the sample has a post graduate degree. These results support the opinion by Venter and Urban (2015) that there is a positive relationship between level of education and entrepreneurial behaviour.

In South Africa, the likelihood of owning a small business increases with education level (Ndlovu & Makgetla, 2017). The authors report that more people with degrees own small businesses than those who had matric or less. This category was the second largest and does resonate with their findings although; the percentage of those who completed high school is higher in this study.

5.2.5 Previous Business Ownership

The majority of respondents, 70.5% had indicated that they were running their first businesses. About 29.5% had run other businesses before. This category of entrepreneurs is attributed to the fact that those with previous businesses show some risk-taking behaviour and a higher propensity to being more entrepreneurial (Ndlovu & Makgetla, 2017).

5.2.6 Age of Business

The maximum age of business was 32 years yet these older businesses were still regarded as SMMEs as defined in the Real Economy Bulletin. 45% had been operating between 1-5 years and these are considered to be at the start-up phase and as pointed out by Venter and Urban (2015) are characterised by action and opportunity exploitation. 26% had been operating between 5-10 years. Those operating for 10 years and above made up 26% of the final sample. These are said to be concerned with sustainability and growth (Venter & Urban, 2015). There is still no sign of growth or motivation to grow these businesses. Entrepreneurs show a level of comfort in the state of business and are more of business managers than being entrepreneurial. The businesses exhibit start-up phase characteristics after several years in operation.

5.3 What type of relationship exists between dimensions of basic human values and entrepreneurial growth motivation?

Hypotheses: 1, 1a, 1b; 2, 2a, 2b, 2c; 3, 3a, 3b; 4, 4a, 4b and 4c

The concepts of culture and entrepreneurial growth motivation formed the core of this study. The aim was to analyse the relationship of basic human values and their impact with entrepreneurial growth motivation in Tshwane township enterprises. From the economic analysis perspective, the theory by Schwartz (1996) of basic human values provides a comprehensive model of human motivations. Within this theoretical framework, several hypotheses can be tested regarding individuals' value priorities as representations of their motivational goals as Licht (2007) asserts.

Self-enhancement cultural values (H1, 1_a, 1_b) were found to have the most significant relationship with entrepreneurial growth motivation. This relationship

however is a negative one such that when values related to self-enhancement of power and achievement increase, growth motivation decreases. Both values focus on social esteem. However, achievement values refer more to striving to demonstrate competence in everyday interaction and power values refer more to the abstract outcomes of action in the form of status in the social structure (Schwartz, 2006).

McClelland (1961) defined need for achievement as a motivation to excel in attaining goals in competitive settings through hard work, self-challenging, and persistence. It has however been noted by Licht (2010) that several studies have shown that entrepreneurs are not significantly better at their need for achievement in comparison to non-entrepreneurs.

The respondents' characteristics show that there are more male entrepreneurs who took part in the survey at 65.8%. The self-enhancement values of power and achievement in the South African context are those mostly associated with male rather than female members of society. This is even more evident in the townships where these cultural values are more ingrained. It can also be evidenced by the types of enterprises run by both genders. As also discovered in the process of conducting the study, females tend to run businesses requiring soft, feminine skills and competencies and males run more tough and hard skills businesses where they can exert that power and sense of achievement. In conclusion the hypotheses were supported.

Openness to change cultural values (H2, 2_a, 2_b, 2_c) show there was no evidence to support that these values have a significant and positive relationship with entrepreneurial growth motivation in township enterprises. As reported by Kelley et al., (2016) in Africa, as a factor driven economy, the ventures mostly lack growth capabilities and have the lowest levels of innovation. When Licht (2010) theoretically analysed the concept of the value items by Schwartz in the economic framework of entrepreneurial activities, he suggested that self-direction, and stimulation were rated higher by entrepreneurs. However, in the study, township entrepreneurs seem to have rated these values lower.

This might be a reflection of the static nature of township businesses. These values are said to indicate a greater preference for variety (Noseleit, 2010). Businesses in the township are more necessity and replicative in nature. They do not show much motivation for growth or expansion. The hypotheses were not supported.

Self-transcendence cultural values (H3, 3_a, 3_b) were found to have a small and insignificant relationship with entrepreneurial growth motivation. Benevolence and universalism values belong to this dimension. Licht (2010) mentioned that self-transcendence values were rated lower by entrepreneurs as opposed to non-entrepreneurs. This then should not be surprising in the context of township entrepreneurs. However, the social, political and economic landscape of SA is built on universalism values of equality, social justice and helpfulness. Those businesses in the study that have employees are 76.5% (1-10) and 3.4 % (11-200) even though there seems to be no growth, they still manage to create and provide employment. A total of 20.1% are businesses run by the owner and have no employees. The hypotheses were not supported.

Conservation cultural values (H4, 4_a, 4_b, 4_c) were shown during Rotated component matrix to load on security values. Conservation was found to be highly correlated with other factors during model testing and it was discarded and was not used in regression testing. There were however factor loadings for self-conservation which showed no significant relationship. No evidence was found in support of these hypotheses.

Gorodnichenko and Roland (2017) reported on a cultural trait of collectivism, which encourages conformity and discourages individuals from standing out. This was also evidenced in the Global Entrepreneurship and Development Index 2013 by Acs, Szerb and Autio (2013) where SA reported low percentages for product innovation, process innovation, high growth and internationalisation.

It was argued in the study that SA, with its ethnic roots and history would see entrepreneurs having more of a collectivist outlook as opposed to and individualist one. This was activated by the evidence of the low innovation and discoveries nature

where entrepreneurs are mostly conservative and thus run replicative businesses which are static in nature. Conservation cultural values were also postulated to have the most impact on entrepreneurial growth motivation. 29.2% of businesses in the study have been running between 10-32 years. They are still considered SMME's and they still do not show any signs of growth motivation based on this result. Those in the post start-up phase of 5-10 years make up 36.9% of the sample. These are said to be concerned with sustainability and growth (Venter & Urban, 2015). 27.6% are in the 1-3 years start-up phase, concerned with overcoming liability of newness (Venter & Urban, 2015). The hypotheses were not supported.

5.4 What dimensions of basic human values have the most impact on entrepreneurial growth motivation?

Hypothesis 5

Having determined the type of relationship that exists between basic human values and entrepreneurial growth motivation, it was then the aim of the study to determine the dimensions with the most impact.

When the model was tested for regression it was discovered that there was risk that the scale world not be stable. Conservation was highly correlated with other factors and it was then discarded. This was done also because it also had the least influence when Rotated component matrix was run. There was no evidence to support the hypothesis as conservation values was eliminated during EFA. There were however factor loadings for self-conservation r = .047 which is a very weak correlation and p = .285 and showed no significant relationship. Influence of self-conservation showed β=.079, p=.383 >0.05. No evidence was found in support of this hypothesis.

5.5 Conclusion

Based on the reports on the demographic profile and the descriptive analysis of respondents, the study comes to these conclusions:

- The demographic landscape of South Africa still applies and is evident in the study with more male (65.8%) than females (34.2%) running businesses taking

part in the study. This also applies to the stereotypical areas of operation of the business by both sexes.

- Businesses in the township exhibit start-up tendencies and as a result operate as small businesses for several years without any prospect of growth.
- 48% of the sample were youth between 18-39 years and this shows the motivation to be entrepreneurial is evident even though the motivation to grow is not.

Based on the data analysis, the following conclusions can be made on basic human values and entrepreneurial growth motivation:
Schwartz (1996) basic human values have provided a sound model within which to test hypotheses on individuals' value priorities as representations of their motivational goals.

Hypotheses 1,1a, 1b concluded that self–enhancement cultural values have an inverse and significant relationship with entrepreneurial growth motivation. These results confirmed the three basic human needs as postulated by McClelland (1985). The need for achievement and the need for power have proved to be more interesting in driving economic development in township economies. The relationship however is negative and shows that as self-enhancement values increase, entrepreneurial growth motivation decreases.

Hypotheses 2, 2a, 2b, 2c on openness to change cultural values have been rated higher before in Licht's (2010) study in the economic framework of entrepreneurial activities. Self- direction and stimulation were rated lower in this study by township entrepreneurs. These are values mostly needed where innovation and business growth are of paramount importance. The results do reflect the low innovation and growth motivation evident in township businesses.

Hypotheses 3, 3a and 3b concluded that self-transcendence cultural values have a small and insignificant relationship with entrepreneurial growth motivation. Schwartz

(2004) advances that there are such cultures that places more value on finding meaning through social relationships. The influence of self- transcendence in the study does show that township culture does place value in social relationships and this has an impact on their motivation to grow their businesses. Universalism as a cultural value was rated high by township entrepreneurs.

Hypotheses 4, 4a, 4b, 4c, concluded on conservation cultural values that these were insignificant in townships. However, during analysis the construct could not be used to measure entrepreneurial growth motivation during regression testing as it had been discarded during EFA due to collinearity issues. However, self-conservation was used in regression and showed a very weak correlation and no significant relationship. No evidence was found in support of this hypothesis.

Hypothesis 5 concluded on conservation cultural values, that these showed no impact on entrepreneurial growth motivation. The values were tested as self- conservation and these showed they were statistically insignificant in their influence on entrepreneurial growth motivation.

6 CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter is where conclusions of the study and interpretations of the results are discussed. The discussions make reference to the type of relationship that basic human values have with growth motivation in township enterprises. The discussion also focuses on the basic human values with the most impact on entrepreneurial growth motivation. Recommendations are made and areas for further research put forward.

6.2 Conclusions of the Study

The study set out to analyse the relationship and impact that cultural values have on entrepreneurial growth motivation in township enterprises in Tshwane. The study would contribute to understanding the growth motivations of township entrepreneurs and how to develop and effect policy that is culture specific as entrepreneurship is culture-bound (Dana & Dana, 2005).

Quantitative research with a positivist paradigm was conducted in order to test postulated hypotheses which were presented in the conceptual framework. The data for analysis was collected from township entrepreneurs in Tshwane who were classified as SMMEs. Data analysis was conducted and demographic information presented. This was followed by EFA to extract factors from the collected data that could be used to test variables. Reliability tests were then conducted in order to develop a model fit for regression. CFA was conducted to test the model and prepare for regression analysis.

The relationships between basic human values and entrepreneurial growth motivation were established and the study highlighted the importance of research in this field. Culture plays an important part in the economic landscape of South Africa and the continued lack of growth in township businesses. Schwartz (1996) has provided a theoretical framework through which we can better understand the influence of the

four dimensions of basic human values. In previous studies conducted across representative samples and using different instruments, there were similarities found in the importance ranks for the ten values (Schwartz, 2012).

Self-enhancement values of achievement and power were analysed. The dimension showed that it had the most impact on entrepreneurial growth motivation. Both achievement and power had factor loadings and in conclusion showed an inverse relationship. When self-enhancement values increase, entrepreneurial growth motivation decreases. In previous studies (Schwartz, 2012) power values were ranked least important, however in this study as they relate to growth motivation have proven to be most important.

Self-transcendence values of universalism and benevolence were analysed. The dimension showed that it had a small impact on entrepreneurial growth motivation. Only universalism had factor loadings and in conclusion had a certain relationship with entrepreneurial growth motivation. This value has proven to be amongst the most important in past studies as pointed out by Schwartz (2012) and so it is no surprise that the hypothesis was supported even though it proved insignificant in relation to growth motivation. In a study by Licht (2010) however, it was suggested that entrepreneurs rated benevolence and universalism values lower than non-entrepreneurs.

Openness to change values of hedonism, self-direction and stimulation were analysed. The dimension showed that it had no factor loading at all. This means there was no evidence to support the hypotheses and also a relationship between the dimension and entrepreneurial growth motivation in township entrepreneurs. This is in contrast with previous studies (Schwartz, 2012) where in national samples the opposition of openness to change and conservation are universally present.

Conservation values of conformity, tradition and security were analysed. The dimension had factor loadings only on security. There was no regression testing on the factor as it was discarded during model testing. The factor showed high correlation

with other factors. There is no evidence to show that conservation values have a relationship with entrepreneurial growth motivation. Security has proven to be highly ranked in previous studies and it is important to note that emphasis on this value, which is about maintaining the status quo, conflicts with innovation in finding solutions to group tasks (Schwartz, 2012).

6.3 Recommendations

Recommendations are made based on the empirical results that the study has put forth. Insights were provided on the relationship and contribution that individual level cultural values have in entrepreneurship.

- There is a need for policy makers to develop and effectively implement culture specific policies for township entrepreneurs.
- Entrepreneurs in the township need to gain insight into their own cultural values and how they affect their motivation to grow their businesses.
- Implementing agencies also need to develop, run or modify their programs in a culture specific manner. They need to take into consideration what values are most espoused by entrepreneurs in the township.

6.4 Areas for Further Research

There is an opportunity for qualitative study on the cultural values and how they impact growth motivation. Schwartz' basic human values provide a theoretical framework for further research.

South Africa has seen a decline of small formal businesses since 2008 (Ndlovu & Makgetla, 2017). It is evident that motivation is a crucial aspect in society. Down (2010) put forth that as we use personality tests for motivation, we do not overlook the meaning and context of particular times and places, culturally and in the life course of individuals.

In view of the findings in the research on cultural values, research should further explore certain dimensions ranked higher or lower in contrast to other communities or nations.

Further research could be undertaken to explore the dimensions of basic human values in the context of township in a longitudinal study so these can be fully analysed with regards to their relationship with entrepreneurial growth motivation.

“Discover your values” is a new personal development program, designed from Schwartz’ basic human values in 2018. This can be used as a tool through which cultural values can be explored with township entrepreneurs to assist them in recognising what cultural values they hold and how they can leverage and use them to grow their enterprises.

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APPENDIX A: RESEARCH INSTRUMENT

Here we want to know about you and your business

1. Place a cross (X) in the block that best corresponds to your answer or write down your response.

1.1 Age: What is your age?

- ☐ 18-28 years old
- ☐ 29-39 years old
- ☐ 40-49 years old
- ☐ 50-59 years old
- ☐ 59 years or older

1.2 Sex:

- ☐ Female
- ☐ Male
- ☐ Prefer not to answer

1.3 Ethnicity origin (or Race): Please specify your ethnicity.

- ☐ White
- ☐ Coloured
- ☐ Black
- ☐ Indian
- ☐ Asian
- ☐ Other

1.4 Indicate your highest level of education

- ☐ Some primary school
- ☐ Primary school completed (grade 7/ standard 5)
- ☐ Some high school
- ☐ High school completed
- ☐ Short programme completed
- ☐ Diploma/degree completed
- ☐ Post graduate qualification completed

1.5 Indicate your experience working in the sector your business is operating _____ Years

1.6 Indicate your experience in business management _____ Years

1.7 Is this your first business?

- ☐ Yes
- ☐ No

1.8 If no to 1.7 above how many businesses have you previously started? _____

1.9 How long have you been running this business? _____ Years

1.10 Total number of employees_____ 2. Full time employees_____ 3. Part-time employees_____

2. Which of the following statements describes you best? Tick the box to the right that shows how much the person in the description is like you.

	HOW MUCH LIKE YOU IS THIS PERSON?	**Definitely like me**	**Very much Like me**	**Somewhat like me**	**Not Like me**	**Not like me at all**	**Very much not like me**	**Definitely not like me**
2.1	Thinking up new ideas and being creative is important to her. She likes to do things her own original way							
2.2	It is important to her to be rich. She wants to have a lot of money and expensive things							
2.3	She thinks it is important that every person in the world be treated equally. She believes everyone should have opportunities in life							
2.4	It is important to her to show her abilities. She wants people to admire what she does							
2.5	It is important to her to live in secure surroundings. She avoids anything that might endanger her safety							
2.6	She likes surprises and is always looking for new things to do							
2.7	She believes that people should do what they are told. She thinks people should follow rules at all times, even when here is no one looking							
2.8	It is important to her to listen to people who are different from her. Even when she disagrees with them, she still wants to understand them							
2.9	It is important to her to be humble and modest. She tries not to draw attention to herself.							
2.10	Having a good time is important to her. She likes to “spoil” herself							

2.11	It is important to her to make her own decisions about what she does. She likes to be free and not depend on others.							
2.12	It is very important to her to help the people around her. She wants to care for their well-being.							
2.13	Being very successful is important to her. She hopes people will recognise her achievements.							
2.14	It is important to her that the government insures her safety against all threats. She wants the state to be strong so it can defend all its citizens.							
2.15	She looks for adventures and she likes to take risks. She wants to have an exciting life							
2.16	It is important to her always to behave properly. She wants to avoid doing anything people would say is wrong							
2.17	It is important to her to get respect from others. She wants people to do what she says.							
2.18	It is important to her to be loyal to her friends. She wants to devote herself to people close to her.							
2.19	She strongly believes that people should care for nature. Looking after the environment is important to her.							
2.20	Tradition is important to her. She tries to follow the customs handed down by her religion or her family.							
2.21	She seeks every chance she can to have fun. It is important for her to do things that give her pleasure.							

3. Here we want to know about your growth plans for your business

	Please indicate how much agree or disagree with the following statements by placing a cross (X) in the block corresponding to your answer	**Strongly Agree**	**Somewhat Agree**	**Agree**	**Undecided**	**Disagree**	**Somewhat Disagree**	**Strongly Disagree**
3.1	I have plans to create more jobs within my business							
3.2	I have plans to export my services / products to overseas markets							
3.3	I have plans to develop new services / products							
3.4	I have plans to diversify into other business sectors							

END OF QUESTIONNAIRE

Thank you very much for participating in this study. Your input is greatly appreciated and all responses remain confidential at all times.

APPENDIX B: COVER LETTER

Cultural values and entrepreneurial growth motivation: a focus on township enterprises in Tshwane.

Dear Sir/Madam,

My name is Tshepiso Kgapola, a Masters of Management in Entrepreneurship and New Venture Creation Student at the University Of Witwatersrand Business School (Wits Business School), Johannesburg. My MM research title is: “Cultural values and entrepreneurial growth motivation: a focus on township enterprises in Tshwane”. The overall objective of the research is to understand the relationship between cultural values and their impact on growth motivation within entrepreneurial ventures in township economies.

As an entrepreneur in a township in Tshwane, you are invited to participate in my research by completing the accompanying questionnaire. The questionnaire is divided into three sections each designed to collect data on different variables as described below. Section 1 asks questions about you and your business venture. Section 2 asks questions about your values. Section 3 asks questions relating to your plans to grow your business. The questionnaire consists of 35 questions and should take you about 20 minutes to complete.

What will happen if you choose to participate in the research?

1. The research does not present any risk/harm to you if you participate.
2. You are requested to sign a consent form indicating that you are voluntarily agreeing to participate in the research. Please ask any questions you might have before signing the consent form.
3. Your responses to all questions are greatly appreciated and there are no wrong or right answers. However, you may decide not to answer some questions and or to stop answering the questionnaire at any stage.

4. You are free to ask for clarifications of any question that you may struggle to understand.
5. This research is for academic purposes only and the results from the study will be reported only in my thesis and journal articles. Your responses remain strictly confidential and will not be shared with anyone else. The questionnaires from this research will be kept for 5 years for further research after which they will be destroyed.

What will happen if you choose not to participate in the research?

1. Participation in the research is voluntary and you will not be forced to complete the questionnaire.
2. There is no penalty or effect on your part should you choose not to complete the questionnaire. The research study was approved unconditionally by the Wits Business School research panel. Should you have queries related to the research, please feel free to contact my supervisor, Dr. Jabulile Galawe at jabulile.galawe @wits.ac.za

You may directly request copies of the results of the research to me on 072 498 7815 or 856244@students.wits.ac.za/ tshepiso.digaconsulting@gmail.com.

Thank you,

Tshepiso Kgapola

APPENDIX C: CONSISTENCY MATRIX

Analyse the impact of basic human values and their relationship with entrepreneurial growth motivation in Tshwane township entrepreneurial ventures.							
Sub-problem/Aims	**Literature Review**	**Hypotheses or Propositions**	**Research questions**	**Variables (Independent and Dependent)**	**Source of data**	**Type of data**	**Analysis**
Analyse the type of relationship between basic human values and entrepreneurial growth motivation.	Schwartz, 1992; 2003; Schwartz and Bilsky 1987; Licht 2007; Hofstede, 1980, 2001; Freytag and Thurik, 2010; Dobewall and Rudnev, 2014; Umaña-Taylor et al., 2001; McClelland, 1961; Kelley, Singer and Herrington, 2016.	**H_1**: There is a positive relationship between self-enhancement cultural values and entrepreneurial growth motivation. **H_{1a}**: There is a positive relationship between power values and entrepreneurial growth motivation.	What type of relationship exists between dimensions of basic human values and entrepreneurial growth motivation?	IV1= Basic Human Values	Survey data gathered through the questionnaire. Questions: 2.1 to 2.21	Interval	Exploratory Factor analysis, PCA, Descriptive statistics, Correlation
				DV1= Entrepreneurial growth motivation	Survey data gathered through the questionnaire. Questions: 3.1 to 3.		

		$H_{1b:}$ There is a positive relationship between achievement values and entrepreneurial growth motivation. **H_{2}**: There is a positive relationship between openness to change cultural values and entrepreneurial growth motivation. **$H_{2a:}$** There is a positive relationship between Hedonism values and entrepreneurial growth motivation. **$H_{2b:}$** There is a positive relationship between Stimulation values and entrepreneurial growth motivation. **$H_{2c:}$** There is a positive relationship between Self-Direction values and					

		entrepreneurial growth motivation. **H_3**: There is a positive relationship between self-transcendence cultural values and entrepreneurial growth motivation. **$H_{3a:}$** There is a positive relationship between universalism values and entrepreneurial growth motivation. **$H_{3b:}$** There is a positive relationship between benevolence values and entrepreneurial growth motivation. **H_4**: There is a positive relationship between conservation cultural values and entrepreneurial growth motivation. **$H_{4a:}$** There is a positive relationship between Tradition values and					

		entrepreneurial growth motivation. **H_{4b}**: There is a positive relationship between Conformity values and entrepreneurial growth motivation within. **H_{4c}**There is a positive relationship between security values and entrepreneurial growth motivation.					
Determine the basic human values with the most impact on entrepreneurial growth motivation.	Schwartz, 2003; Schwartz and Bilsky, 1987; Licht 2007; Hofstede 1980, 2001; Freytag and Thurik, 2010; Urban, 2006; Noseleit, 2013; Venter and Urban, 2015; Umaña-Taylor et al., 2001.	**H_5**: Conservation cultural values have the most impact on growth motivation in township entrepreneurial ventures.	What dimensions of basic human values have the most impact on entrepreneurial growth motivation?	DV2=Entrepreneurial growth motivation IV2=Basic human Values	Survey data gathered through the questionnaire Question: 2.1 to 2.21 and Question: 3.1 to 3.4	Continuous, Dichotomous, Nominal, Ordinal.	Descriptive Analysis, Correlation Analysis, Multiple regression analysis

APPENDIX D: RESPONSES ON CULTURAL VALUES

Self-transcendence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	46	30.9	30.9	30.9
	1.20	24	16.1	16.1	47.0
	1.40	15	10.1	10.1	57.0
	1.60	18	12.1	12.1	69.1
	1.80	9	6.0	6.0	75.2
	2.00	12	8.1	8.1	83.2
	2.20	8	5.4	5.4	88.6
	2.40	7	4.7	4.7	93.3
	2.60	5	3.4	3.4	96.6
	2.80	2	1.3	1.3	98.0
	3.20	1	.7	.7	98.7
	3.80	1	.7	.7	99.3
	5.60	1	.7	.7	100.0
	Total	149	100.0	100.0	

Self- enhancement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	26	17.4	17.4	17.4
	1.25	19	12.8	12.8	30.2
	1.50	12	8.1	8.1	38.3
	1.75	12	8.1	8.1	46.3
	2.00	15	10.1	10.1	56.4
	2.25	16	10.7	10.7	67.1
	2.50	15	10.1	10.1	77.2
	2.75	12	8.1	8.1	85.2
	3.00	6	4.0	4.0	89.3
	3.25	5	3.4	3.4	92.6
	3.75	1	.7	.7	93.3
	4.00	2	1.3	1.3	94.6
	4.25	1	.7	.7	95.3

	4.50	1	.7	.7	96.0
	4.75	1	.7	.7	96.6
	5.50	2	1.3	1.3	98.0
	5.75	1	.7	.7	98.7
	7.00	2	1.3	1.3	100.0
	Total	149	100.0	100.0	

Self-conservation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	44	29.5	29.5	29.5
	1.33	23	15.4	15.4	45.0
	1.67	24	16.1	16.1	61.1
	2.00	18	12.1	12.1	73.2
	2.33	11	7.4	7.4	80.5
	2.67	10	6.7	6.7	87.2
	3.00	5	3.4	3.4	90.6
	3.33	5	3.4	3.4	94.0
	3.67	3	2.0	2.0	96.0
	4.00	1	.7	.7	96.6
	4.67	1	.7	.7	97.3
	5.00	1	.7	.7	98.0
	5.67	1	.7	.7	98.7
	6.00	2	1.3	1.3	100.0
	Total	149	100.0	100.0	