

https://dspace.org/

Women's social entrepreneurship: a bridge to social development and local economic growth in Gauteng, South Africa

Montse, Mmabatho Priscilia

2023
University of the Witwatersrand, Johannesburg
https://hdl.handle.net/10539/40275
Montse, Mmabatho Priscilia .(2023). Women's social entrepreneurship: a bridge to social development and local economic growth in Gauteng, South Africa [Master's dissertation, University of the Witwatersrand, Johannesburg].

Downloaded from a DSpace repository. https://dspace.org/



WOMEN'S SOCIAL ENTREPRENEURSHIP: A BRIDGE TO SOCIAL DEVELOPMENT AND LOCAL ECONOMIC GROWTH IN GAUTENG, SOUTH AFRICA

by

MMABATHO PRISCILIA MONTSE

STUDENT NUMBER: 1540012

DISSERTATION

Submitted in partial fulfilment of the requirements of the

MASTER OF MANAGEMENT IN PUBLIC POLICY

WITS UNIVERSITY

Supervisor: MS LIHLE NGCOBOZI

FEBRUARY 2023

Table of Contents

ABBRREVIATIONS *5*

DECLARATION *6*

ACKNOWLEDGEMENTS *7*

ABSTRACT *8*

CHAPTER 1: INTRODUCTION AND OVERVIEW OF THE STUDY *10*

1.1 Introduction **10**

1.2 Background of the study **11**

1.3 Problem statement **13**

1.3 Research purpose **13**

1.4 Research questions **14**

1.5 Research objectives **14**

1.6 Chapter outline **14**

1.7 Summary **15**

CHAPTER 2: LITERATURE REVIEW *16*

2.1 Introduction **16**

2.2 Overview of social entrepreneurship in South Africa **16**

2.4 Women and social entrepreneurship **18**

2.5 Challenges faced by women in entrepreneurship **19**

2.6 The impact of women's social entrepreneurship on society **21**

2.7 The role of women's social entrepreneurship on economic development **23**

2.8 The sustainable livelihood approach and social entrepreneurship **24**

2.9 Women's empowerment and mentorship **25**

2.9.1 Mentorship 26

2.9.2 Women's leadership in social entrepreneurship 27

2.10 Conceptual framework **28**

2.11 Summary **29**

CHAPTER 3: RESEARCH METHODOLOGY *30*

3.1 Introduction **30**

3.2 Research paradigm **30**

3.3 Research approach **30**
3.4 Research design **31**
3.5 Target population **32**
3.6 Sample and sampling method **32**
3.7 Data collection **34**
3.8 Trustworthiness in qualitative research **34**
3.9 Data analysis **35**
3.10 Ethical considerations **35**
3.11 Conclusion **36**
CHAPTER 4: INITIAL RESEARCH FINDINGS AND DATA INTERPRETATION ***37***
4.1 Chapter introduction **37**
4.2 Results **37**
4.2.1 Demographic Information 40
4.2.2 Participants' hobbies and interests 44
4.2.3 Participants' attributes 45
4.3 Financial model of businesses **47**
4.4 Role of women's entrepreneurship in promoting community social development 49
4.5 Impact of women-led social enterprises on local economic growth 55
4.11 The impact of women's social entrepreneurship on empowerment and leadership of women 64
4.12 Chapter summary **68**
CHAPTER 5: KEY DISCUSSIONS FROM RESEARCH FINDINGS ***69***
5.1 Chapter introduction **69**
5.2 Research findings summary **69**
5.3 Research implications: Comparison of research findings and existing literature **71**
5.4 Role of women's entrepreneurship in promoting social development 71
5.5 Impact of women-led social enterprises on local economic growth **73**
5.6 The impact of women's social entrepreneurship on the empowerment and leadership of women 74
5.7 Chapter summary **75**
CHAPTER 6: SUMMARY, CONCLUSIONS AND THE WAY FORWARD ***76***
6.1 Introduction **76**
6.2 Summary of the study **76**
6.3 General conclusions **76**
6.4 The way forward: In practice **77**

6.5 Future research 77
REFERENCES 79
ANNEXURE 1 – SEMI STRUCTURED RESEARCH QUESTIONNAIRE 87
ANNEXURE 2 – CONSENT FORM 89

ABBRREVIATIONS

SDG	Sustainable Development Goal
SLA	sustainable livelihood approach
USA	United States of America

DECLARATION

I, Mmabatho Priscilia Montse with student no. 1540012, hereby declare that this treatise for Master of Management is my own work and that it has not previously been submitted for assessment or completion of any postgraduate qualification to another university or for another qualification.

Name Mmabatho Priscilia Montse
Signed ……
Date 04 February 2023

ACKNOWLEDGEMENTS

I would like to express my deepest gratitude to my late mother, Motshilisi Amelia Montse, who continues to inspire my determination and courage. I am grateful to my ancestors who have held me with so much tenderness. I am thankful for the support of Mangoane Keneuoe Rose Matete, especially when I've been overwhelmed.

Thank you to my supervisor Ms Lihle Ngcobozi. Your guidance has been most helpful. I would also like to extend my sincere thanks to my research participants, women who are doing great work in their respective fields. May you continue to be light bearers.

I would like to acknowledge all the women whose leadership and authenticity has guided me throughout my career and personal development.

To the inspirational women I have crossed paths with: Jackie Williams, Candy Tothill, Prof. Geci Karuri-Sebina, Dr Darlene Miller, Lerato Gunguluza, Melanie Conroy – you're unforgettable.

Finally, here's to strong women. May we know them. May we be them. May we raise them.

ABSTRACT

The South African government and the private business sector have been unable to create employment opportunities that meet the population's needs. In light of this, entrepreneurship has become an essential catalyst for growth in the small, medium and micro enterprises (SMME) sector and a driving force behind the rapid expansion of social development (Li, Yaoqi, Huang, Songshan, Song, Lihong, 2020). It is in this context that social enterprises are a logical approach to bridging the economic gap.

According to Canestrino, Cwiklicki, Magliocc and Pawelek (2020), the definition of social entrepreneurship is often unclear because of the lack of consistency, gaps in the literature and competing theoretical frameworks. Teasdale, McKay, Phillimore and Teasdale (2011), however, state that social enterprises often start off as community projects used by social entrepreneurs in their quest for change; the same authors also point out that these individuals are mainly active in the social and gender equality, human rights and environmental areas. According to literature, a social enterprise may describe a wide range of enterprises in different industries in the business, government and non-profit sectors. Social entrepreneurs are characterised by strong moral and ethical commitment, leadership, enthusiasm, a passion for meeting social needs and a sensitivity to environmental issues. While social entrepreneurship is developing, women's leadership and entrepreneurship styles – which often lend themselves to socially conscious ways of doing business – are rarely explored (Davis & Abdiyeva, 2012). Women's social entrepreneurship as a bridge between local economic growth and social development has been given little consideration. This study was conducted in this context of women's leadership in social entrepreneurial activities and these activities supporting social development.

The purpose of this study was to examine the impact that women leading social enterprises has on the social development of their communities. By applying a gendered analysis, a feminist framework and entrepreneurship perspectives, the researcher sought to explore how female social entrepreneurs lead, empower others and contribute to local economic growth in their communities. The study adopted the interpretivism research philosophy and qualitative research approach, and used the interview research strategy. Semi-structured interviews were used to collect data from participants with extensive experience in this field. The data collected from these interviews were processed using thematic analysis.

Themes such as empowerment, leadership, mentorship and social development emanated from the participants' understanding of their roles in society and indicate that women's social entrepreneurship positively transforms society and sociocultural order. Overall, the participants highlighted that women can bring about social development through leadership and entrepreneurship and could have more impact if they received more support. It was found that the participating female social entrepreneurs' goals and objectives in establishing their enterprises were to bridge the inequality gap and create and improve accessibility to opportunities for women and minority groups. The findings of this study suggest there is a need to expand the scope of research on women's social entrepreneurship in the context of developing economies.

CHAPTER 1: INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 Introduction

South Africa has been reported to be one of the world's most unequal countries, with an overall unemployment rate of 28,48% and a youth unemployment rate of 55,97% in 2021 (Statistics South Africa, 2021). It is in this context that entrepreneurship is such an essential catalyst for growth in the small, medium and micro enterprises (SMME) sector and for the rapid expansion of social development (Li, Huang and Song, 2020). Li, *et al.* (2020) further state that entrepreneurial activity boosts the development of societies, positively affects national wealth creation and increases employment in a country. With this said, Sarfaraz, Faghih and Majd (2014) argue that entrepreneurship alone is not sufficient to transform the economy. They state that various factors, such as the quality, gender composition and type of entrepreneurial activity, are critical for high impact entrepreneurial outcomes. Furthermore, Li *et al.* (2020) indicate that factors such as culture, government regulations and country-level public policies play a significant role in fostering and enhancing entrepreneurship at both national and individual levels. Considering these circumstances and the fact that both the South African government and the private business sector are unable to create employment opportunities which meet the population's social needs, social enterprises are a logical intervention to solve social problems, achieve economic growth and strengthen development (Kerrin, Myres; Mamabolo , Anastacia; Mugadza, Nyasha; Jankelowitz and Lauren, 2018).

While social entrepreneurship is developing, women's leadership and entrepreneurship styles – which often lend themselves to socially conscious ways of doing business – are rarely explored (Davis & Abdiyeva, 2012). Despite policymakers and academics agreeing that there is an essential link between economic growth, development, and the transformative nature of women's entrepreneurial activity there is limited literature that demonstrates the impact of women's leadership in social entrepreneurship, (Akter, Rahman & Radici, 2019). By applying a gendered analysis, a feminist framework and entrepreneurship perspectives, the researcher sought to explore how female social entrepreneurs lead, empower others and contribute to local economic growth in their communities. The study adopted the interpretivism research philosophy and qualitative research approach and used the interview research strategy. Semi-structured, virtual interviews were used to collect data from participants

located in the Johannesburg and Pretoria region of Gauteng with extensive experience in the social entrepreneurship field.

1.2 Background of the study

Recent years have seen a rise in the establishment of enterprises which have social purpose and meaning, and organisations that focus on creating solutions for societal problems while generating revenue to ensure future sustainability (Kerrin et al., 2018). The definition of social entrepreneurship is unclear due to a lack of consistency and existing gaps in the literature (Canestrino *et al.*, 2020). Furthermore, Canestrino *et al.* (2020) state that the competing theoretical frameworks of concepts such as social outreach and entrepreneurship, which form the basis of social entrepreneurship, have introduced varying ways to approach social entrepreneurship. Despite this difficulty, Canestrino *et al.* (2020:113) define social entrepreneurship as "the activities and processes undertaken to discover, define, and exploit opportunities to enhance social wealth by creating new ventures or managing opportunities in existing organisations in an innovative manner". Teasdale, McKay, Phillimore and Teasdale (2011) state that social enterprises often start off as community projects used by social entrepreneurs in their quest for social change, and further point out that these individuals are mainly active in the social and gender equality, human rights and environmental areas. In fact, "social enterprises" may describe a wide range of enterprises in different industries in the business, government and non-profit sectors. Furthermore, the common thread uniting social enterprises is the desire of their founders to use their personal values and business skills to reap social, environmental and economic benefits (Columbia University, 2020).

In this way, social entrepreneurs are inspired by transformational societal needs. Unlike commercial entrepreneurs who serve markets that can pay for their innovation, social entrepreneurs target underserved, disadvantaged and neglected communities who would otherwise not realise transformation on their own (Martin & Osberg, 2017). Furthermore, Sharma and Bhat (2019) point out that in emerging economies such as South Africa, where gender and economic inequality are prevalent, social entrepreneurship can be a tool for developing social competence and reducing inequality. According to Haugh and Talwar (2014), social entrepreneurship is an ethical alternative to commercial activity, with a focus on offering solutions to varied

social problems, and provides efficient mechanisms for generating environmental, economic and social value. For Gandhi and Raina (2018), social entrepreneurship is strikingly different in that it focuses on the innovative use of resources to explore and exploit opportunities that sustainably meet social needs. Therefore, one can look at social entrepreneurs as agents of change in a society: individuals who devise new approaches to solving social problems by challenging traditional interventions, identifying opportunities missed by others and generating innovative solutions that are not only profitable but also change society for the better (Gandhi & Raina, 2018).

Social entrepreneurs are characterised by strong moral and ethical commitment, leadership, enthusiasm, a passion for meeting social needs and a sensitivity to environmental issues. These traits and their link to community and social transformation are often used to describe the ways in which female entrepreneurs approach their social entrepreneurial activities. This is juxtaposed with the dominant masculine approach to entrepreneurship which focuses largely on strong egos, money and material achievement and limits emotional responses (Benavides-Espinosa & Mohedano-Suanes, 2012).

It is against this backdrop that Kimbu and Ngoasong (2016) suggest that encouraging more women to participate in both social and economic entrepreneurial activities is desirable. They claim that women's participation promotes development through increased employment opportunities, economic activity and transformation. Furthermore, Sarfaraz *et al.* (2014) state that women's active participation in all aspects of life, including contributing to social and economic development, largely depends on the advancement of gender equality. Evaluating women's leadership in social entrepreneurial activities and how these activities support social development was the motivation of this study. This research aimed to determine, through a gendered analysis, the impact of women-led social enterprises on social development. This was achieved by assessing female social entrepreneurs' leadership styles and their contributions to the development of their local economies.

1.3 Problem statement

Women's entrepreneurship tops the agendas of many international development organisations and is a key focus area for civil society organisations (Martin & Osberg, 2017). While social entrepreneurship is developing, women's leadership and entrepreneurship styles – which often lend themselves to socially conscious ways of doing business – are rarely explored (Davis & Abdiyeva, 2012). This is even though researchers in the field have demonstrated that approaches to entrepreneurship are gendered (Benavides-Espinosa & Mohedano-Suanes, 2012), as are cultural and societal values and expected norms. Despite discourse on gender equality, socialisation norms have an impact on the ways in which men and women determine their contributions to society.

As indicated in the introduction, some researchers submit that women's sensitivity to social problems in their communities is a result of the inequalities they have experienced themselves. Therefore, a gendered analysis of social entrepreneurship allows us to determine how female social entrepreneurs contribute to the development of their societies on more than simply an economic level. In addition, research indicates that economic growth alone cannot eradicate poverty, and social entrepreneurship provides entrepreneurs with opportunities to engage with communities and include them in their own development (Harris, 2000). The literature further states that community development requires both indirect and direct inclusive economic activities in order to bring about a long-lasting shift in the mindset of communities and thereby improve their environments (Bahmani-Oskooee, Galindo, & Mendez, 2019). Despite policymakers and academics agreeing that there is an essential link between economic growth, development and the transformative nature of women's entrepreneurial activity there is limited literature that demonstrates the impact of women's leadership in social entrepreneurship, (Akter, Rahman & Radici, 2019). This study aimed to determine how women's social entrepreneurial activities promote social development.

1.3 Research purpose

The purpose of this study was to examine the impact that women leading social enterprises has on the social development of their communities. A gendered analysis, feminist framework and entrepreneurship perspectives will be used to explore how

female social entrepreneurs lead, empower others and contribute to local economic growth in their communities.

1.4 Research questions

The primary research question of the study was:

- How do women's entrepreneurial activities promote social development in their communities?

The secondary research questions of the study were:

- To what extent do women's entrepreneurial activities promote social development in their communities?
- How do women-led social enterprises contribute to local economic growth?
- What intersection between women's social entrepreneurship and women's empowerment can be brought about through leadership and mentorship?

1.5 Research objectives

The study sought to achieve the following objectives:

- To investigate how women's entrepreneurial activities promote social development in their communities.
- To determine how women-led social enterprises contribute to the economic growth of their communities.
- To explore the intersection between women's social entrepreneurship and women's empowerment through leadership and mentorship.

1.6 Chapter outline

Chapter 1: This chapter provided an overview of and background to the study, stated the problem and framed the research questions and objectives.

Chapter 2: This chapter will review the literature relevant to the concept of social entrepreneurship, the importance of women in social entrepreneurship, the challenges facing women and the theoretical framework of the study.

Chapter 3: This chapter will present the methodology applied to conduct this research and the design used to gather the primary data of the study.

Chapter 4: This chapter will present initial research findings and data interpretations.

Chapter 5: This chapter will present, key discussions from research findings.

Chapter 6: This chapter will present the study's conclusions and recommendations.

1.7 Summary

This chapter provided an overview of the study, discussed its background and outlined the problem being investigated, the relevance of the study, and the research questions and objectives. The chapter that follows will review the literature to build a theoretical framework for women's entrepreneurial activities and their contribution to social and economic development.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The previous chapter provided an overview of the study. This chapter will review secondary sources of data, such as research journals, articles, conference papers and textbooks. Littlewood and Holt (2018) suggest that both the literature and research on social entrepreneurship in South Africa remain relatively sparse. This chapter will review the literature available on the concepts, key debates and framings of social entrepreneurship, women and entrepreneurship, the importance of women in social entrepreneurship, the challenges faced by women in entrepreneurship and the impact of women's social entrepreneurship on social and economic development. The study will contribute to the knowledge and understanding of social entrepreneurship and the nuances of gender and entrepreneurship in South Africa. This research may assist policymakers in reviewing policy regarding the funding of social enterprises, specifically women-founded social enterprises.

2.2 Overview of social entrepreneurship in South Africa

Social entrepreneurship in South Africa can be traced back to the apartheid era: The first cooperative was formed in Pietermaritzburg in 1892 and during this period, South Africa also developed a strong civil society and tradition of social activism (Cheteni & Mah, 2019). The concept of social entrepreneurship started growing in the academic field leading to the formation of the Centre for Social Entrepreneurship and the Social Economy (CSESE) in 2010 at the University of Johannesburg (Serrat, 2017).

According to Littlewood and Holt (2018), business has a key role to play in South Africa's transformation and development, and this includes not only traditional for-profit businesses (particularly through corporate social responsibility [CSR] activities) but also social enterprises which combine economic and social objectives, with the latter built into their operating models. In addition, in line with global trends and developments in the rest of Africa, there is increasing interest in and engagement with social entrepreneurship and innovation in South Africa as mechanisms through which to address the complex "wicked" sustainable development problems of climate change, inequality and unemployment.

2.3 The concept of social entrepreneurship

Social entrepreneurship is often confused with entrepreneurship. According to Mbiti (2015:55), entrepreneurship is defined as “innovation which entails a purposeful and organised search for deviations whilst systematically analysing the economic and social opportunities that may be availed by such deviations”. Entrepreneurship, therefore, requires willingness from an individual to take risks by venturing into new spheres, and innovation and proactivity in exploring and tapping into new opportunities.

This study, however, focuses on social entrepreneurship. According to Haugh and Talwar (2014), social entrepreneurship offers an ethical alternative to entrepreneurial activity, with an agenda focused on offering solutions to varied social problems and providing efficient mechanisms for generating environmental, economic and social value. It is gaining traction around the world as a means of employment that enables women to assert themselves in the workplace and improve their economic and social status. According to Bornstein and Davis (2010:103), a social entrepreneur is someone who:

> “[targets] an unfortunate but stable equilibrium that causes the neglect, marginalization, or suffering of a segment of humanity; … brings to bear on this situation his or her inspiration, direct action, creativity, courage, and fortitude; and … aims for and ultimately affects the establishment of a new stable equilibrium that secures permanent benefit for the targeted group and society at large”.

According to Cassim and Karadio (2014), social entrepreneurs are agents of change in the social sector, by:

- adopting a mission to create and sustain social value (not just private value);
- recognising and relentlessly pursuing new opportunities to serve that mission;
- engaging in a process of continuous innovation, adaptation and learning;
- acting boldly without being limited by resources currently in hand; and
- exhibiting heightened accountability to the constituencies served and for the outcomes created.

For Gandhi and Raina (2018), social entrepreneurship focuses on the innovative use of resources to explore and exploit opportunities that sustainably meet social needs. Thus, one can look at social entrepreneurs as catalysts for society; as individuals who devise new approaches to social problems by challenging traditional interventions, identifying opportunities missed by others and generating innovative solutions that are not only profitable but also able to change society for the better (Gandhi & Raina, 2018). Social entrepreneurship is the process of doing business in a sustainable manner by pursuing both social and economic wealth (Zolan, 2014). Social entrepreneurship, commonly defined as "entrepreneurial activity with an embedded social purpose", has become an important economic phenomenon at a global scale (Zott & Ammit, 2018:1). Although social entrepreneurs usually start with small, local efforts, they often target problems that have a local expression but global relevance, such as access to water, promoting small business creation or waste management (Zolan, 2014). The innovative solutions that social entrepreneurs validate in their local context are often replicated in other geographies and can spark new global industries. Social entrepreneurship thus has profound implications in the economic system: it creates new industries, validates new business models and allocates resources to neglected societal problems (Gandhi & Raina, 2018).

2.4 Women and social entrepreneurship

Over the past decade, women's entrepreneurship has been developing and growing around the globe, with differences from one nation to another. According to Davis (2012), women often venture into social entrepreneurship for more than just financial reasons. In the same vein, Gandhi and Raina (2018) explain that women create social enterprises in order to support and empower other women through education, job creation, training, counselling, healthcare, skills development and combating gender stereotypes, giving these empowered women a voice in their communities. Davis (2012) further states that women in social entrepreneurship identify the areas in which women and girls are lacking and introduce new methods of tackling these gaps. Irene (2016) highlights that in the modern day, this kind of entrepreneurship has emerged as an alternative employment option for women; the evolution of the labour market has prompted a significant number of women to create their jobs in order to successfully balance work and family life, satisfy personal ambitions or find projects that makes sense and create value for society and the world at large.

Although social entrepreneurship has garnered attention among researchers, the integration of gender into this research remains minimal, with little data on women in social entrepreneurship (Foy Connor & Bent-Goodley, 2016). With this said, reports have shown higher participation rates of women than men in the not-for-profit sector and indicate that globally, women are better represented in social enterprises than men. This is attributed to women typically being closer to societal issues in both their personal lives and careers (Foy Connor & Bent-Goodley, 2016). This is supported by Nair (2019), who claims that women-led entrepreneurial initiatives empower other women and encourage economic growth and social development. Similarly, Rosca, Agarwal and Brem (2020) state that literature on entrepreneurship has reported on how women's entrepreneurship alleviates poverty and boosts economic growth. Furthermore, Rosca *et al.* (2020) state that women's social entrepreneurship is transformative in nature and attribute this to the leadership style of women, which is embedded in values, support and concern for the collective and a holistic approach to development which nurtures the physical, emotional, intellectual and spiritual.

At first glance, this line of reasoning might be perceived as essentialist.However, the argument posits that generally, women are closer to sociopolitical issues due to their marginalisation and, by virtue of this, they tend to explore social entrepreneurship through this lens (Foy Connor & Bent-Goodley, 2016). This does not mean that men do not share these sentiments, but they are found to be more pronounced for women due to gender norms and constructs. From the initial idea, throughout the development process, and during business operations and venture growth, women's entrepreneurial initiatives are embedded in a complex and multilayered cultural environment (Foy Connor & Bent-Goodley, 2016). Thus, gender and culture interact dynamically, shaping gender role expectations and identities, and the economic and social environment in which women's entrepreneurship operates (Hattab, 2014).

2.5 Challenges faced by women in entrepreneurship

Financing is one of the biggest constraints on entrepreneurship as an income-generating activity, particularly during the early stages of business development (Hattab, 2014). It is a major challenge for women in entrepreneurship, due to lack of savings for use as capital when starting a business, or lack of access to sources of funding to lack of collateral and limited access to land. According to Dacin (2011), social enterprises and organisations are more focused on social value creation and it

is very challenging to monitor their expectations and achievements. As a result, the organisations that offer financial assistance are criticised for marketing and supporting economic value-creation organisations over those which strive for social value creation (Hattab, 2014). Hattab (2014), further states, since social value is not easily measured, it is also not easily communicated to stakeholders, whether they be governments and politicians, funding bodies or the public – hence the difficulty in obtaining funding. In addition, the social entrepreneur's objective and mission is purely social in nature and it can be very challenging to remain committed to the original mission of the enterprise (Dacin, 2011).

Hattab (2014) explains that the nature and manner in which social entrepreneurship is currently being marketed could be a hindrance to the success and development of the field. The marketing of social entrepreneurs puts much emphasis on the individual accomplishments of the founders, who then receive funding and are celebrated, at the expense of the social activities of organisations and teams of diverse stakeholders, resulting in a narrow view of the field of social entrepreneurship (Spear, 2006). The majority of social entrepreneurs are developed in the local communities and societies in which the problem originally occurs, and these initiatives do not move outside of their locality because the problem or the issue at hand is usually specific to the local community (Spear, 2006). In addition, social entrepreneurship faces the challenge of underlying motivation: Most people face a dilemma where they must choose between starting a commercial venture that can make a huge profit and starting a social venture that has ethical and social value (Dahshan, 2012). Although there *are* selfless people who genuinely care about helping society without much emphasis on making a profit out of their businesses, these usually make up a small percentage of any population (Sud, 2009).

According to a study by Allie and Human (1997) on women's entrepreneurship in South Africa, the enterprises owned and managed by women face a range of challenges in the internal and external environment. These challenges range from the lack of basic skills and education related to running a business, juggling between family and business responsibilities, and the absence of mentorship opportunities. According to the Department of Trade and Industry (2016), gender inequality is a big challenge. Women in South Africa still don't enjoy the same liberties and benefits as South African men do. Most of the female entrepreneurs in South Africa have been

excluded from access to credit, ownership of land, educational opportunities and skills development. To overcome the lack of basic skills required to successfully manage their ventures, women-led enterprises receive most of their assistance and support during the initial stage from family – a source of help trusted by women (Allie & Human, 1997). Similarly, Nair (2019) argues that women face major challenges when needing to access training, business credits and value information on the management of their ventures.

In addition, women have to balance family and business responsibilities, which can make running a business even more demanding (Nair, 2019). When founding and running an enterprise, women are not relieved from their family and household responsibilities; they remain the primary parent, emotional nurturer and housekeeper (Dahshan, 2012). Depending on the stage of business development, a female entrepreneur may have to adopt several roles as a result of changes in her family, business and personal life (Nair, 2019).

2.6 The impact of women's social entrepreneurship on society

The collapse of communism, and the rise of capitalism, has had a negative impact on social justice, leading to the rise of social entrepreneurship as a vital global concept (Dempsey & Sanders, 2010). This is where we have seen the emergence of a sector that attempts to tackle social injustices that have long been neglected by most organisations locally, regionally and globally (Dempsey & Sanders, 2010). Finding and implementing solutions to such problems is therefore critical to our continued survival as a species on planet earth.

Over the past decade, South African women have become more involved in crucial functions in the country, such as government and policymaking; however, the majority of South African women are unemployed and some engage in entrepreneurial activities as a survival strategy and to create something of value to society (Miller & Wesley, 2010). South African female entrepreneurs are involved in survivalist activities like sewing cooperatives, candle making, farming of chickens, arts and crafts and most play a significant role in the socio-economic well-being of the communities they are a part of (Miller & Wesley, 2010). The South African government has recognised their contribution to their communities and rewarded them by giving them support and

promoting a change in attitude towards the meaning of work (Women in Africa Doing Business, 2008).

Social entrepreneurs play a pivotal role in job creation, stimulating economic growth, reducing poverty and raising the living standards in communities (Nieuwenhuizen, 2003) . South African female entrepreneurs play a part in the development of the economy, but their contributions have not been adequately supported and developed. The establishment of small businesses by female entrepreneurs provides economic stability and more opportunities to participate in economic activities, creating employment (Nieuwenhuizen, 2003). According to Thurik and Wennekers (2001), small businesses are both a means of entrepreneurship and a source of employment and income. The businesses that are owned by female entrepreneurs play a substantial role in the South African economy by alleviating poverty and improving welfare, and they are a source of job creation and wealth accumulation. Female entrepreneurs play a crucial role in society's effort to meet basic needs and help rural families, disadvantaged groups and the disabled (Thurik & Wennekers, 2001).

Job creation increases as each small business strives to help disadvantaged groups, achieve credibility in the tendering process, comply with Black Economic Empowerment (BEE) policies and contribute significantly to alleviating poverty (Ntsika Enterprise Promotion Agency, 2000). In addition, Littlewood and Holt (2015), Taylor and Triegaardt (2018) and Lombard (2019) posit that entrepreneurial activities have created new job opportunities for women and have emerged as a key aspect of developmental strategy in low-income societies. Social entrepreneurship is gaining traction around the world as a means of employment that enables women to assert themselves in the workplace and improve their economic and social status by influencing public policies, societal attitudes and sociopolitical processes (Raniga, 2016). "Entrepreneurial activities facilitate social and economic transformation in low-income communities with a focus on civil, political, economic, social and cultural rights" (Raniga, 2016:17). In South Africa, women in urban areas have discovered opportunities where they can network and engage in cooperatives to generate income and sustain livelihoods (Raniga, 2016).

2.7 The role of women's social entrepreneurship on economic development

Women's entrepreneurship is one of the pivotal subjects in entrepreneurship research, and the establishment of new business organisations has become a vehicle for social and economic development (Brush, 2013). Brush (2013) explains that entrepreneurship is now a fundamental element of economic and social development since it is a key factor in promoting economic growth and in the fight against financial insecurity and poverty. There has been a recent growing interest in women's entrepreneurship as research suggests that fewer than 10% of entrepreneurship studies focus on female entrepreneurs (Ennis, 2019) and even fewer critically examine entrepreneurship from a feminist perspective. Ennis (2019) further states that the intersection of gender and entrepreneurship – and how this informs our understanding of economic relations, entrepreneurship ecosystems and socio-economic change – broadens the agenda of women's social upward mobility and economic transitions, and legitimises their entrepreneurial engagement.

Entrepreneurship is seen by the South African government as a fundamental driver of development and job creation (Chinomona & Mazirir, 2015). Chinomona and Mazirir (2015) state that South African economic policy places high value on entrepreneurship as an important tool that can enable the country's economic transformation from a developing one to a developed one. However, Verheul and Thurik (2000) argue that entrepreneurship alone cannot be a determinant of growth. The 2018 Global Entrepreneurship Monitor (GEM) report indicates that South Africa's small, medium and micro enterprises are mostly owned by women, and the number of these women-owned businesses is more than three times that of the number of large businesses owned by men. In addition, the report shows that in South Africa, women's entrepreneurship could be pivotal in unlocking economic growth, provided targeted effort is made to back female entrepreneurs. The GEM report also states that due to factors such as fewer business-oriented networks, lack of capital and assets, and the responsibility of looking after a family, women face far more significant difficulties in becoming entrepreneurs than men do (Herrington & Kew, 2018). According to GEM report women are more likely than men to be involved in entrepreneurship out of necessity; men are more opportunity-driven. This may be attributable to the fact that women and girls globally are at greater risk of pervasive poverty than men, with fewer

opportunities to obtain a better education, run a business or be in a leadership position (Social Impact Consulting, 2017).

As a result, social enterprises are clustered in gender-stereotyped industries that attract women because they are socioculturally accepted, reflecting many of the same issues across different world economies (Social Impact Consulting, 2017). GEM (2018) reported a decrease in female opportunity-driven entrepreneurship from 71.6% in 2016 to 65.7% in 2017, but an increase in female necessity-driven entrepreneurship from 27.1% in 2016 to 34.3% in 2017 (Herrington & Kew, 2018). Despite this, female-owned enterprises have yet to be acknowledged as a source of job creation (Bahmani-Oskooee *et al.*, 2019). Social Impact Consulting (2017) reports that social enterprises (more than commercial enterprises) empower women as recipients of their services and by creating employment opportunities. This supports the consensus in entrepreneurship research, which is that gender plays an intricate and substantial role in the choice of entrepreneurial activity and is linked to economic growth and development (Outsios & Farooqi, 2017).

The recent growth in the number of female entrepreneurs is said to be a result of the motivations, challenges, goals and aspirations, and identities of women, as well as their sensitivity to finding a balance between social and economic goals (Robichaud, LeBrasseur, & Nagarajan, 2010)This growth in women's entrepreneurship has led to additional benefits: the improvement of the status of women, improved family and community well-being, and the creation of businesses that prioritise societal goals (Haugh & Talwar, 2014). The United Nations has reported that an increase in women's involvement in the labour market is associated with an increase in national socio-economic development (United Nations Women, 2020). Terjesen, Bosma and Stam (2016) further state that these increased activities of women in entrepreneurship are associated with not only economic growth but also efficient business ecosystems and stronger communities.

2.8 The sustainable livelihood approach and social entrepreneurship

As an epistemological position that merges social development and the sustainable livelihood approach (SLA); principles such as human rights, active peoples' participation, facilitating strong supportive relationships between communities have the power to influence the achievement of entrepreneurship goals (Chant, 2014).

According to Chant (2014), the SLA is an approach that requires considering the purpose, scope and priorities of developmental activities. It is based on an evolving approach to the manner in which the underprivileged and vulnerable live and the role and significance of policies and institutions. In addition, Bansal and Sharma (2019) explain that the SLA assists in the creation of developmental activities which are people centric, responsive and participatory; the goal is multilevel programmes and partnerships with the public and private sectors that are dynamic and sustainable. Serrat (2017) argues that the SLA establishes a relationship between individuals and the environment which enables meaningful livelihood strategies; it does not replace other intervention frameworks such as participatory development, sector-wide approaches or integrated rural development. Furthermore, McFerson (2010) states that the SLA brought attention to the inherent potential of people in terms of their skills, social networks, access to physical and financial assets, and ability to influence core institutions. The SLA recognises that poor women often know and understand their challenges best and are better able to formulate solutions and strategies to overcome their own challenges than an outsider would be (Chant, 2014).

According to Ney (2014), entrepreneurship flourishes when it is exposed to social capital, human capital, financial capital and physical capital which essentially improve business performance and have a positive impact on sustaining households. Raniga and Seepamore (2017) explain that the connections, relationships, coalitions and networks created and developed in social entrepreneurial ventures have benefits beyond economic purposes, enforcing and driving sustainable livelihoods in poor households and uplifting these communities and societies. The SLA is considered a key strategy for changing the economic status of women in communities (Viser, 2011). The SLA was used for this study as it is a central premise that women must be involved in the formulation and implementation of public policies and projects that can improve their economic, social and environment circumstances. As such, building sustainable livelihoods is dependent on social networks, human capabilities and cooperation for mutual benefit (Lombard, 2015).

2.9 Women's empowerment and mentorship

Bayeh (2016) defines empowerment as a "multi-dimensional social process that helps people gain crontrol over their own lives" (Bayeh, 2016:37). Furthermore, Bayeh (2016) states that empowerment is a process that nurtures power in people, and

people use this power in their personal lives and in their communities to address matters they regard to be important. The same author defines women's empowerment as "women's ability to make strategic life choices where that ability had been previously denied them" (Bayeh, 2016:37). Therefore, empowerment is essential for the sustainability of women's benefits at individual, domestic, community and broader levels. The topic of women's empowerment intersects with the concept of gender equality, which is understood to be the rights, obligations and opportunities of individuals irrespective of whether they are born male or female; they are free to pursue their personal ambitions and make choices without limitations set by gender roles (Harris, 2000). Reaching gender equality is key in achieving the United Nations' Sustainable Development Goals (SDGs). These SDGs have three pillars: economic development, social development and environmental protection. Accordingly, the SDGs cannot be achieved without gender equality and women's empowerment (Bayeh, 2016).

2.9.1 Mentorship

According to Sosik and Godshalk (2000), there are established parallels between mentorship and leadership which describe leaders as individuals who create and manipulate culture and mentors as proxies who transfer the culture. Furthermore, the same authors argue that mentors assume leadership roles when they act in exemplary ways, shape values and define meanings for mentees (Sosik & Godshalk, 2000). In addition, Shek and Lin (2015) are of the opinion that successful leaders serve as mentors for their followers and further state that these leaders not only promote their followers' careers and personal growth, but also add to their development as future leaders.

According to Mullen (2004), some feminist theorists argue that the traditional forms of mentorship encourage subordination: mentors may be unconsciously regarded as elders who are wise and obligated to somehow "fix" protégées who, in turn, may be seen as unformed and inexperienced. Conversely, some feminists define mentorship between women as "mutually sustaining, cooperative work" that can be intimate and time intensive (Costello, 2015:6). To this end, the mentoring enactment theory suggests that individuals with similar ideologies are likely to engage in a mentorship due to their relational behaviours (Elliott, 2020). These complementary characteristics

may include personal goals and personality traits. Elliot (2020) further suggests that these people are likely to start and maintain a flourishing mentor–mentee relationship and that mentors are likely to actively invest in a mentorship if there is a noticeable reciprocation. Thus, the relationship is mutually beneficial. Furthermore, Costello (2015) citing bell hooks in her Teaching to Transgress states that “reflective feminist teachers and mentors are sites of possibility that can move beyond traditional boundaries of institutionalised politics of exclusion or marginalisation that adversely affect the overall status of women” (Costello, 2015:7).

2.9.2 Women’s leadership in social entrepreneurship

Women’s leadership in social entrepreneurship has the potential to revolutionise the concept of women’s empowerment since it is instrumental in shaping the lives of others. According to Klenke (2011), there are more female leaders in social entrepreneurship than in any other field since it is driven by compassion rather than capitalism. Kabeer’s (1990) theoretical framework on women’s empowerment focuses on social entrepreneurship as a tool to empower female leaders and give them a voice to promote gender equality and social change. The findings concerning women’s perception of leadership as an act of empowerment support the work of Rosener (1990): a study of how female and male managers describe their preferred leadership style. In addition, leadership in women’s entrepreneurship is an act of advocacy which entails supporting an idea, need, person or group. This is done using cognitive, emotional and behavioural strategies to influence attitudes, behaviours and decisions for the benefit of individuals and to promote organisational change or social welfare.

Although leadership is one of the most studied concepts of our time, it remains burdened with ambiguity and uncertainty as many scholars demonstrate contradiction between theory and practice (Klenke, 2011). For example, there is widespread literature that applauds women’s success in leadership, but there are also contradictory claims that women are unable to succeed in high-profile positions. Much of the research has been primarily focused on the differences between women’s and men’s styles of leadership and effectiveness (Pascale & Ohlson, 2020). Furthermore, Klenke (2011) states that the paradigms, methodologies and benchmarks that have been developed for the practice of leadership continue to shift as the body of knowledge concerning this concept expands. Moreover, Klenke (2011) says that

although there is no single poster child of leadership theory, scholars agree that leadership theory represents a bimodal approach to leadership: “democratic and autocratic, task- and people-oriented, or initiating structure and consideration of leadership styles” (Klenke, 2011:4). These models have been assessed in a gendered way, with recent studies showing that women are more likely than men to exhibit transformational leadership styles (Pascale & Ohlson, 2020). Pascale and Ohlson (2020) further state that additional research that provides insight into women’s and men’s leadership styles has been grounded in the social change model. When looking at concepts such as social responsibility and “change for the common good” to establish differences in the core values of the two genders, women scored significantly higher than men (Pascale & Ohlson, 2020).

2.10 Conceptual framework

A gendered analysis is a tool used to understand how gender is shaped by society. Using gendered ways of understanding the principles that influence both men’s and women’s decisions, actions and behaviours that conform to these socially constructed gender norms provides more comprehensive insight into leadership and how women perform social entrepreneurship (Pascale & Ohlson, 2020). Therefore, the author will lean on these theoretical perspectives to interpret how social entrepreneurship and leadership appear to female social entrepreneurs, how they are experienced by others, and the impact on social development and local economic growth. This study is underpinned by feminist theory, which aims to analyse the nature of gender inequality (Costello, 2015).

The pluralistic nature of feminist theory enables researchers to bring together diverse insights into women’s and social entrepreneurship, including those that describe the oppression of women, explain its causes and effects, and describe strategies for women’s liberation (Maseno & Kilonzo, 2011). Maseno and Kilonzo (2011) characterise liberal feminism by its emphasis on female subordination being rooted in a set of customary and legal constraints. They further state that social feminism weaves together different forms of women’s oppression, unearthing the complexity of female subordination. According to Norwood (2013), in African feminism, motherhood is viewed as necessary in the sum of human experiences, and women embrace their roles as economic providers and as mothers. Norwood (2013) further states that

African women use “their position [as] mothers as a basis of moral authority from which to argue for their inclusion in politics” (Norwood, 2013:225). They have also used their position to demand that the values of nurturing, sacrifice and justice be included in political practices.

To this end, Ali (2019) argues that the similarities and differences concerning women and men must be considered within established theories relating to entrepreneurship research. In addition, Akter *et al.* (2019) suggest that including feminist theory as an analytical framework in the contemporary study of female entrepreneurship, and as “culturally produced and reproduced social practices”, allows researchers to extrapolate their findings into multiple areas (Akter *et al.*, 2019:14). Furthermore, for Pettersson, Ahl, Tillmar and Berglund (2017), feminist perspectives seek social change to achieve egalitarian and just societies. Therefore, it is imperative to apply a gendered analysis when exploring the intersection between how female social entrepreneurs lead and empower others and how they contribute to local economic growth in their communities.

2.11 Summary

This chapter discussed the concept of social entrepreneurship, the challenges faced by women in entrepreneurship, and the social and economic impact of women’s social entrepreneurship. In addition, the SLA and social entrepreneurship were discussed. The following chapter will discuss the research methodology applied to gather the primary data of the present study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the specific process used by researchers to determine, choose, process and analyse information regarding the subject being investigated (Richard, 2017). The previous chapter reviewed the pertinent literature; this chapter will outline the research methodology used to collect the primary data of the present study. It will discuss the research paradigm and the design that was used, the target population, sampling, the instruments that were used to gather data, validity and reliability constructs, and the ethical considerations observed during the study.

3.2 Research paradigm

Positivism and interpretivism are the two major philosophies in research. According to Saunders & Lewis (2012), positivism is grounded on the view that the social world can be comprehended in an unbiassed way and that the researcher is an objective analyst who separates themself from their personal beliefs and values and works impartially (Denscombe, 2014). Positivism, as a research philosophy is aligned with quantitative research and the positivist researcher's main concern is to study factual and measurable variables under specific conditions (Saunders & Lewis, 2012).

Due to the qualitative nature of this study, the interpretivism research philosophy was adopted. Interpretivism recognises that people experience life in different ways as a result are capable of making different meaning; interpretivism studies those meanings. It concentrates on studying social phenomena in real-life environments (Saunders & Lewis, 2012). The interpretivist approach to research is particularly relevant in fields such as organisational behaviour as these fields present a set of conditions where people gather at a specific time to create a distinctinct social phenomenon in the place of work (Creswell, 2012). This aligns with the qualitative processes in research.

3.3 Research approach

According to Pattom (2015), the three note-worthy research methods are the quantitative approach, the qualitative approach and the mixed-methods approach. Quantitative research is founded on the measurement of quantity and the results are expressed using quantitative methods. In the quantitative approach data are subjected to rigorous, formal and rigid analyses in a quantitative. Quantitative research enables

accuracy through reliable and quantitative measurement, where sampling and design are control measures; making this method replicable; and a sophisticated statistical analysis method (Saunders *et al*, 2016). Quantitative research is linked with a deductive approach, the main objectives of which are to explain the causal relationship between two or more variables and gathering data from abstract concepts such that facts can be established from them (Cresswell, 2012).

Qualitative research, on the other hand, extends beyond measurements and numbers and delves into the consideration of feelings, emotions, impressions and perspectives (Gounder, 2012). The qualitative approach supports research processes that are not strictly studied or measured in terms of intensity, quantity or frequency (Gray, 2014). Qualitative research involves the collection and analysis of non-numeric data such as text, videos, transcripts or audio to understand concepts, opinions and experiences.

Finally, the mixed-methods approach is a blend of quantitative and qualitative research.

This study used the qualitative research approach as it is the best method for obtaining in-depth data, and the researcher wished to study the perceptions of the participants regarding the impact of women's entrepreneurial activities on social and economic development in their communities.

3.4 Research design

Research design is defined by Pattom (2015) as the strategy adopted by the researcher to combine various components of the study in a rational and consistent manner in order to ensure that the research problem is addressed effectively. Saunders *et al*, (2016), states that research design constitutes the outline for the gathering, measurement, and examination of data. There were various research designs for the researcher to choose from, which included correlational research, explanatory research, exploratory research and descriptive research (Igwenagu, 2016). Phenomenology in research is utilised because it allows researchers to explore and investigate the way human beings perceive specific phenomena. The researcher aimed to describe and interpret the experiences of female feminist leaders in order to have a deeper understanding of how their leadership styles have enabled them to adopt socially driven ways of performing entrepreneurship. The essence of the women's experiences were extracted from the data collected from the sample of

women. The narrative consisted of “what” they experienced and “how” they experienced the phenomenon.

3.5 Target population

According to Denscombe (2014), the number of possible participants that could be included in the research study is the target population. The target population of the study comprised self-made female entrepreneurs aged 30 to 45 years in the city of Johannesburg, South Africa.

When in the field, the researcher realised that they had to broaden the geographical area and age group of the target population due to the limited number of potential participants between the ages of 30 and 45 years based in Johannesburg. To have a broad enough sample of participants with adequate experience (a minimum of five years) in social entrepreneurship, the researcher decided to include female social entrepreneurs aged 30 to 60 years in Johannesburg and Pretoria.

3.6 Sample and sampling method

The researcher used purposive or non-probability judgement sampling to select the participants. Purposive sampling allowed the researcher to select the sample based on the knowledge held by the researcher and the researcher’s ability to choose participants who were deemed suitable to partake in the research (Saunders *et al*, 2016). The researcher also broadened the age range of the participants to ensure that the information was gathered from knowledgeable people in order to get an in-depth understanding of the experiences of female social entrepreneurs within the context of the research aim.

The researcher started by identifying possible participants through a social media search for Johannesburg- and Pretoria-based South African female social entrepreneurs who had at least five years’ experience in the field. Initially, the researcher targeted women aged 30 to 45 years; however, the range had to be adjusted to women between 30 and 60 as older women were found to be much more active and had more experience in the field of social entrepreneurship. The years of experience required assisted with strengthening the credibility of the research participants.

The researcher contacted 15 female social entrepreneurs, 11 of which responded positively. The other four cited lack of time as a reason for the inability to participate. The researcher conducted 11 interviews, but only used 10 due to the poor quality of the audio file of participant 11.

The sample population represented female social entrepreneurs with adequate and diverse experience in the field of this study and met the following criteria:

1. Founders and/or appointed directors of organisations operating as social enterprises;
2. Between the ages of 30 and 60 years; and
3. Occupying roles in different sectors of the economy, with more than five years' experience leading a social enterprise.

The researcher had semi-structured virtual interviews with the participants, 75% were black and 25% were white. The participants' experience as social entrepreneurs ranged between 6 to 25 years, with 65% having between 16 to 25 years' experience in this field.

The participants' experience ranged from educationalists in the early childhood development and basic education fields, appointed directors, and founders of consulting firms in corporate strategy design, business development, executive search and recruitment, and training. Some participants held roles as CEO's, social scientists, and activists with experience if the fields of monitoring and evaluation, finance, research analysis, science, technology, engineering and mathematics education and international human rights and gender equality activism. In the interviews, the researcher observed how all the participants expressed their curiosity for learning, in both formal and informal settings; with 10% of the research participants holding a diploma, 20% holding an undergraduate degree, 20% holding a postgraduate degree and 50% hold a master's degree. The participants came from different family backgrounds: some grew up in poverty, which often inspired their commitment to their schoolwork; some were in middle-class families with a strong political and entrepreneurial influence.

3.7 Data collection

Due to the Covid-19 pandemic restrictions, the data collection was achieved through virtual semi-structured interviews at times that were convenient for the participants. The semi-structured interview method is widely used in feminist research as it helps to convey a deeper feeling of closeness to research participants, a prerequisite for achieving the goal of revealing women's experiences and perceptions of social entrepreneurship. Interviews are an effective research tool for researchers using feminist approaches who are interested in exploring the experiences of women and the contexts that organise their experiences. The interviews were recorded and the researcher took notes during the sessions. In addition, the researcher also used existing feminist theories and literature in social entrepreneurship to provide a conceptual framework for the analysis of the data.

Before the interviews, the researcher sent the research participants a simple questionnaire to identify their demographic characteristics, check their availability, and confirm their willingness to participate and communicate their experiences and views articulately and reflectively.

The interview questions are attached as Annexure 1.

3.8 Trustworthiness in qualitative research

According to Nahid (2013:598), "reliability is the extent to which the results are consistent over time, and validity determines whether the research instrument measures what it intends to measure and how truthful the results are. To ensure research of high quality, the following criteria were observed":

- *Credibility:* The researcher must connect the study's findings with reality in order to establish the truth of the research findings (Saunders *et al*, 2016). To ensure credibility, the researcher was open and transparent with the participants about the research and its procedures. Additionally, the data collected from the analysis were not manipulated during study.
- *Transferability:* Describes the degree to which the results can be transferred to other settings or contexts with other participants (Creswell, 2012). To ensure transferability, the researcher provided a detailed and robust account of the data collection experience, the research context and assumptions that were central to the research.

- *Dependability:* Determines the consistency and repeatability of the results of a study (Denscombe, 2014). The researcher, examined all the interpretations and conclusions to confirm that they were in alignment with the data.
- Confirmability: This refers to how objective the research is during collection of the and analysis of the data (Someth & Lewin, 2011). Confirmability was enhanced by making sure to reflect each participant's voice. In addition, data collection and analysis were performed using appropriate methods that enabled the research question to be answered.

3.9 Data analysis

The primary data from the semi-structured interviews were analysed using thematic analysis. Thematic analysis was appropriate for this research as the researcher sought to understand the experiences, behaviours and perceptions of the participants from the data (Kiger & Varpio, 2020). The researcher applied a deductive approach, which involved exploring themes and existing theory described in the literature review (Alhojailan, 2012). This allowed the researcher to cross-reference existing concepts from the literature reviewed and link the opinions of the participants to these concepts, comparing them with the data collected. This required the researcher to familiarise themselves with the data and assign preliminary codes to the data that helped them describe the content (Kedinger, 2012). The researcher searched for themes in the coded data from the interviews and reviewed those themes. In addition, the researcher particularly searched for themes such as empowerment, leadership, mentorship, social development and economic growth, whilst remaining open to exploring others that may appear. These themes were defined, named and used to research report generated by the researcher.

3.10 Ethical considerations

Kumar (2011) defines ethics as established principles and values considered acceptable and appropriate by a specific group. Ethics boards in research provide principles and values for all academic researchers conducting studies. Saunders *et al*. (2016) explains that an academic researcher needs to adopt recommended ethical standards, norms and principles to ensure that the research is conducted in a professional way and unharmful to the population. The ethical considerations during

research seek consent, avoid bias, maintain confidentiality, ensure anonymity and require permission to conduct research.

In the present study, every research participant was required to sign an informed consent letter (Annexure 2) which informed the participants of the nature, purpose and objectives of the study. Additionally, an informed consent letter is used to ask the participants to take part voluntarily and confirmed they'd be permitted to discontinue at any point if they felt uncomfortable.

Creswell (2012) adds that anonymity is about safeguarding the identity of the participants and ensuring that the information collected cannot be linked to the participants. To ensure anonymity, the research questionnaire did not include questions and statements that required the participants to provide their personal identification data. Confidentiality is an ethical practice that is designed to safeguard the privacy of human subjects while gathering, examining and reporting data (Saunders *et al*, 2016)

Data collected for this research were used for the purpose of this study only and the data were accessed by the researcher only. The interview schedules were stored in a locked cabinet and will be saved there for five years and thereafter destroyed using a shredding machine. The researcher will delete the audio records after atleast 5 years from date of recording.

3.11 Conclusion

This chapter outlined the research design and methodology used to gather the primary data of the study. The study adopted the interpretivism research philosophy, qualitative research approach and used the interview research strategy. The researcher also used existing literature to develop a theoretical framework and to build the conceptual model for this research. Furthermore, the existing literature assisted the researcher in synthesising the research findings. In addition, the chapter also explained the sampling that was used, the research instrument, how data were collected and the ethical considerations that were observed during the study. The next chapter will present the analyses of data and discussion of the results.

CHAPTER 4: INITIAL RESEARCH FINDINGS AND DATA INTERPRETATION

4.1 Chapter introduction

This chapter presents the results of the interviews conducted in this study and offers an explorative discussion of the findings. The results section describes the data collected from the eleven participants in response to the research questions per the specified themes. The discussion section compares the collected data with the existing literature to help generate objective research inferences. The researcher also reflects on the concepts introduced in the literature review, establishing coherency and reinforcing objectivity while generating the research conclusions. In short, this chapter presents and discusses the study's findings.

4.2 Results

This section explores the participants' viewpoints, feelings, customs and approaches to the research subject. It was essential to understand the motives behind how the participants approach entrepreneurship. In their responses, the participants shared their experiences as female social entrepreneurs, sharing personal stories about their upbringing, their observations of society and the values they hold, which inspired their choice of vocation. In addition, the participants described the challenges they experience as social entrepreneurs and the impact these challenges have on the communities the entrepreneurs serve.

This section highlights each participant's standpoint and views, which have been collated without manipulation or adjustments to build credibility, reflecting scientific rigour and the quality of the research findings (Noble & Smith, 2015). As described by Rosenthal (2016), direct and critical participant quotations have been embedded in this section to augment the research's authenticity and support the highlighted themes and sub-themes.

An inductive thematic analysis process was adopted, where the researcher correlated the research questions with the transcribed interview responses to generate semantic and latent themes. In qualitative research, reliable and valid data analysis must incorporate semantic themes, clear and surface data meanings, and latent themes. A

researcher adopts inferential standpoints to uncover in-depth assumptions, meanings and generalisations.

The individual interview recordings' transcripts allowed the researcher to apply textual analysis and made coding easier. From the transcribed interview recordings, the researcher explored the responses to identify themes and patterns that match the research objectives. Next, the identified codes were classified into themes and sub-themes concerning the research objectives, as shown in the table below. Finally, the researcher integrated the themes to write the final report, which formed a critical section of the collected data.

Inductive thematic analysis

Research Question	Theme	Sub-themes
Research question	Demographics	Hobbies and interests, self-inspiration
To what extent do women's entrepreneurial activities promote social development in their communities?	Role of women's entrepreneurial ventures in promoting communities' social development	Women's leadership and social development
		The implication of women's personal values on social development: positioning women for social impact through social *entrepreneurship*
How do women-led social enterprises contribute to local economic growth?	Impact of women-led social enterprises on local economic growth	Women's access to economic opportunities: *countering male dominance, disruptors in social entrepreneurship*
		Funding women-led social enterprises
		Role of government in supporting women-led social enterprises
What possible intersection between women's social entrepreneurship and women's empowerment can be achieved through leadership and mentorship?	The implication of women's social entrepreneurship on women's empowerment and leadership	Mentorship
		Capacity-building

4.2.1 Demographic Information

While the researcher selected a sample of 15 female social entrepreneurs, only 11 of them participated, implying a 70% response rate. Information relating to the demographics of the participants, as well as other information relating to their personal lives, is presented in this section. This is of particular importance as the information provides insight into the versatility of women who engage in social entrepreneurship.

Notably, the range of their work experience was comprehensive:

- mathematics
- impact entrepreneurship
- teaching
- finance
- international human rights activism
- traditional healing
- training management
- research analysis
- business development
- executive search and recruitment
- corporate strategy design
- monitoring and evaluation
- social entrepreneurship
- science, technology, engineering and mathematics education, and
- business management.

4.2.1.1Currently the participants occupy the following roles:

Participants list and roles

Participant	**Years of Roles**
Participant 1	Educationist with over 10 years of experience and who currently holds a position as principle and director of an online high school
Participant 2	Director and CEO of a hospice with over 20 years of experience
Participant 3	Founder and CEO of an executive search company, life coach and published author with over 15 years of combined experience
Participant 4	Clinical psychologist, executive coach and founding director of a not-for-profit organisation with over 24 years of experience in the field of education, currently completing a PhD in neuroscience
Participant 5	Independent human rights, development and facilitation practitioner with 25 years of experience as an activist in the HIV/AIDS and gender equality areas
Participant 6	Executive director of an early education and literacy organisation, with over 30 years of experience working as a funder in the early childhood development

	sector and with not-for-profit organisations
Participant 7	Country director and founding member of a global organisation supporting women in entrepreneurship; a strategic communications expert with more than 25 years of corporate communications experience, 10 of which were spent in the African mining sector
Participant 8	Founding director of a cosmetics manufacturing company and natural hair clinic using indigenous plants; politician and activist with over ten years of experience in the field of communications
Participant 9	Mathematician; founding director of a monitoring and evaluation consultancy, and of a structured mentorship and empowerment programme for girls, with over eight years of experience as a social entrepreneur
Participant 10	Founding director of a leading importer and distributor of innovative, hands-on educational products, with over 30 years of experience in education
Participant 11	Teacher by training, with more than 15 years of experience; owner of a business that offers experiential, experimental,

	design and building courses that apply science, technology, engineering, arts and mathematics (STEAM) principles to develop skills such as complex communication, critical creative thinking and collaboration

Tables 4.1 to 4.4 present the participants' demographics in figures and percentages.

Table 0-1. Participants' racial groups

Racial Group	Frequency (n)	% of total
Black	9	75
White	3	25
Other	0	0
	12	**100**

Table 0-2. Participants' age groups

Age Groups (years)	Frequency (n)	% of total
21–30	0	0
31–40	2	20
41–50	5	40
51–60	5	40
	12	**100**

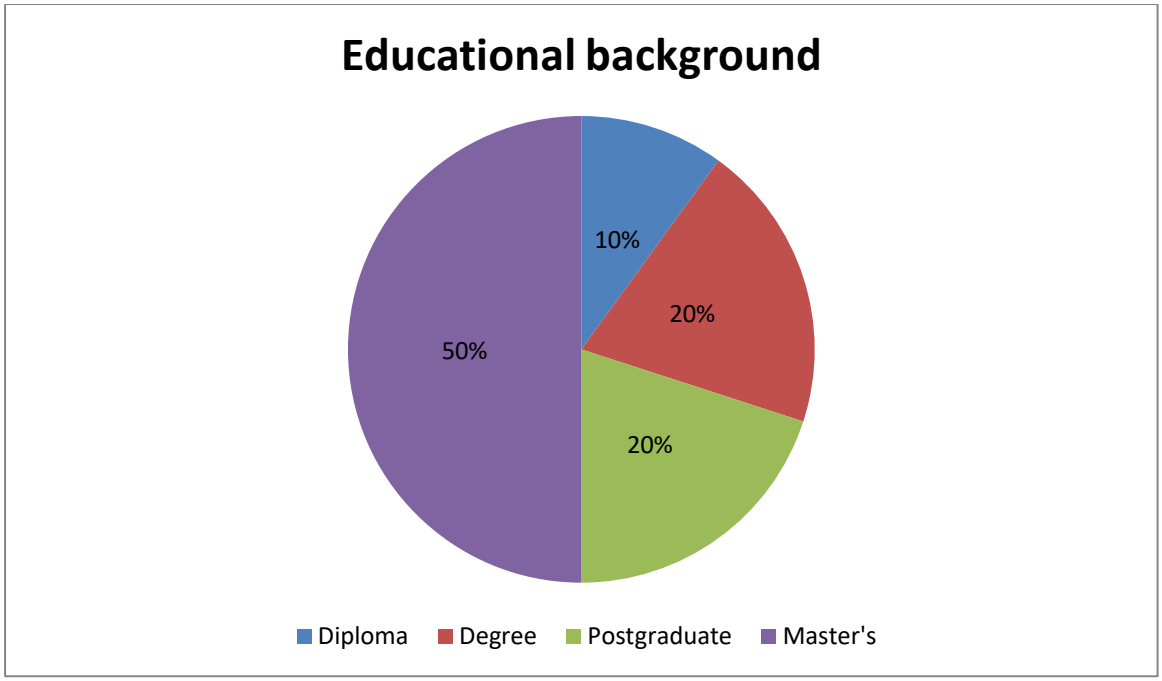

Figure 0-3. The participants' educational backgrounds

Table 0-1. Participants' years of experience

Years of Experience	Frequency (n)	% of total
0–5	0	0
6–10	1	10
11–15	3	25
16–25	8	65
	12	**100**

4.2.2 Participants' hobbies and interests

The researcher started the questionnaire by probing into the participants' personal stories with questions such as:

1. Please tell us something about yourself (hobbies, family).
2. What would you say inspires you?
3. Lastly, please tell us about your educational background.

The introductory questions of the interview were constructed in order to identify who the participants were as individuals and their life experiences, and how these may have influenced their values. According to Schwartz (2022), values establish

motivational basis, influencing people's involvement in different areas of life. He further states that some of the most important values held by social entrepreneurs are self-transcendence and openness to change (Schwartz, 2022). In addition, Sotiropoulou, Papadimitriou and Maroudas (2019:1) state that "the other two predictors for social entrepreneurship values are social skill and honesty values".

The participants' hobbies ranged from writing and studying, reading research on the subject of the mind, human behaviour, spirituality and human history to being a wildlife ranger, going to the gym and the movies, relaxing with friends and family, and golf and other sports.

> Participant 2: *"But my hobby is in wildlife. So I'm a ranger at the Pilanesberg Game Reserve and I think one day when I retire, I'll take my hobby into a second career."*
>
> Participant 9: *"I grew up in a township. I was born in Soweto. And so, a lot of the kids that I grew up with didn't get the fantastic opportunities that I got. And I thought, if there's some way that I can pay back or pay it forward to them, then I'll do it."*

The participants value community and all had a sense of "wanting to make a difference", (Participant 1). The participants were born in different provinces in South Africa. Those whose parents were involved in politics left the Republic of South Africa (RSA) as children to move to countries such as the United Kingdom (UK) and the United States of America (USA) during the political instability in the 1980s.

> Participant 1: *"So, yeah, I think for me, there was a dissonance of sorts, like the sort of why certain people live a particular way, and why do others live a certain way? You know, why are there poverty-stricken communities? And why are there super wealthy communities, you know, so. So I was in this space really trying to understand and figure this out."*
>
> Participant 6: *"I became a Christian, sort of a committed Christian, at a young age, which is really what centred an influenced and sort of maybe chartered the path for who I was, my values, how I view life, and alongside maybe high consciousness to injustices, and, you know, poverty around me."*

The participants came from different family backgrounds: some grew up in poverty, which often inspired their commitment to their schoolwork; some were in middle-class families with a strong political and entrepreneurial influence. Two participants were married; the rest were single women, mostly divorced, with older children.

4.2.3 Participants' attributes

This study specifically addressed how female social entrepreneurs survive in their enterprises. All of the research participants identified as female, which fits in with the research purpose since the researcher needed female participants to conduct this research.

Table 4-1 shows that 75% of the research participants were black and 25% were white. With the black community having suffered the substantive sociocultural and economic implications of apartheid, the representation was effective for the study. Although it was not one of the objectives to highlight racial differences, doing so helped identify latent themes in the research.

Table 4-2 indicates that none of the research participants were less than 30 years old, 20% were between the ages of 31 and 40 years, 40% between the ages of 41 and 50 years, and 40% between the ages 51 and 60 years. This means that the majority of participants were between the ages of 41 and 60 years.

Figure 4-3 shows that 10% of the research participants hold a diploma, 20% hold an undergraduate degree, 20% hold a postgraduate degree and 50% hold a master's degree. This indicates that for the women who participated in this study, education has been critical in empowering them to engage in social entrepreneurship.

When asked about her educational background, Participant 2 said that although she could not pursue studying at a university when she was younger, she now keeps herself busy in two ways: "*The first thing is writing and studying. And when I say writing and studying, I write a number of journals, etc. for various publications*."

When asked about her personal values, Participant 4 said that through her company she has established an education trust, stating that because of her values, her company cannot *"just be a brand that makes money; it must be a parent that makes a difference in this very challenging situation that our people are finding ourselves in".*

When asked about her background, Participant 3 said that she was grateful that her last employer encouraged her to complete her Master of Business Administration (MBA) degree: "*I decided to listen and I did that. And I'm also grateful for that. [There*

are] always people you find in your life that [play] a key role. It might have looked minor, but it was a huge role in terms of the direction that you would take."

Participant 10 shared: *"I've always worked in education and with communities around the country from 1986 onwards. So I've always had a sense of needing to provide something in those communities because it was such a disaster at the time."*

Although some of the participants did not specifically mention their education in this context, most of them had pursued postgraduate qualifications.

Table 4-4 indicates that all participants had over five years of experience: 10% had between 6 and 10 years of experience as social entrepreneurs, 25% had 11 to 15 years of experience and 65% had 16 to 25 years of experience. Among the women interviewed in this study, the largest percentage had extensive experience as social entrepreneurs.

4.3 Financial model of businesses

In the research questionnaire, under the theme of economic opportunities and growth, the participants were asked various questions relating to opportunities and the financial models of their businesses, including:

1. How did you fund your business?
2. How sustainable is the financial model of your business?

Forty percent of the participants started their enterprises as non-profit organisations, but they changed their business models to strengthen their financial sustainability and reduce reliance on government funding. These founders said they could not rely on donor funding, and finding investors proved difficult due to some of their requirements. However, this did not deter them and they found creative ways of generating income to enhance the financial sustainability of their enterprises. About 65% of the participants said that because their enterprises were based on a service offering, they did not have high operating costs and were, therefore, not too exposed to risks.

> Participant 2: *"I took over the hospice five years ago, and it was really not doing well, they were virtually bankrupt. The hospital side of it was closed. So we only had home-based care. And what we did slowly, but surely was to diversify our income stream, and I built up the social enterprise. So a lot of our funds are raised by ourselves. We don't depend too heavily on donor funding and we also don't depend on the Lotteries fund. And since I started five years ago, we still haven't received one single cent from the Department of Health, even though I've got an 18-bed hospital now. We opened the hospital in October 2020. And we're doing well, a sustainable financial model."*

> Participant 6: *"… the nature of these social enterprises will always require external funding to some extent, you know, and we don't believe there's enough because if you are not-for-profit, even though you really need to be generating income, it's whatever you get you reinvest into the organisation so that you're able to reach out to more children or all the women, whatever the audience or target beneficiary of your services is. So it's just the interplay between corporate, government or community, and even self generation, I mean, a lot of us would want to have those endowments, you know, that you're able to generate income and let the social enterprise carry on, because the nature of this is that it benefits society you know, in a huge way, it's not just about you getting profits and pocketing."*

A further 20% of the participants stated they have had to offer other services through their enterprises to have a diverse income stream. Two more participants said they had to ensure that their clients paid 60% of the service's value before starting any work. In this way, their clients were funding the business. The participants, in one way or another, said they always ensure they have a lean business model where their operating expenses are far less than the income of their enterprises.

> Participant 9: "*Um, well, my particular financial model has always worked lean, and I'm a believer of a lean business model. So I really would make sure that my expenses are far less than my income, which has really allowed me to sustain a career in entrepreneurship for so long. Businesses differ, you know. I think someone in admin services doesn't really need that much capital. But someone in products, you know, would need initial capital to start off a project. And so, if I was in a product service where I got a contract today, and it wanted me, it needed me, rather, to start implementing next month, but I'd only get paid off, maybe halfway through implementation, but implementation needed a million grand, right, that would need me to go out and find initial funders. And so being in a service industry, I think I'm*

fortunate in the case that I don't really need to have that much of a capital to start a project you know, because my resource is really my skills."

Participant 1: *"… my agenda there was to change that and make a social enterprise so that we could generate our own income and not have so much reliance on donations. And so we created different income streams. We sold the books they were already creating in the different languages instead of giving them away. We created a market stream where we could sell them and we had the books at CNA stores across the country."*

4.4 Role of women's entrepreneurship in promoting community social development

Through the interviews, this study sought to relate women's involvement in business to social development. Social development is the extent of inclusivity in building individual well-being in society (Government of New Brunswick, 2009). This is particularly pertinent to this study because women, especially in Africa, form a vital component of the vulnerable population and the international community, national policy frameworks and non-governmental organisations seek to develop their well-being (Benavides-Espinosa & Mohedano-Suanes, 2012). The researcher is of the opinion that women are better positioned to know what interventions other women – as historically disadvantaged in society – need in their communities. Since the target population of this study consisted of women involved in social entrepreneurship, establishing their influence in uplifting other women, and society in general, is a vital aspect of achieving the research aim. The researcher considered the participants' approach to leadership and how their personal values may have driven their entrepreneurial activities to determine their impact on social development.

In order to identify themes linked to leadership and community involvement, the researcher asked the participants various questions about their perceptions of leadership and what differentiates their style of leadership from that of their male counterparts. In addition, their understanding of mentorship relationships was explored. These concepts will be further discussed in the sections below.

4.4.1 Women's leadership and social development

When defining leadership, the participants agreed that the right approach to managing human resources should capitalise on stakeholders' welfare rather than personal

empowerment. To be more specific, the argument that every business leader's decision-making board must prioritise society was made by all participants. They all agreed that a critical difference exists between a leader and a manager because a leader inspires other people to be better than they are. The participants highlighted that leadership is about serving the people more than anything else and that individual accomplishment is not a measure of leadership capabilities.

When asked how they perceive leadership, some of the participants said;

> Participant 1: *"Leadership is about providing direction, not imposition of power. A leader is there to provide strategic direction."*
>
> Participant 3: *"So for me, it's about driving towards that vision and making optimal use of the skills, knowledge, strengths and the competencies of the team you are working with, always with a view on the vision and never making it personal and trying to gratify your my own personal agendas or needs, but always putting the vision upfront."*
>
> Participant 4: *"My understanding of leadership is your ability as an individual to show up in whatever space of influence and help people to see their own worth and value in achieving a particular goal. So I see leadership as an enabler for achieving something bigger than any individual can …"*
>
> Participant 5: *"… leadership is relational. First of all, you have to be able to lead yourself and to lead others you have to be able to see them. You have to have a relationship with them. You have to be able to inspire them and support them. So in my view, leadership is not positional, or authoritative. It's very relational."*

More than seven participants highlighted that leadership facilitates the achievement of something bigger than an individual goal. Its tenets cut across different organisational structures, whether corporates, non-profit organisations, churches or communities. In different ways, the participants mainly defined leadership as an individual's ability to positively influence society by improving people's worth and abilities to achieve specific goals. The participants agreed that leadership must be transformational and positively change society and people's behaviour. One participant highlighted that a leader must be a vision-driver and optimise the team's skills, knowledge, strengths and competencies. Another participant argued that a leader must be intuitive enough to understand people's aspirations in order to realise their personal goals while matching them with those of the organisation. Leadership must be an avenue where

people serve others rather than depriving them of reaching their potentials and capacities.

When asked about the differences in leadership between males and females, the participants differed in their views on the gender implications of leadership, with 8 out of 11 highlighting critical differences in how men and women utilise leadership spaces. Most of the participants described female leaders as being less driven by ego and more modest when compared to their male counterparts. They noted that while men are more dominant and more driven by the accumulation of power, women are more collaborative and compassionate, managing individuals from a humanistic point of view. They also found that men are interested in telling people what to do rather than inspiring people.

The following answers were recorded in response to the question, “What would you say are the differentiators between you and your male counterparts from a leadership perspective?”

> Participant 11: *"I think men want to be heard and seen as the leader rather than … let other people be seen and lead."*
>
> Participant 2: *“And I think males are a lot more invested in ego competition, looking good. Yeah, maybe just the male chauvinistic approach to leadership: They have a lot more interest in telling people what to do rather than inspiring people to go ahead and to do out of their own free will. And I think that's what differentiates women and men.”*
>
> Participant 9: *“Actually, for me, the notion has to be demystified … that there's a difference between the way males and females lead, because I've seen … there's a notion out there that women lead with compassion. And they lead with the hearts as opposed to the head; they’re more caring, etc. I've also seen a notion that men lead more with the head. And so they don't show any compassion; they're very hard. Which is not true, because I've seen men who lead with the heart as well. And I've seen women who lead with the head, and not as compassionate. So I don't think I personally would want to answer that and say there's a difference between myself and the male counterpart, because there are males who really lead with the heart, and who lead with compassion. And I've had the pleasure of working with those that also lead with their head and are more rigorous in the leadership. Right, but they also are women like that as well. So yeah, I don't think anyone fits into a certain mould.”*

The participants explained that while men enjoy the top leadership positions in South Africa, they cannot equal women in fostering social development because of the latter's inherent desire to positively influence society. They believe that women lead with more compassion, with their hearts instead of their heads. One of the participants explained that besides the chauvinistic assumptions that men are natural leaders, women have an outstanding ability to treat subordinates as human beings, including showing empathy and compassion. Another participant noted that women are social leaders – their power is inherent – and they do not pride themselves in directing like men do. Rather, they are ready to listen to subordinates and make decisions with significant social implications instead of seeking to satisfy their egos.

Some participants used family responsibilities to justify women's excellent performance in managerial positions:

> Participant 3: *"Society grooms men and women differently, with the latter having the freedom to humanise situations and show feelings, a capacity that is evident in helping individuals to realise their potentials."*
>
> Participant 11: *"I think women can be quite compassionate and have much empathy because they take care of families many times."*

One the other hand, three participants argued that leadership is directional, relational and not defined by gender. Specifically, one of the participants contended that society defines the scope of men and women in leadership from a socialisation standpoint, losing objectivity and creating unnecessary differences. She explained that gender is the least of the considerations when evaluating leadership. What defines a good leader is the ability to deviate from egocentrism and work with subordinates to serve the community.

> Participant 3: *"Leadership is the ability to offer direction rather than the rule with power, which is evident among many men (and women) leaders in politics and other spaces."*
>
> Participant 6: *"It is not just a proliferation of women in leadership positions. It is what sort of women you have because some of them would be mimicking some of these wrong things that we see our male counterparts doing."*

4.4.2 Positioning women for significant social impact through social entrepreneurship

When asked how different enterprises can be operated to have a more positive outcome for society, the participants mentioned that government must immediately remove the need for scorecards on corporate social investment (CSI) compliance measurement as they are often used as a way to tick boxes without monitoring impact. In addition, there must be accountability regarding budgets allocated for and spent on community upliftment programmes. Furthermore, there must be enough monitoring and evaluation to assess the programmes' impact.

> Participant 2: "*There should definitely be more accountability in terms of how CSI funds are spend, because a lot of CSIs will spend that money where they get the most bang for their buck. If you ask the question, 'In which way did you spend your CSI money?', they will say we funded a school in which there are 1000 pupils with R20,000, but if they say they funded a hospice for R20,000 which only has 18 beds, just understand how it sounds. It's the manner in which we evaluate what the money was spent on, I think, that is inherently wrong."*

Enterprises must identify the industry and master it, embrace opportunities that present themselves, innovate more from their core strengths and find out if it makes sense for them to broaden or diversify their expertise. One participant noted that those with capital must build enterprises around socialist ideas and innovate to meet social needs in order to solve community problems. Businesses must be built to build one another up because, by so doing, they will create chains of dependency, enabling them to grow together. She added that there should also be a shared value model.

> Participant 8: *"Enterprises must be built around socialism because entrepreneurs need to be solving society's problems."*

> Participant 5: "*Financial institutions can investigate how they empower those individuals to make better financial decisions. Upskilling needs to be done in businesses from the bottom up because by upskilling a community, a business is upskilling its future clients and ploughing into its community."*

According to participant 5, this allows for a better economy with a good return on investment (ROI) for businesses. One of the participants mentioned that if people can operate without paying bribes, they will be successful, and a more integrated society that benefits everybody – not just the elite – will be realised.

It also became clear that for women to play a central role in social development, they should collaborate to make their engagements more impactful. As one participant

explained, many women focus on their investment's implications rather than the financial gains – an aspect evident in the education sector where many own small institutions. All the participants were in agreement that the right approach to business operations is to strive to foster positive social implications. One participant emphasised that investors must evaluate the impact of their ideology and only validate capitalist ideas that have social merit. According to the data from the interviews, the target must be to have business ideas that, besides being profit-oriented, also attract substantive social gains. The socialist element of a business is not capitalism-oriented but focuses on helping vulnerable communities to upscale and live better life.

> Participant 5: *"While operating the right business model, we look after each other's interests and care for each other."*

The participants agreed that while social enterprises undergo significant challenges affecting the sustainability of their operations, many have a purpose that keeps the founders persistent. Their investments, whether in the education, health or other sectors, experienced substantive operational disruption during the Covid-19 pandemic and they had to consider restructuring in order to encourage sustainability. It seems that the financial challenges of the market do not favour black female entrepreneurs and this is one of the key challenges affecting the sustainability of the businesses. Many enterprises that rely on donations from social movements and other interested parties to sustain their operations are hindered in their goals of independent governance and sustainability. However, the participants agreed that intentionally running the enterprises to reinforce positive social implications is what keeps them striving towards sustainability.

4.4.3 The impact of women's values on social development

Humanising the business environment by treating people well is vital for social entrepreneurship to translate into social development. Many participants, especially those who are black women, grew up amid substantive economic struggles characterised by adverse racial segregation, which built the desire to fight inequalities and bring about change. They described their involvement in leading social enterprises to be rooted in the desire to foster a positive influence, especially the reduction of social injustices like gender and race inequalities. For many, this was influenced by their own personal stories of having experienced injustice, exclusion or prejudice earlier in their lives.

Participant 5, for example, grew up in a foreign country and experienced exclusion because of race. Throughout her career she has been inspired to make opportunities available to people of colour and historically excluded groups.

> Participant 5: *"My values include equality: equality of opportunity, equality of access, and equity in the sense that you have to redress the gaps that have been historically created. Growing up as a black refugee child in the USA taught me about how people treat others, and how people treat difference."*

Other participants explained how poor upbringing was a critical motivator to venture into social entrepreneurship. Although some participants did not experience extreme poverty as children, they all related their involvement in business as seeking to make a difference in people's lives. One participant highlighted that her socialist values inspired her to start a business that prioritised women in its value chain and employed women who would not need to be dependent on men, thereby reducing their likelihood of experiencing gender-based violence. Although this particular motivator is not related to the present study, the researcher believes it may be useful to note that this particular participant experienced sexual abuse twice in her life.

> Participant 9: *“Having grown up in a chauvinistic society, I have grown to be a black feminist who operates in the corporate world but is inclined to support social entrepreneurship ventures that support women.”*
>
> Participant 8: *“Women-led social entrepreneurship establishes a chain where women employ one another, fostering independence and mitigating gender-based violence that mostly emanates from an inability to sustain themselves.”*

Honesty and integrity were common personal values that guide the participants of this study in their social entrepreneurship ventures. Many participants highlighted that they would never compromise their business ethics; they are in social entrepreneurship to make a positive impact and not hurt society. This ethical commitment places them in an optimal position to support social development and reduce, for instance, women's and children's susceptibility to socio-economic challenges as these groups are some of the most vulnerable groups in South Africa.

4.5 Impact of women-led social enterprises on local economic growth

This research sought to engage female social entrepreneurs to better understand their perspectives on their ability to stimulate positive local economic development.

Although social capitalists focus on the welfare of society, business sustainability relies on the internal and external corporate environments. The thematic analysis and coding of the interview responses highlighted three sub-themes under this theme: women's access to economic opportunities, funding women-led social enterprises and the role of government in supporting women-led social enterprises.

4.5.1 Women's access to economic opportunities

According to the literature reviewed, financing is one of the biggest constraints on entrepreneurship. Financing is a major challenge for women, particularly in entrepreneurship, due to lack of financial savings to use as capital for starting up a business venture, and lack of access to sources of finances as a result of lack of collateral or limited access to land.

Many of the participants echoed these sentiments, saying that in their view, economic opportunities are more readily available to men than they are to women. They attributed this scenario to sociocultural factors such as the various forms of discrimination (race, gender,class) refered to as triple jeopardy in feminist theories suffered by black women and the poor implementation, monitoring and evaluation of policies aimed at empowering women since the dawn of democracy. The participants argued that women and men might have similar economic opportunities, however women are often not given the same opportunities given to men to unleash their potential and ability to engage economically as men are. One participant argued that although men and women have similar opportunities in the contemporary workplace environment, women struggle with daily obligations, such as childcare, which affect their ability to capitalise on the opportunities available to them:

> Researcher: *"Do you think economic opportunities are more available to men than they are to women?"*
>
> Participant 2: *"Women are bearing the brunt of economic inequality because they are responsible for taking care of their families, raising children, helping parents, and supporting all family aspects with their inadequate finances."*

Women's insignificant access to economic opportunities is a factor of the interplay of social constructs, especially racism and gender roles. One participant explained that companies owned by black women trail behind corporates belonging to black men and to white men and women. She noted that her company had missed a number of

opportunities because of racial and gender inequalities in the country. Furthermore, another participant cited race and economic politics as a barrier to access, mentioning that although men have access to economic resources, their skin colour significantly impacts their chances. According to her observation, economic opportunities become available firstly to white men, secondly to white women, then to black men and lastly to black women. She added the following:

> Participant 8: *"The black woman is at the bottom of the hierarchy of human existence because of limited opportunities and the burden of care that restrains the participation in business."*

Participant 1 supported this presupposition by noting that "*men tend to be seen before they even show what they can do*." In addition, two of the participants mentioned that although women – especially black women – are more affected by marginal opportunities, women suffer the "burden of care" in their homes. Single mothers educate their children alone and must provide for nutritional and other basic needs. Women are seen to have critical family responsibilities and this limits their ability to engage economically and in other areas of human development.

Conversely, men are always free to engage and grow their potential in society. One participant highlighted that single parenting is a critical factor delimiting women's economic potential. She explained that she had missed an opportunity because she is a single woman, and single women are seen to be a higher risk when it comes to funding applications. When women's singlehood is added to racial discrimination, it creates an overwhelming challenge.

> Participant 7: *"Most black women are single parents and have bulk responsibilities that tie them in advancing their social enterprises and claiming significant success, requiring restructuring their personal lives as the most feasible approach."*

> Participant 2: *"About 60% of black women in South Africa are single parents and have the burden of parenting, schooling and generally catering to all family expenditures, limiting their ability to save for substantive investments."*

It seems that while a women's instinctive ability to care and nurture for others makes her a more compassionate leaders, this attribute can also contribute to the stifling of her ability to develop and contribute in other areas of society.

4.6 Countering male dominance

When asked what they thought female entrepreneurs in their line of business were doing to counter the male dominance in the industry, more than 70% of the participants said they did not believe the industries they operate in are male-dominated. However, they mentioned that while women are present and active at an operational level, male dominance is prevalent at board, ownership and investor levels. The participants said that in many organisations, glass ceilings still exist and are critical barriers for women who aspire to fill executive and board roles. It must be added, though, that they all emphasised the need for women to be more intentional about networking and having difficult conversations. Participant 3 stated that "*women have to reframe their beliefs about what is possible for them by changing their thinking."*

A number of the participants felt that because patriarchy is still deeply rooted in culture in South Africa, women have to be more agile and tactful in pursuing "taking up space" positively in social entrepreneurship or any field. Participant 10 said, "*In places of employment, women are more likely to take on more responsibility and tasks with less pay in comparison to their male counterparts*." In light of this, the researcher is of the opinion that society and its functioning is built to be more favourable towards men than women. To further illustrate the point, because the participants have described the challenges women seeking access to funding experience due to lack of collateral, they are further disadvantaged from participating in the economy. This is a clear indication that capitalist economies present various glass ceilings for women to contend with.

> Participant 8: *"Men perform better than us in the cosmetics business because the system is always skewed towards them; they can access things better than we can, even though we tend to be better businesspeople."*

Many participants argued that a black man will likely get an opportunity to compete with a black woman; however, some participants stated that although it is not easy for women, civil servant movements headed by activists and feminists have established organisations that have lobbied for the development of policies that advance the rights of women and advocate a more equitable society.

With that said, one of the participants shared that in her experience in the consulting space, it is usually "who you know" that gets people through the door. She added that

industry reputation had propelled her to succeed over the 16 years she has run her business. Participant 3, on the other hands, is of the view that "*things have changed, and women must overcome the mental and emotional hurdles more than the physical or systemic ones.*" This is a view Participant 10 seems to share, based on her belief that "*women must have different conversations and be intentional in creating and developing strong networks.*"

While striving to end male dominance and help women in social entrepreneurship grow, collaboration is a critical tool according to many of the participants. Participant 11 said that "with *South Africa being a chauvinistic society, the success of men in business relates to their ability to unite and trust one another to engage in ventures."* She explained that women should collaborate to leverage their collective efforts and become more impactful. Participant 9 reinforced this when she said, *"We collaborate because we know that we can get further by collaboration."*

4.7 Disruptors of businesses

Despite setbacks, the participants said they pushed their businesses to overcome obstacles. They tended to lean into innovative problem-solving and to disrupt their sectors all the time. This was in response to the question, "Do you think your business acts as a disruptor in your business field? If so, how do you describe the disruption?" How these social entrepreneurs disrupt their sectors includes using their expertise in technology and science for monitoring and evaluation, being trailblazers in areas of early childhood development, and applying specialised diagnostics tools in the hair and beauty industry. In the latter example, they guarantee hair regrowth by using indigenous plants to formulate products that are channelled through a chain of ordinary women selling muti (African herbs and medicine) and more.

The participants mostly offer services in their businesses and explained that they have had to find and use innovative ways to solve social problems and keep their enterprises operational and sustainable. One of the participants (12) who operates in the health sector said that although *there were more than four similar institutions to the she runs that closed down during Covid-19, while the institution she runs has more than doubled its revenue. She stated that they have have diversified their income streams, and broadened their service offering, including now being affiliated with major medical insurance companies.* Other participants responded as follows:

> Participant 6: "*we are a disruptor because we have always been ahead of legislation in education, we have lobbied for early childhood development and literacy to fall under the department of education instead of social development and advanced material and a curriculum, which we are now using to train government officials and practitioners in this field*."
>
> Participant 10 "*We have been disrupting the education sector since the early 2000s when we imported educational toys for children with learning disabilities and introduced them to the government*."
>
> Participant 1: "*The business I lead is at the helm of assisting the government with regulating online schools, as the current legislation is silent on online schools*."

Furthermore, other participants mentioned how they use their beliefs in developing leadership tools and programmes they sell to their corporate clients. For example, one participant, who is completing a PhD in neuroscience, said she is using the principles of ubuntu to develop a leadership programme in her psychology, coaching and leadership training institution in an effort to conscientise business leaders and encourage them to lead with more compassion.

4.8 Funding women-led social enterprises

When asked how their enterprises were funded, 80% of the participants said they "bootstrapped" their enterprises, using their savings, personal credit cards and payouts from previous business shares. Besides their great investment ideas, they could not venture into the business optimally because of inadequate and unavailable financial support.

> Researcher: *"How did you fund your business?"*
>
> Participant 5: *"I was astonished that you could come up with a great business contract, you could get a client, but you could not access financial support."*

More than 40% of the participants mentioned that they had applied for business funding from government at one point or another in their careers as social entrepreneurs; however, these processes were difficult and unsuccessful while. Only 30% of the participants had received partial funding from government institutions. Some did mention having benefitted from government programmes and funds aimed at empowering women in South Africa, but took note of the difficulties experienced in securing this kind of assistance. Participant 6 felt that "*while it is unconstitutional to*

exclude people based on gender, single black women are at the lowest part of the supply chain in South African and continue to suffer significant challenges in accessing the funding initiatives." This sentiment was shared by Participant 5: *"Women, especially single parents, have inadequate access to funds because financial institutions consider this category as risk."*

4.9 The role of government in supporting women-led social enterprises

According to the participants, women-led social enterprises are underfunded and struggle to gain support from donors and the government. When asked, "Do you think the government is doing enough to support women-led social enterprises?" 80% of the participants said they did not, while 20% said there were enough government interventions in support of women's economic participation. The majority (80%) of the participants indicated that if women were supported, there would not be disparities in the corporate environment and government institutions. They cited the maladministration and the theft and misappropriation of resources earmarked for small businesses during the Covid-19 pandemic as an example of how politics and government treat women-led enterprises. One participant also highlighted that female entrepreneurs might not need finances, but do require systemic and formal support to access markets and that this support is the role of the State.

> Participant 5*: "I have to pay taxes, but I cannot access finances. I cannot access resources. I cannot access skill support."*

According to one participant, most government entities appear developmental in theory. She said businesses need better experience applying for funding or support from government agencies. Another participant considered the government to be doing nothing because government officials, according to her, *"are egocentric and do not consider offering genuine support [to] anybody"*. The government has failed in its responsibility to create an environment suitable for the growth of small businesses to, as one participant highlighted:

> Participant 1: *"A measure to assess the impact and sustainability of social enterprises, when considered for funding, should be based on … socio-economic impact rather than solely … financial profitability."*

One participant, who believes that the government is doing enough, said, "*government can only do so much; government needs to be given a break"*. She further indicated

that the South African government is one of the 12 governments that invest in women and small businesses as part of their mandate. She believes that, at some point, "*the government must stop so women can start to do things for themselves and be empowered to raise a generation of empowered children*."

4.10 Government policies

It was clear that the majority of participants in this study thought there were major loopholes in the implementation of policies in the country. The researcher asked, "How do you think public policy can be framed to better support female social entrepreneurs?" The participants responded by saying they were more concerned about policy implementation, monitoring and evaluation, with one stating "*South Africa is not short of policies*" (Participant 10). Participant 1 added, *"The challenge is the constitutional implementation; the gap between theory and practice."*

According to Participant 5, the South African government policies fail to create an environment that enables sustainable scaling of small businesses to medium-sized enterprises. She highlighted that while starting enterprises may be easy and feasible, advancing them to medium-sized enterprises is very challenging and she cited bridging finance as a key factor. One participant described this to be a "missing middle", where it is possible to grow the turnover of the company from zero to R500,000 but extremely challenging – even impossible – to grow into the millions. She emphasised that this disconnect needs an integrative policy framework in place in order to help women take authority over their business ventures.

The participants felt that South African public policies have failed to hold politicians accountable for their corruption, perpetuating misuse of public funds that could support women-led social enterprises and lead to tangible socio-economic changes:

> *Participant 6: " "The Department [of Women, Youth and Persons with Disabilities] misused the funds allocated to them to advance the girl child. The government can start entrepreneurship training in schools. There are policies in government; we need to make them work and put them into effect and benefit society."*
>
> Participant 11: *"Policies are there and are correct; however, there are inefficiencies and failures to get the basics right, which could be more helpful."*

In addition, Participant 11 said the government does not monitor the impact of its policies, and these inefficiencies and incompetencies are not helping female social entrepreneurs to advance economically and scale their operations.

> Participant 9: *"The public policies addressing women empowerment are currently functional and require adjustments to adopt a holistic approach where young girls are supported, reducing their vulnerability to gender-based violence, early pregnancy and increasing their opportunities to gain financial independence."*

While justifying the government's inefficacy in implementing the available policies, Participant 10 explained that:

> "*South Africans do not need new policies to reinforce women's empowerment, but need leaders with clear intentions who can implement the good theoretical framework in policy documents.*"

Another participant expounded on the need for ethical leadership to make the available policies practical. Overall, many participants explored the need for a governance system that considers society's socio-economic welfare and where leaders do not focus on their individual needs, but are willing to implement the available policies well and create an environment conducive to allowing small businesses to thrive.

A few participants said they do not think policy needs to be reframed or improved because it is just a system of documents that say *all the right things, most of which are impractical in the South African context.*

> Participant 6: "*How are things supposed to work when people are sitting in corner offices or the boardrooms and do not to come down to the level of the beneficiaries or the people who are supposed to be benefiting from these policies? … even though the constitution says good things, South Africa has no translation of policies. The same constitution was heralded as the best in the world, the most progressive to cascading on the redress of all marginalised communities, with women participating in that cascading, but not a lot has changed".*

This was echoed by Participant 10, who said*, "I think the government can only talk about it. They have proven that they do not have the implementation arms to make an impactful change which is unfortunate."*

The participants also mentioned the policies' inefficacy in addressing the critical sociocultural challenges – including racial and gender discrimination – that affect black female entrepreneurs.

> Participant 8: *"As a black entrepreneur, this system is just not designed to help us (black women) thrive. Being black is a difficult thing; just waking up in a black body is a difficult thing."*

The participants felt the government policies have failed to protect locally produced products from the aggressive market share competition created when products are imported. This has predisposed upcoming female entrepreneurs to unfair market competition, limiting their capacity to remain sustainably productive and competitive.

> Participant 8: *"A toothpick from China is cheaper than a toothpick made in South Africa; it does not make sense."*

Another participant holds a similar view, stating that policy framework should focus on grounding men and women with basic education to empower them from a young age such that gender roles and norms would not be a factor. She explained that policing such an approach would give men and women equal opportunities and eliminate the feeling of insignificance many women are currently faced with.

Overall, the participants were of the view that the government could do much more at a policy implementation level and could positively influence how banks perceive risk when it comes to funding women-led social enterprises. The participants suggested having added benefits and rebates for big businesses that are doing business with smaller, women-led social enterprises.

4.11 The impact of women's social entrepreneurship on empowerment and leadership of women

Based on the literature reviewed and the insights gained from this research into the inspiration behind women engaging in social entrepreneurship, one can deduce that because women are predisposed to inequality and prejudice, women have a better understanding of the factors that hinder the growth of other women in society. The researcher sought to establish the role of women's social entrepreneurship in empowering other women to develop resilience in their communities and bring about

stronger economic participation. This was achieved by asking the participants what their experiences of mentorship have been, both as mentors and mentees.

4.11.1 Mentorship

Most participants consider mentorship critical in cultivating sustainable women-led social enterprises. Participant 10 postulated that "*collaborating with women entrepreneurs to teach women's entrepreneurial basics, including starting and running a business sustainably and feasibly, is a critical mentorship approach*". She further explained that "*South African women need integrative capacity-building to spur [on] transformational efforts to realise robust women investors*".

Generally, the participants' experiences as mentees have helped them develop their careers and business leadership skills. They emphasised the importance of mentorship for women's welfare, especially because of the perceived unfair marketplace in the country:

> Participant 7: *"Women should seek women mentors because they understand their position and struggles better. Besides, every woman needs to be impactful by offering a pillar of support to individuals struggling with things they can offer a direction on."*

> Participant 9: *"Women mentorship programmes are pivotal in South Africa because South African women face critical success hindrances that require an individual with experience and honed skills."*

When asked about mentorship relationships, both as mentors and mentees, the participants mostly believe mentorship relationships can influence the mentees' journey at a personal and a career level to ascertain the impact of these relationships. Some participants who run formal mentorship programmes through the not-for-profit organisations established as extensions of their social enterprises said that good mentorship means assisting others to propel them towards success.

> Participant 1: "*The mentoring relationships must be clear, and mentors must be conscious enough not to impose their way of doing things or their world perspectives on the mentees … the right mentorship programme is when the mentor avoids instilling their worldview on the mentee but guides them to handling practical social problems that act as critical hindrances to the desired success.*"

> Participant 3: *"The mentee–mentor relationship must incorporate measurable and time-orientated aspects to be purposeful and directional."*

Participant 7 mentioned that she "I *often find myself mentoring people in informal ways. Because of my struggles as a young entrepreneur, I am is always happy to assist people to do things quicker than I did starting*". She believes that people around her should not unnecessarily struggle to get things done. She believes part of her paying it forward is about teaching or showing people how to efficiently perform activities that can advance their businesses in less than the time and struggle she went through. This reminds the researcher of a quote used by many authors and business people: "Leaders don't create followers, they create more leaders." (Goodreads, 2022)

The participants said that the objectives of the mentorship need to be clear from the start. As an example, Participant 6 said she has had to maintain two formal mentorships at the same time because she became an entrepreneur right after completing university. She knew that development was required in areas such as knowing how to present and position herself and her brand – things she may have ordinarily learned in a corporate workplace. She also had a seasoned entrepreneur as a mentor, someone who guided her in developing her business and putting together proposals and pitches for contracts. She feels that it is vital for individuals to understand the type of support and guidance they need in order to make the most of their mentorships.

4.11.2 Capacity-building

In an attempt to discover what the participants thought would aid women in social entrepreneurship, the researcher asked what kind of capacity-building they thought female social entrepreneurs required in order to succeed. While 30% of the participants said they did not think there was a need for capacity-building, Participant 5 said, "*Initiatives to support social entrepreneurs who are mothers, particularly single mothers, with childcare facilities at incubators, would be a great start.*"

Interestingly, one of the participants who was of the view that capacity-building for female social entrepreneurs was not required also thought that *"women needed to*

create systems and structures of support for each other" (Participant 9). This was echoed by Participant 7, who said:

> "*I think it's something amongst ourselves, as women; we need to start changing the kind of conversations we have amongst ourselves. When men get together, they are talking about business, they are finding ways to collaborate or to share opportunities. Whilst when we get together, it's not always the case. You know, it's not always the case, we are chatting about other things*."

With this said, the general view among the participants was that female social entrepreneurs do not have adequate structural support, especially when it comes to childcare. According to the respondents, this limits the capacity of female social entrepreneurs to pursue opportunities without feeling guilty about being less available to care for their children or family. More than 20% of the participants said that because of the poor spatial planning and transport infrastructure in the country, travelling between home, school and economic hubs is time consuming and makes logistical planning challenging for most women who have small children to care for.

Even though 10% of the participants said women need to learn how to scale their businesses, 40% said women need to learn to be brazen about networking and collaboration to leverage each other's strengths and experiences. A further 20% said more programmes are needed that cater for the "missing middle" in the small to medium-sized business sector in terms of funding opportunities.

Many of the participants were of the view that women have a responsibility to claim their entrepreneurial potential and move against the social odds to become successful social entrepreneurs. Overall, the participants were of the view that society needs to be more committed to creating an environment that allows women to build the capacity they need to venture into business.

> Participant 9: *"We need to start changing our conversations because we cannot expect somebody else to capacitate us when we are not changing, or not capacitating ourselves, and we are not changing the narrative and changing the conversations we are having."*

The participants specified the need for women to revive their determination and seek opportunities even when facing challenges. According to Participant 3, "*women grow their mental and emotional resilience and eliminate the belief that they cannot succeed*

in specific fields". The same participant also said, *"We [women] have to navigate our lack of confidence, our fears, our own decisions".*

4.12 Chapter summary

This chapter presented background and demographic information about the participants, including race, age and educational background. The researcher presented the results of the interviews conducted in this study and offered an explorative discussion of the findings by analysing the data from the interviews and extracting themes. Once the researcher had developed themes and sub-themes from the interviews according to the research objectives, the researcher presented the participants' perceptions of good leadership and their experiences of the economics of social entrepreneurship, gender disparity in South Africa and the social impact of their enterprises on the communities they serve. This chapter also sought to explore the participants' viewpoints, feelings and approaches to the research subject. By asking the participants to share their personal stories relating to their upbringing, their observations of society and the values they hold, the researcher aimed to get a deeper sense of what inspired their vocation. The next chapter will correlate the research results with available literature to develop an objective analysis and response to the research questions.

CHAPTER 5: KEY DISCUSSIONS FROM RESEARCH FINDINGS

5.1 Chapter introduction

This chapter will objectively and comprehensively explore the research results by comparing them with previous studies' findings and exploring their practical implications. In order to achieve this study's purpose and answer its specific research questions, the researcher integrated sub-themes discussed in the previous chapter with literature review findings in order to comment on the current trends experienced by South African women involved in social entrepreneurship. The researcher applied a gendered analysis, a feminist framework and entrepreneurship perspectives to explore the intersection between how female social entrepreneurs lead and empower others and contribute to economic growth and social development in their communities. Authentic and reliable qualitative research should always tie research results to previous research in order to augment the reliability of the inferences made (Rosenthal, 2016). This chapter comprises an in-depth and objective discussion that explores the implications of the study results. The first section will summarise the research findings discussed thereafter.

5.2 Research findings summary

The participants belonged to different races, with 80% of them black and 20% white. Half of the participants were between 41 and 50 years old. All the participants were educated at a tertiary level, with 90% of the sample having an education level higher than an undergraduate degree. All of the participants had substantive work experience, with 70% having at least 16 years of experience. While some participants were born and raised in South Africa, others had grown up in foreign countries. They had grown their interests and hobbies to focus on uplifting one another and responding to community needs. Overall, the demographics imply that there is a high potential of educated women with substantive work experience, and those who have experienced harsh environments during their childhood, are likely to venture into social entrepreneurship.

The participants explained women's sociocultural roles as critical influencers of how women act as leaders; these values better position them to reinforce leadership that

can support substantive social development. Women are more compassionate and humane than men, an aspect that supports positive societal change.

In addition, the participants highlighted the need to develop businesses from a socialist perspective in order to influence capitalists to have the drive to influence the community positively in addition to pursuing profitability. This approach will also ensure that investors have a business purpose beyond capitalism which will add to their resilience in hard economic climates. The findings indicated that women in leadership focus on positively transforming society and sociocultural order rather than concentrating on personal achievements. A leader must be intuitive enough to understand the direction people want to take in terms of their personal goals, while matching these with the goals of the team or organisation and facilitating the achievement of those collective objectives. The participants highlighted that women can stimulate social development through leadership and entrepreneurship with substantive support from the government.

While discussing their capacity to encourage local economic development, the participants pointed out that women suffer critical sociocultural limitations which hinder their entrepreneurial growth. Women, especially single mothers, must take care of their families and attend to other social needs, and these expectations limit their ability to further their studies and build their entrepreneurial capacity. The previously disadvantaged nature of the black community in South Africa adds a critical hindrance that affects women's ability to venture into business because black women are at the bottom of the hierarchy. The participants highlighted the need to foster collaboration and to unite to fight male dominance, as other participants feel that the current sociocultural and legal environment favours the advancement of women up the economic ladder.

Women undergo intense challenges when attempting to self-finance their businesses, with inadequate government support and academic policies that are never practically implemented. Therefore, the participants consider women's attempts to inspire economic change futile without the right infrastructure and logistics to sustain that change.

Lastly, the participants described the need for social entrepreneurship to empower other women through mentorship and capacity-building. Since successful women understand the challenges that aspiring female entrepreneurs face in the emerging and growing phases, they should be ready to offer help where necessary. According to the participants, the value of women in leadership and business is evident in their ability to support other women to emerge successful. The findings indicated that female social entrepreneurs thrive on empowerment, where the focus is on helping the vulnerable population make strategic life choices to augment their quality of life. For 20% of the participants, an equal society means creating economic opportunities for women – this is of particular importance because they believe this will reduce women's exposure to gender-based violence. Other participants said they value authenticity, integrity and people, and these values have influenced their determination to create organisations that operate based on win–win solutions for all. According to the participants, humanising business, contributing to the betterment of communities and being purpose driven have all played a big role in how they go about entrepreneurship.

5.3 Research implications: Comparison of research findings and existing literature

This research reflects the current state of women's involvement in social entrepreneurship in the South African corporate environment. The researcher found direct and indirect links between the existing literature and responses from the research participants that suggest women's social entrepreneurial activities promote social and economic development in their communities. The implications of the research findings – according to the major themes identified and their comparison with the available literature and the theories referred to in Chapter 2 – are discussed in the section that follows.

5.4 Role of women’s entrepreneurship in promoting social development

The research findings show a significant correlation with previous studies which highlight the role of female entrepreneurs in supporting social development. According to Columbia University (2020), women's sensitivity to social problems in their

communities is caused by the inequalities they experienced earlier in their lives. The present study's findings identified key similarities in the participants' early years of development, such as their upbringing and proximity to poverty, observed social injustice and inequality, as the inspiration behind their involvement in social enterprises and their views of the world. These early years formed their values regarding giving back to society, contributing to making their communities better and nurturing others and their talents, and helped them to achieve their personal goals while also realising positive outcomes for others. The findings suggest that women's entrepreneurial ventures significantly match the philosophy of a sustainable livelihood approach based on social entrepreneurship, mostly because of the participants values (Serrat, 2017).

According to Kedinger (2012), a thorough understanding of the term "leadership" is essential to studying the development of female entrepreneurs. The research findings and literature review support the notion that self-compassion associated with personal experience of socio-economic injustices and exclusion inspire a desire to relieve the distress of others based on common humanity – some participants termed this "ubuntu". The values of support and concern for the collective and a holistic approach to development which nurtures the physical, emotional, intellectual and spiritual human aspects serve as both affective and cognitive motivations for social development (Bayeh, 2016).

In addition, although leadership is one of the most studied concepts in academea, existing literature still needs to demonstrate more clarity and certainty regarding the concept of leadership. Despite this, a fair amount of literature has found key indicators that describe women's leadership as transformative and as an act of empowerment. For example, Teasdale *et al.* (2011) postulate that a woman's leadership style is characterised by a strong inclination towards supporting an idea, need, person or group using cognitive emotional and behavioural strategies to influence attitudes, behaviours and decisions for the benefit of individuals and to promote organisational change or social welfare. In addition, Kedinger (2012) suggests that female business owners emphasise teamwork, training, decentralised organisations, open communication, attention to detail and exceptional quality. This is often contrary to how men act when in leadership: their drive is to gain power, profits and personal recognition.

As Pascale and Ohlson (2020) point out, women's propensity to lead in a transformative manner is attributed to their values of support and concern for the collective and their holistic approach to development, nurturing the physical, emotional, intellectual and spiritual human aspects. The participants cited authenticity, integrity and people-centredness as foundational in how they approach entrepreneurship. For many of the participants, their upbringing influenced the development of their values. Most participants were exposed to injustice, inequality and poverty growing up. As Klenke (2011) stated, women's involvement in social entrepreneurship is driven by compassion rather than capitalism. About 60% of the participants said they believe in giving back and contributing positively to society, which is a critical aspect of social entrepreneurship (Ennis, 2019) as Terjesen *et al.* (2016) indicated that women often venture into social entrepreneurship for reasons beyond personal financial gain. The research findings indicate that women are focused on handling social injustices and inequalities that remain critical problems in South Africa (Chinomona & Mazirir, 2015). Therefore, government and other community stakeholders should partner with women and support their entry into business as well as their businesses' sustainability and contribution towards social development.

5.5 Impact of women-led social enterprises on local economic growth

The research findings highlight that women do not have adequate support to overcome sociocultural challenges and effectively participate in social entrepreneurship that has the capacity to influence communities positively. As Nieuwenhuizen (2003) highlights, female entrepreneurs play a critical role in fostering local, national and international economic stability; however, the research findings point to socio-economic and financial barriers that prevent women from achieving their goals in social entrepreneurship, and this is consistent with existing literature (Herrington & Kew, 2018; Outsios & Farooqi, 2017; United Nations Women, 2020). In addition, women still experience the burden of family responsibilities and struggle with single parenting; this has been a critical challenge in South Africa, especially among black women (Dacin, 2011; Nair, 2019).

Although the need for women's involvement in business is indisputable because these firms are both a means of entrepreneurship and a source of employment and income

(Thurik & Wennekers, 2001), women are still bound by cultural and economic challenges that hinder their business success. While women's social entrepreneurship is transformative in nature and seeks to establish positive social outcomes, principles governing business operations affect how women can transact and remain operational in the scope of business. Whether a business is operated for the good of society or is capitalist-oriented, the investor should have easy access to financial support and must make a profit in order to operate productively and sustainably (Hatab, 2014). Therefore, women's social entrepreneurship ventures require adequate support and operational infrastructure to enhance productivity.

5.6 The impact of women's social entrepreneurship on the empowerment and leadership of women

The research findings indicate that the participants' personal lives and exposure to an unfair social system have led them to focus on eliminating critical sociocultural challenges. Through mentorship and capacity-building, female social entrepreneurs have focused on supporting gender equality in the workplace, health sector, children's development and access to education, and on ending gender-based violence. According to Bayeh (2016), women establish social enterprises to support and empower other women, children and minority groups through education, job creation, training, counselling, healthcare, skills development and combating gender stereotypes, as well as give these marginalised communities a voice. Costello (2015) explains that reflective feminist teachers and mentors must go beyond the traditional boundaries of the institutionalised politics of exclusion or marginalisation in order to empower women and end gender-based discrimination.

Pascale and Ohlson (2020) explain that the social change model, which investigates concepts such as social responsibility and change for the common good, is the core value attributed to women over men. This core value places women in the position depicted by the participants in this study: with a desire and a passion for handling community-based inequalities and challenges through empowerment and capacity-building. According to Sosik and Godshalk (2000), a leader should create a culture and mentor subordinates in a way that achieves a positive outcome, as demonstrated by the participants. Therefore, women should embrace the principles of mentorship enactment theory by engaging in mentorship programmes that focus on building

individual resilience to avoid sociocultural barriers to success (Elliott, 2020). For these reasons, mentorship and capacity-building are critical in eliminating the barriers to success that women experience and in empowering these women to engage in social entrepreneurship.

5.7 Chapter summary

This chapter summarised the research findings presented in Chapter 4 and compared them with previous studies to assess their implications. The research results reflect a consensus regarding the influence of women's instinctual ability to nurture and support others in achieving their personal goals, which affects how female entrepreneurs lead. In addition, the chapter illustrated the link between these findings and existing literature and explored women's transformational leadership styles, their capacity to influence social and local economic development, and their role in empowering other women through mentorship and capacity-building. The next chapter will present a summary of the research performed, conclusions drawn and the way forward.

CHAPTER 6: SUMMARY, CONCLUSIONS AND THE WAY FORWARD

6.1 Introduction

This chapter will bring the report to a close by presenting the study's summary, conclusions and recommendations. It will also revisit the research objectives and how this study's primary and secondary data collection achieved them. Lastly, the researcher will make recommendations based on the study's findings.

6.2 Summary of the study

In the literature review, the researcher explored South Africa's unemployment rates, its population's social needs and how social entrepreneurship is useful as a logical intervention in solving social problems, achieving economic growth and strengthening development. The literature demonstrating the impact of women-led social enterprises is currently limited, but this simply reinforced the need for this study. In this context, the researcher investigated women's leadership in social entrepreneurial activities and how these activities support social development, applying a gendered analysis to do so. The study adopted the interpretivism and qualitative research approaches and used the semi-structured interview strategy.

6.3 General conclusions

Women's social entrepreneurship is a new area of study. However, as this study demonstrated, recent years have seen a rise in establishing enterprises of this nature in South Africa. The definition of social entrepreneurship was unclear due to lack of consistency, gaps in the literature and competing theoretical frameworks, making it difficult to define the concept. In response to this inadequacy, the researcher used the findings from over 20 literature reviews which covered various areas of several different sectors and industries in business, government and non-profit organisations.

During the literature review, the researcher established that female social entrepreneurs tended to weave their personal stories of adversity in their early years of development into their approach to their work, which moulded their values and influenced the transformative nature of their leadership style. The study found that female social entrepreneurs' goals and objectives in establishing their enterprises were to bridge the inequality gap and to create opportunities accessible to women and minority groups. The study demonstrated that although female social entrepreneurs'

educational and family backgrounds differ, they are all inspired by the need to pay it forward and improve communities. The findings also indicated an essential link between economic growth and development and the transformative nature of women's entrepreneurial activity.

6.4 The way forward: In practice

The research findings suggest that although women's entrepreneurial activities promote social development in communities, this work is still invisible to investors and policymakers. Along with investing in women's social enterprises, the government and big corporations should also make a better effort at monitoring their impact. In addition, government should look to successful female social entrepreneurs for guidance in departments focused on development, such as the Department of Education and the Department of Women, Youth and Persons with Disabilities . This is needed because female social entrepreneurs understand the challenges better due to their experience on the ground and in developing programmes that work.

The research findings demonstrate that there is a need for more financial support for female social entrepreneurs so that entrepreneurs can scale their solutions to benefit more communities. Furthermore, the research reflects women's inability to create broad and sustainable networks that may increase the potential for collaboration and learning opportunities. Female social entrepreneurs need to develop stronger networking skills to leverage each other's strengths, collaborate at a programme level and enhance the employment opportunities they offer. Women-led social enterprises seem more prevalent in caregiving areas of society, such as early learning development, psychology, advocacy of equality and the elimination of gender-based violence, which feeds the narrative that women are better suited for the home – a narrative the participants refuted. In order to increase their capacity to contribute to local economic growth, female social entrepreneurs will have to be more innovative with their solutions, penetrate manufacturing as a market and broaden their offering beyond only providing services.

6.5 Future research

The study's findings suggest a need to expand the scope of research on women's social entrepreneurship in the context of developing economies. Research also needs to extend beyond the individualist focus on the social enterprise leader and should

include comparative studies of regions (rural and urban), family and cultural dynamics, and social class. Gender theory in research attributes women's perceived feminine characteristics, such as being polite, nurturing and compassionate, to socialisation, but some feminist theorists believe this to be stereotypical and undermining. However, the researcher believes that by embracing their femininity and using it in business, female entrepreneurs have the opportunity to humanise entrepreneurship and contribute not only to economic growth but also to the overall betterment of society in a way that counteracts and complements the masculine approach that is driven by ego, status and control.

REFERENCES

Adi, D.Y. (2000). *Motivation as a means of effective staff productivity in the public sector: A case study of Nigerian Immigration Service, Borno State of Nigeria*. Unpublished master's thesis. University of Maiduguri, Nigeria.

Alhojailan, I. M. (2012). Thematic Analysis: A Critical Review of its Process and Evalution. *Journal of Social Sciences*, 41.

Ennis, C. (2019). The Gendered Complexities of Promoting Female Entrepreneurship in the Gulf. *New Political Economy*, 365-385. Leiden Institute for Area Studies (LIAS), Leiden University, Leiden.

Anderson, R.J. & Adams, W.A. (2015). *Mastering leadership: An integrated framework for breakthrough performance and extraordinary business results*. Place of publication: New York, Wiley.

Bahmani-Oskooee, M., Galindo, M.-A., & Mendez, M. T. (2019). Women's Entrepreneurship and Economic Policies. In M.-A. Galindo, & D. Ribeiro, *Women's Entrepreneurship and Economics: New Perspectives, Practices, and Policies* (pp. 23-28). New York: Springer.

Bayeh, E. (2016). The role of empowering women and achieving gender equality to the sustainable development of Ethiopia. *Pacific Science Review B: Humanities and Social Sciences*, 37-42.

Benavides-Espinosa, M.M. & Mohedano-Suanes, A. (2011). Linking women entrepreneurship with social entrepreneurship. *Women's Entrepreneurship and Economics*, 53–71. https://doi.org/10.1007/978-1-4614-1293-9_5.

Boundless Management. (2017). *Employee needs and motivation*. Retrieved May 10, 2022, from https://www.boundless.com/management/textbooks/boundlessmanagement textbook/organizational-behavior-5/employee-needs-andmotivation-46/maslow-s-hierarchy-of-needs-171-7621/.

Breslow, L. (2016). Social ecology strategies for promoting healthy lifestyle. *Journal of Health Promotion*, 10(4):253–257, from https://doi.org/10.4278/0890-1171-10.4.253.

Canestrino, R., Cwiklicki, M., Magliocca, P., & Pawelek, B. (2020). Understanding social entrepreurship: A cultural perspective in business research. *Journal of Business Research*, 132-143.

Chinomona, E., & Mazirir, E. T. (2015). Women In Action: Challenges Facing Women Entrepreneurs in The Gauteng Province of South Africa. *International Business & Economics Research Journal* , 835-849.

Chowdhury, M.S. (2017). Enhancing motivation and work performance of the salespeople: The impact of supervisors' behavior. *African Journal of Business Management*, 1(9):238–243.

Codwell, F. (2010). The care of older people with dementia in acute hospitals. *International Journal of Older People Nursing*, 5(2):83–92.

Columbia University . (2020). *The Tamer Center for Social Enterprise*. Retrieved from Social Enterprise Areas: https://www8.gsb.columbia.edu/socialenterprise/careers/resources/areas

Creswell, J. (2012). *Research design: qualitative, quantitative, and mixed methods approaches*. Thousand Oaks, California: Sage Publications.

Davis, P., & Abdiyeva, F. (2012). En Route to a Typology of the Female Entrepreneur? Similarities and Differences Among Self-Employed Women. *Journal of Management Policy and Practice*, 121-137.

Department of Social Development. (2021). White Paper on the Rights of Persons with Disabilities. *Government Gazette* (Notice 320, No. 39792), Pretoria: Government Printers.

Dobre, O.I. (2013). Employee motivation and organizational performance: Review of applied socio-economic research. *The Bucharest University of Economic Studies*, 5(1):53–60.

Drost, A.E. (2015). Validity and reliability in social sciences research. *Education Research and Perspectives,* 38(1):105–124.

Eerde, W. & Thiery, H. (2019). Vroom's expectancy models and work-related criteria: A meta-analysis. *Journal of Applied Psychology*, 81(5):575–586, from http://dx.doi.org/10.1037/0021-9010.81.5.575.

Elliott, G. F. (2020, May). Mentoring Relationships Among Women Leaders. Lynchburg, Virginia, United States.

Fard, H.D., Ghatari, A.R., & Hasiri, A. (2010). Employees morale in public sector: Is organizational trust an important factor? *European Journal of Scientific Research*, 46(3):378–390, from http://dx.doi.org/10.2139/ssrn.2430035.

Fiaz, M. Ikram, A. & Saqib, A. (2017). Leadership styles and employees motivation: Perspectives from an emerging economy. *The Journal of Developing Areas*, 51(4):144–156, from https://doi.org/10.1353/jda.2017.0093.

Foy Connor, R., & Bent-Goodley, T. (2016). Zanzibari Social Entreprenuers and Poverty Alleviation Strategies: Understanding Efforts to Build Local Community Sustainability. *Journal of Community Practice*, 302-318.

Forsberg, H. & Junghagen, R. (2018). *Motivators of the next great generation: A quantitative study conducted on millennials employed in Sweden*. Unpublished PhD thesis. Department of Business Administration, Umeå School of Business and Economics (USBE).

Gabriel, D. (2013). *Inductive and deductive approaches to research*. Retrieved May 10, 2022, from http://deboragrabiel.com/2013/03/17/inductive-and-deductive-approaches-to-research/.

Gandhi, T., & Raina, R. (2018). Social Entrepreneurship: the, relevenace, facets and constraints. *Journal of Global Entrepreneurship Research*, 2-13.

Government of New Brunswick. (2009). *What is social development?* Retrieved May 12 2022,from https://www2.gnb.ca/content/gnb/en/departments/esic/overview/content/what_is_social_development.html.

Gray, D.E. (2014). *Doing research in the real world* (2nd ed.). London: Sage Publication Inc.

Haj, A.A. (2017). *Leadership styles and employee motivation in Qatar organisation.* Unpublished doctoral thesis. College of Management and Technology, Walden University, [Tennessee].

Harris, D. (2000). Multicultural Feminism Transforming Democracy. *Macalester International*, 224-234.

Haugh, H., & Talwar, A. (2014). Linking Social Entrepreneurship and Social Change: The Mediating Role of Empowerment. *Journal of Business Ethics*, 643-648.

Hearn, S. (2020). 11 tips for motivating millennials.*Organizational Behaviour*, 2(3):176–187.

Herrington, M., & Kew, P. (2018). *Global Entrepreneurship Monitor.* London: Global Entrepreneurship Research Association, London Business School.

Herzberg, F. (1965). The motivation to work among Finnish supervisors. *Personnel Psychology,* 18:393–402.

Homewood, I.L., Irwin, & Vroom, V.H. (1964). *Work and motivation*. New York: Wiley.

Horwitz, P. (2011). Mixed methods designs in implementation research. *Adm Policy Mental Health*, 38(1):44–53.

Ingwenagu, E. (2016). Fundamentals of research methodology and data collection. *Research Journal*, 4(5):17–33.

Kamalian, A.R., Yaghoubi, N.M., & Moloudi, J. (2010). Survey of relationship between organizational justice and empowerment (a case study). *European Journal of Economics, Finance and Administrative Sciences*, 24:165–171.

Kawulich, B. (2012). Qualitative data analysis techniques. Conference paper: RC33(ISA). Amsterdam. 96–113.

Kedinger, T. (2012). Overcoming Obstacles: Women Entrepreneurs Taking the Lead in Nonprofit Business. *College of Professional Studies Professional Projects*, 30.

Kerrin, M., Mamabolo , A., Mugadza, N., & Jankelowitz, L. (2018). *Social Enterprises in South Africa: Discovering a vibrant sector.* Pretoria: University of Pretoria.

Khan, K.U., Farooq, S.U. & Ullah, M.I. (2010). The relationship between rewards and employee motivation in commercial banks of Pakistan. *Research Journal of International Studies*, 14:37–52.

Kiger, M. E., & Varpio, L. (2020). Thematic analysis of qualitative data: AMEE Guide No. 131. *Medical Teacher*, 1.

Klenke, K. (2011). *Women in Leadership: Contextual Dynamics and Boundaries.* Bingley: Emerald Group Publishing Limited.

Kothari, C.R. (2011). *Research methodology: Methods and techniques, quantitative research* (2nd ed.). New Delhi: New Age International Limited.

Kumar, R. (2011). *Research methodology: A step-by-step guide for beginners*. London: Sage.

Li, Y., Huang, S., & Song, L. (2020). Opportunity and necessity entrepreneurship in the hospitality sector: Examining the institutional environment influences. *Tourism Management Pespectives*, 1-13.

Littlewood, D & Holt, D. (2018). Social entrepreneurship in South Africa: Exploring the influence of environment. *Journal of Business & Society*, 57(3):525–561.

Malik, M.E., Ghafoor, M.M. & Naseer, S. (2011). Organizational effectiveness: A case study of telecommunication and banking sector of Pakistan. *Far East Journal of Psychology and Business*, 2(1):37–48.

Manzoor, Q.A. (2012). Impact of employees motivation on organizational effectiveness. *European Journal of Business and Management*, 3(1):12–33.

Marshall, C. & Rossman, J. (2014). *Primary data collection methods designing quantitative research*. *Sage. https://doi.org/10.1007/s10488-010-0314-z*.

Maryam, T.A. (2014). Employee motivation: The key to effective organizational management in Nigeria. *IOSR Journal of Business and Management*, 16(4):1–8.

Martin, R. L., & Osberg, S. (2017, March 22). *Essentials of Social Innovation*. Retrieved from Social Entrepreneurship: The Case for Definition: https://ssir.org/articles/entry/social_entrepreneurship_the_case_for_definition#.

Maseno, L., & Kilonzo, S. M. (2011). Engendering development: Demystifying patriarchy and its effects on women in rural Kenya. *International Journal of Sociology and Anthropology*, 45-55.

Mertens, D.M. (2019). *Transformative research and evaluation*. New York: Guilford.

Muller-Kluits, N. & Slabbert, I. (2020). The role of social workers in addressing caregiver burden in families of persons with disabilities. *South African Health Review*, 138.

Nahid, G. (2013). Understanding reliability and validity in qualitative research. *The Qualitative Report*, 8(4):597–606.

Nevid, J.S. (2013). *Psychology: Concepts and applications.* Belmont, CA: Wadsworth Cengage Learning.

Nobble, H. & Smith, J. (2015). Issues of validity and reliability in qualitative research. http://dx.doi.org/10.1136/eb-2015-102054.

Outsios, G., & Farooqi, S. A. (2017). Gender in sustainable entrepreneurship: evidence from the UK. *Gender Managament*, 182-202.

Pascale, A. B., & Ohlson, M. (2020). Gendered Meanings of Leadership: Developing Leadership Through Experiential Community-Based Mentoring in College. *Journal of Experiential Education, 43*(2), 171-184.

Richard, K.H. (2017). How to write the methods section of the research paper. *Respiratory Care*, 49(1):229–232.

Robichaud, Y., LeBrasseur, R., & Nagarajan, K. (2010). Necessity and Opportunity-driven Entrepreneurs in Canada: An Investigation into their Characteristics and an Appraisal of the Role of Gender. *Journal of Applied Business and Economics*, 59.

Robbins, S.P. & Judge, T.A. (2013). *Organizational behaviour*. Boston: Pearson Education, Inc.

Rosenthal, M. (2016). Qualitative research methods: Why, when, and how to conduct interviews and focus groups in pharmacy research. *Currents in Pharmacy Teaching and Learning*, *8*(4):509–516. https://doi.org/10.1016/j.cptl.2016.03.021.

Rowe, F. (2014). What literature review is not: Diversity, boundaries and recommendations. *European Journal of Information Systems*, 23(3):241–255. Retrieved September 26, 2022, from https://www.researchgate.net/publication/262606878_What_literature_review_is_not_Diversity_boundaries_and_recommendations.

Saunders, M. & Lewis, P. (2012). *Doing research in business and management: An essential guide to planning your project.* Essex: Pearson Education Limited.

Saunders, M., Lewis, P. & Thornhill, A. (2016). *Research methods for business students* (5th ed.). New York: Pearson.

Shek, D. T., & Lin, L. (2015, September 17). Leadership and mentorship: service leaders as mentors of the followers. *International Journal on Disability and Human Development, 14*(4).

Social Impact Consulting. (2017). *Activist to entrepreneurs: the role of social enterprise in supporting women's empowerment.* London: British Council.

Someth, B. & Lewin, C. (2011). *Theory and methods in social research* (2nd ed.). London: Sage Publication Limited.

Sosik, J. J., & Godshalk, V. M. (2000). Leadership styles, mentoring functions received, and job-related stress: a conceptual model and preliminary study. *Journal of Organizational Behavior*, 365-390.

Schwartz, S. H. (2022, May 10). *Integration and Implementation Insights*. Retrieved from Understanding values: Schwartz theory of basic values: https://i2insights.org/2022/05/10/schwartz-theory-of-basic-values/#shalom-schwartz.

Sotiropoulou, A., Papadimitriou, D., & Maroudas, L. (2019). Personal Values and Typologies of Social Entrepreneurs. The Case of Greece. *Journal of Social Entrepreneurship*, 1-27.

Statistics South Africa. (2020, October 29). *Work and labour force*. Retrieved from ww.statssa.gov.za: https://www.statista.com/statistics/813010/youth-unemployment-rate-in-south-africa/.

Taherdoost, H. (2016). Validity and reliability of the research instrument: How to test the validation of a questionnaire/survery in a research. *International Journal of Academic Research in Management*, 5(3):28–36.

Teasdale, S., MacKay, S., Phillimore, J., & Teasdale, N. (2011). Exploring gender and social entrepreneurship: women's leadership, employment and participation in the third sector and social enterprises. *The Policy Press*, 57-76.

Terjesen, S., Bosma, N., & Stam, E. (2016). Advancing Public Policy for High-Growth, Female, and Social Entrepreneurs. *Public Administration* , 230-239.

Thakurta, S.G. & Chetty, P. (2015). *Understanding research philosophy*. Retrieved September 20, 2020, from https://www.projectguru.in/research-philosophy/.

Thomas, M. & Greenop, K. (2018). Caregiver experiences and perceptions of stroke. *Health SA Gesondheid*, 13(1):29–40.

Todurache, A.M. (2013). The relationship between motivation and efficiency of human resources management. *Series Economic Sciences*, 13(1):1034–1038.

United Nations Women. (2020, April 20). *About UN Women*. Retrieved from UN Women: https://www.unwomen.org/en/about-us/about-un-women.

Uwakwe, R. & Modebe, I. (2017). Disability and care-giving in old age in a Nigerian community. *Nigerian Journal of Clinical Practice*, 10(1):58–65.

Women in Africa Doing Business, (2008).

Zongamele, Z. (2014). *The experience, challenges, motivation and coping strategies of informal caregivers in a Grahamstown township.Unpublished* Master's thesis of Arts in Clinical Psychology, Rhodes University.

ANNEXURE 1 – SEMI STRUCTURED RESEARCH QUESTIONNAIRE

Topic: Women's social entrepreneurship: A bridge to social development and local economic growth

The purpose of this study is to examine the impact women leading social enterprises has on the social development of their communities. A gendered analysis, a feminist framework and entrepreneurship perspectives will be used to explore the intersection between how female social entrepreneurs lead and empower others and contribute to local economic growth in their communities.

Topic I: Personal story
Please tell us something about yourself (hobbies, family).
What would you say inspires you?
Please tell us about your educational background.
Topic II: Deciding to lead
How do you perceive leadership?
What would you say are the differentiators between you and your male counterparts from a leadership perspective?
How do you think your personal values have influenced how you approach entrepreneurship?
What has your experience of mentorship been? Both as a mentor and a mentee.
Topic III: Economic opportunities and growth
Do you think economic opportunities are more available to men than they are to women?
How did you fund your business?
How sustainable is the financial model of your business?
Have the employment opportunities your business provides increased or shrunk in the last five years?
Topic IV: Equal opportunity/gender parity
Do you think your business acts as a disruptor in your business field? If so, how do you describe the disruption?

What do you think female entrepreneurs in your line of business are doing to counter the male dominance in the industry?
What kind of capacity-building do you think female entrepreneurs need in order to counter the male dominance in your industry?
Topic V: Social impact
What impact would you say your enterprise has had on the community you serve?
How do you think enterprises can be operated differently in order to have more positive outcomes for society?
Do you think the government is doing enough to support women-led social enterprises?
How do you think public policy can be framed to better support female social entrepreneurs?

ANNEXURE 2 – CONSENT FORM

CONSENT FORM:

Title of project: Women's social entrepreneurship: A bridge to social development and local economic growth

Name of researcher: Ms. Mmabatho Montse

I, ……., agree to participate in this research project. The research has been explained to me and I understand what my participation will involve. I agree to the following:

(Please circle the relevant options below).

I agree that my participation will remain anonymous.	YES	NO
I agree that the researcher may use anonymous quotes in their research report.	YES	NO
I agree that the interview audio may be recorded.	YES	NO
I agree that the information I provide may be used anonymously after this project has ended, for academic purposes, by other researchers, subject	YES	NO

to their own ethics clearance being obtained.

…… (Signature)

…… (Name of participant)

…… (Date)

My Supervisor is Ms. Lihle Ngcobozi, contactable by e-mail at lihle.ngcobozi@wits.ac.za.

Mmabatho P. Montse

25 June 2022

WITS SCHOOL OF GOVERNANCE
UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

MM Coursework Panel For Mmabatho Priscilia Montse (1540012)

Student number: 1540012 Email: 1540012@students.wits.ac.za
Degree: MM Cohort: _____
Supervisor: Lihle Ngcobozi Panel Date: 15 March 2021

Title of research: Women's Social Entrepreneurship, a bridge to social development and local economic growth

Section A: General

A1. Is the research relevant to the non-profit / social entrepreneurship sector? Is it suitable in nature and scope? If no, comment.
Yes_____
_____

A2. Has enough of the relevant literature been considered to indicate that the candidate can proceed?
Yes - but we encourage the student to engage more with the literature on gender inequality, gender differences in business and leadership, and social entrepreneurship (including how social entrepreneurship leads to social development, which appears to be a premise of the proposed study).
_____

A3. Has the research problem been adequately defined?
Yes – but the phenomenological approach has to be consistent throughout the research. This means avoiding claims about (objective) effects and focus on describing (subjective/inter-subjective) "lived experiences". The proposal focuses on "women's entrepreneurial activities" (first part of the primary research objective). It does not sufficient discuss "social development" (the second part).
_____

A4. Is the proposed methodology adequately defined?
The proposed methodology lacks clarity and, sometimes, seems inconsistent with the stated ontological and epistemological starting point. We need more information about how participants will be identified and how many will be interviewed. Currently the proposal just says participants will be women "who have demonstrated leadership practices that have not only had a positive impact on the socio-economic conditions of the communities they serve, but who's leadership styles can be characterised as transformative and empowering".
_____

A5. Is the writing style and referencing according to the WSG's requirements?
Yes

A6. Any other comment?

The student should be careful not to make assumptions (e.g. about the benefits of women in business and leadership positions and the effect of social entrepreneurship on social development). These assumptions should ideally be tested (even if indirectly) through the study. Also, the student should be careful about language (both in the proposal and during presentation), which sometimes seems very value-laden.

A7. **Defence Panel Mark: % 63**

Section B: Ethics decision

B1. Has the "*Ethics Application Form for Human Research Ethics Committee (HREC Non-Medical) (SCHOOL ETHICS COMMITTEES: Revised September 2018*)" been completed correctly and is in accordance with the proposal document?
Yes_____

B2. Are there any outstanding ethical issues?

Given the student's involvement in this space, we need some assurances that the participants will be sampled from outside the student's social and professional circles.
_____

	☐	**no risk** (these studies may or may not require ethics clearance. If no clearance is required, a *waiver number* will be issued by WSG HREC, or if ethics is required, *ethics* approval will be referred to *WSG HREC)*.
	X	**minimal risk** (*ethics approval* will be referred to *WSG HREC*).
B3. Ethics decision	☐	**low risk** (*ethics approval* will be referred to *WSG HREC*).
	☐	**medium risk** (*ethics approval* will be referred to *University HREC*).
	☐	**high risk** (*ethics approval* will be referred to *University HREC*).

*Please refer to the document "HREC (Non-Medical) Risk level categories definitions (November 2018)"
*** If WSG HREC considers the ethics decision to be inappropriate, the proposal will be returned to the committee panel for reconsideration*

_____

Section C: Committee Decision

	☐	**accept** (good proposal, no changes needed)
C1. Proposal committee decision	X	**MINrev** (minor revisions, essentially fine – small

changes need to be made.)

☐ **MAJrev** (proposal is flawed – has to be fundamentally redone)

C2. Changes to be made to the proposal:

C3. Internal examiner:
Pundy Pillay_____

C4. External examiner:
Dr Babalwa Magoqwana, NMU_____

C5. **PANELLISTS**

	Name	*Signature*
1.	(Chair) Halfdan Lynge_____	_____
2.	Pundy Pillay_____	_____
3.	Lihle Ngcobozi_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____