

**CONTRIBUTIONS OF TOURISM BASED SMALL, MEDIUM AND MICRO SIZED
ENTERPRISES (SMMEs) IN GENERATING EMPLOYMENT WITHIN THE
PROPOSED DURBAN AEROTROPOLIS**

By

**Ife Omotayo Adegunloye
215082633**

A research submitted in fulfilment of the requirements for the degree of:

Doctor of Entrepreneurship

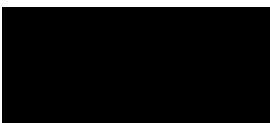
**School of Management, IT and Governance
College of Law and Management Studies**

Supervisor: Prof HF Wissink

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DEDICATION

DEDICATED TO THE LORD ALMIGHTY

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ABSTRACT

The concept of Aerotropolis, whereby, cities grow around airport operations infrastructure is becoming more popular globally. This has significant impact in improving employment generation within the environment that embraces the concept. Airports have become important employers and centers for urban growth. An indication of employment opportunities within the airport environment reflect that Heathrow airport employs 76,500 people while Dubai Airport employs 90,000. Small, Medium and Micro Enterprises (SMMEs) are generally seen to be the main driver of growth of any economy. This study therefore investigated how the TB-SMMEs can be enhanced for employment creation within the Durban Aerotropolis. The study also investigated the factors hampering the growth of TB-SMMEs. A mixed methods approach was employed for the research. Interviews were conducted with members of Dube Trade Port and some members of the Durban Tourism Unit. Quantitative data was collected through structured questionnaires conducted among some SMMEs within the tourism sector through respondents employing probability sampling and participants for non- probability sampling. The sample size was 243 respondents, and both descriptive and inferential statistics were employed. The data were presented with the utilisation of tables, pie charts and percentages. The Statistical Package for the Social Science (SPSS) - version 26, was used to analyse the quantitative data. Content analysis with the aid of triangulation of data was utilised to analyse the qualitative data gathered from interviews. The results indicate the financial gap within the TB-SMMEs, poor infrastructural amenities, lack of innovation for creative ideas, poor knowledge sharing, deficient of necessary skills and increased crime rates that can pose an hinderance to the growth of TB-SMMEs within the Durban Aerotropolis. The study therefore recommends the upgrade of infrastructure that will enhance the operations of the TB-SMMEs within the Durban Aerotropolis, improvement of required skills among the TB-SMMEs, accessibility to funds and the mitigation of crime in order to enhance their productivity. This will hopefully result in growth that can further generate employment opportunities within the Durban Aerotropolis. The research adds to the body of knowledge on South African SMMEs and points to the need for continued research, particularly in developing other areas that can aid employment generation through the Durban Aerotropolis.

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LIST OF ACRONYMS AND ABBREVIATIONS

ACCA	Association of Chartered Certified Accountants
ADC	Aerotropolis Development Corporation
ADF	African Development Fund
AEO	African Economic Outlook
AFC	Agricultural Finance Corporation
AIA	Aerotropolis Institute Africa
B-BBEE	Broad Based Black Economic Empowerment
DSBD	Department of Small Business Development
DA	Durban Aerotropolis
DAMP	Durban Aerotropolis Master Plan
EDTEA	KZN Department of Economic Development, Tourism and Environmental Affairs
GDP	Gross Domestic Product
KSIA	King Shaka International Airport
KZN	KwaZulu -Natal
NCR	National Credit Regulator
NEF	National Empowerment Fund
NPC	National Planning Commission
O R T	Oliver Tambo (International Airport)
SAA	South African Airways
SEDA	Small Enterprise Development Agency
SEZ	Special Economic Zone
SPSS	Statistical Package for Social Science
SMME	Small Medium and Micro-Size Enterprise
TB-SMMES	Tourism-Based Small, Medium and Micro-Size Enterprises

UKZN University of KwaZulu-Natal

WTTC World Travel and Tourism Council

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CHAPTER ONE: NATURE AND SCOPE OF STUDY

1.1 Introduction and Background of the Study

Every economy thrives when the small and medium-sized enterprises are enhanced. Small, medium and micro-sized enterprises (SMMEs) are key sector of economic growth; they comprise of the backbone of most of the world's economies and are usually the principal sources of employment. They form a vital part of almost all economies in the world (Makwara, 2019). With millions of adults currently out of work, the rate of unemployment of South Africa has risen to 35.3% as at the last quarter of 2021 (Stat. SA, 2021). According to Moya (2018), it is essential that jobs are generated in sustainable industries such as tourism both for the benefit of the environment as well as to offer stable employment opportunities for younger people. Rajaram (2018) and Mokoena (2019) maintained that, in order to achieve the objectives of economic growth, through competitiveness on one hand and employment generation on the other hand, increased policy attention had focused on the support and promotion of the country's SMMEs. SMMEs does occupy key role in the developing of a free-market economy, yet the SMMEs in the tourism sector are facing diverse limitations that have posed major constraints on their contributions to the economy. Bvuma & Marnewick (2020) observed that it became increasingly difficult for SMMEs to survive and prosper in markets where competition is fierce. There is no universally acceptable definition of SMMEs, as available definitions and classifications depend on country-specific economic indices. (Ande 2012) The indices for defining SMMEs in countries such as United States of America, Germany and the United Kingdom differ from countries like South Africa and Nigeria, largely due to the disparity in their economic growth indicators (Abosedo, Obasan & Alese, 2016). Nonetheless, the most shared criterion used in the classification of SMMEs is the number of available employees (Nyoni & Bonga, 2018). Specifically, within the context of South Africa, SMMEs are construed as a business of fewer than 200 employees with no more than an annual turnover of 5 million Rands or less as capital assets and direct involvement of the business owner in the management of the business (Kerry, Kerry & Xu., 2018). The South African Business Act of 1996 explains SMMEs as distinct business units including those relating to sole proprietorship, close corporations, enterprises and other non-governmental organisations. While SMMEs are broadly classified along five

categories including survivalists' enterprise, very small enterprises, small enterprises, medium enterprises and micro enterprises. The core of this study is on small, medium and micro enterprises. For the purpose of this study, SMMEs shall mean Small, Medium and Micro-size enterprises within the tourism sector and the acronym TB-SMMEs (Tourism-Based Small, Medium and Micro-Size enterprises) shall be used throughout the study.

The tremendous ascent in the rate of unemployment in South Africa has continued to provoke serious concerns from researchers with an alarming rate of 35.3 percent as at the last quarter of 2021 (South Africa Statistics, 2021). However, as a cautionary measure, scientists and policy analysts have explained proposed robust contribution of the SMMEs' sector to decrease the unabated unemployment rate in South Africa. A significant support for SMMEs' growth and expansion has continued to shift the attention of government towards reducing the rate of unemployment in South Africans (Smith, 2017). While the focus on sustainable SMMEs' growth are profoundly narrowed as the responsibility of government, equal volume of expectations has been mounted on owners of SMMEs for the pursuit of innovation for continued business growth and relevance (Mxunvelwa, 2019). Essentially the remit of this study is to uncover the contributions of TB-SMMEs in employment generation within the proposed Durban Aerotropolis. Although, South Africa TB-SMMEs are positioned as one of the essential contributors to the economy's growth, in contrast, several limitations have been identified as factors contrasting its effectiveness for facilitating employment generation (Ngwenya & Zondi, 2019). Against this background, the current study investigated the contribution of TB-SMMEs' in generating employment within the proposed Durban Aerotropolis. Increased economic output, measured in job creation and gross domestic product, is a direct result of increased airport activity. (Gillen, 2015). The development of Durban Aerotropolis is one of the major strategies that is been adopted by the provincial government to propel growth within the province. One of the game plans of the Durban Aerotropolis is to use SMMEs' development as one of the strategies for economic development, very few literatures exist because the Durban Aerotropolis is a new catalytic project. The study is imperative in this context as it is intended to create new knowledge required for the enhancement of TB-SMMEs within the proposed Durban Aerotropolis.

1.2 Durban as the research setting

The location of this study was Durban in the province of KwaZulu Natal. The city is majorly an urban metropolis and has one of the largest harbours along the coastline of Africa. It's a city with numerous opportunities in manufacturing, services and the tourism sector which form part of the main drivers of its economic activities. Durban being the study site for this study is located in the far east of the country stretching about 600km from Johannesburg (South Africa Statistics, 2017). The city is recognised as one of the largest in the Province of KwaZulu-Natal and one of South Africa's main seaside resorts with warm beaches and relatively mild tropical climate (State of Tourism Report, 2016). Accordingly, the city of Durban has been repeatedly described as one of the fastest-growing urban cities with the busiest harbor in the world (KwaZulu-Natal Tourism Annual Report, 2017). The port of Durban as one of its tourist attractions handles over 30 billion tons' worth of cargo estimating a value of more than R100 billion annually (South African Statistics, 2017). In terms of tourist attractions, in 2014 the city of Durban attracted an estimated 87,7 percent domestic tourists as against the rising influx of tourists of 88 percent and 93.56 percent in 2015 and 2016 respectively (State of Tourism Report, 2016). Combined, these facts and others justified the choice of Durban as the research setting being one of the leading tourism destinations in South Africa, particularly regarding the sparse availability. (Rogerson & Rogerson, 2020).



Figure 1.1: Map of South Africa.



Figure 1.2: Map of KwaZulu Natal



Figure 1.3: Map of Durban

1.3 Statement of the problem

TB-SMMES have not been the focus of economic development, and one of the strategies of the Durban Aerotropolis Master Plan is economic development using SMMEs. Limited studies exist in this regard because the Durban Aerotropolis is a new catalytic project. The contributions of TB-SMMEs within the proposed Durban Aerotropolis therefore need to be enhanced. TB-SMMEs are one of the main key players in the Durban Aerotropolis, however, challenges confronting these SMMEs can hindered their level of contributions. It is essential to study the challenges restricting the contributions of TB-SMMEs and suggest possible ways of reducing or alleviating some of these challenges.

Sub Problems

- Conditions for employment generation in the TB-SMMEs within the Durban Aerotropolis need to be enhanced.
- There are challenges limiting the contributions of TB- SMMEs.
- TB-SMMEs have not been able to contribute to generation of employment to the maximum capacity.
- There are factors that can constrict the contributions of TB-SMMEs within the proposed Durban Aerotropolis.
- TB -SMMEs needs to be enhanced for improved employment contributions within the proposed Durban Aerotropolis.

Reflecting from the various introduction of policies and programs of the South African government directed towards supporting and enhancing the SMMEs, little evidence is discernible to measure the effectiveness of SMMEs as a contributory sector to employment generation (Todes & Houghton, 2021). This conclusion is relevant to government departments for the regulation of SMMEs have failed on their part to engender the enabling environment, particularly through loans and credits (Nkwinika & Munzhedzi, 2016). Similarly, while these constraints have been chronicled as numerous salient factors responsible for the early collapse of numerous SMMEs, few changes have been recorded in improving and addressing the several challenges confronting SMMEs' growth in South Africa (Jili, Masuku & Selepe, 2017). The envisaged role

of employment generation has become unlikely (Hlengwa & Thusi, 2018). Particularly, the much exonerated SMMEs in tourism sector of the economy has documented little success due specifically to the broad range of challenges confronting the SMMEs (Nxaba, 2014).

Understanding the role of TB-SMMEs in employment generation has become essential. The available research on this subject is extensively focused on other sectors of the South Africa economy (see Nkwinika & Munzhedzi, 2016; Cant & Rabie, 2018; Jili, Masuku & Selepe, 2017), while studies on TB- SMMEs focuses on other area, such as Mugobi (2019) has a focus on the Southern Cape of South Africa. The current study is a departure from other studies on the contributions of SMMEs to employment generation as it seeks to introduce a new perspective into the discourse of SMMEs' contribution to employment generation by examining the role of the TB-SMMEs in the proposed Durban Aerotropolis.

1.4 Research Objectives

TB-SMMEs have over the years contributed to the growth and development of the eThekweni and of the nation of South Africa at large. It becomes imperative to review relevant literatures on the contributions of SMMEs with major focus of TB-SMMEs. The objective of this study is to assess the contributions of TB-SMMEs in generating employment within the proposed Durban Aerotropolis, the specific objectives include:

- To establish the necessary conditions for employment generation in the TB-SMMEs within the proposed Durban Aerotropolis;
- To access and understand the challenges of the TB-SMMEs;
- To identity and examine the factors that can constrict the growth of TB-SMMEs in the proposed Durban Aerotropolis; and
- To investigate on how TB-SMMEs could be enhanced for improved employment generation.

1.5 Research Questions

In order to achieve the above stated objective, it is essential to proffer answers to the research questions. This study's objective is to provide answers to the following questions:

1. What are the necessary conditions for employment generation in TB-SMMEs?
2. What are the challenges of TB-SMMEs?
3. What is the current effectiveness of TB-SMMEs in contributing to employment generations?
4. What are the factors that can restrict the growth of TB-SMMEs in the proposed Durban Aerotropolis?
5. How can TB-SMMEs be enhanced to propel continued employment generation in the proposed Durban Aerotropolis?

1.6 Significance of research and contribution to knowledge

Evolving issues in Small, Medium and Micro Enterprises studies have continued to induce the attention of commentators, particularly on how ensuing growth from this sector can merge with economic development. However, the motivation for this study was guided by the argument that no serious attention has been given to understand the contributions of the SMMEs in generating viable employment, specifically through the lens of the TB-SMMEs. This precisely accounts for the lack of literature on how the TB-SMMEs have contributed significantly to employment generation. With the intention of filling this gap, this study sought to incite comprehensive explanations to this neglected area of study. Similarly, few of the available studies have interrogated the contributions of TB-SMMEs to employment generations, there are few of these studies that have investigated the contributions of TB- SMMEs to employment generation within the proposed Durban Aerotropolis.

This study has become fundamental with a view to exploring the contributions of TB-SMMEs in the proposed Durban Aerotropolis to employment generation. This study is justified especially as it is expected to contribute to both policy and theoretical implications to the existing body of knowledge. At the policy implication level, the study anticipated to serve as a contribution to the ongoing discourse of SMMEs' contributions to employment generation, particularly through the lens of TB-SMMEs. Similarly, the study explains other theoretical implication especially towards enhancing the available theoretical debates on SMMEs. Lastly, through empirical evidence, the study hopes to serve SMMEs on ways of improving the sector for continued performance.

1.7 Exposition of theoretical frameworks

Supporting the objectives of the study are the Survivalist Theory, Dynamic Innovative Theory, Finance Gap Theory, Knowledge Base Theory and the Resources Dependency Theory adopted in this study. The Resources Dependency Theory draws its influence from various disciplines, particularly from the broad field of management. The theory seeks to explain the relationship between a firm and a host of other stakeholders within the business environment (Matheson & Wall, 2012). In other words, theory has its assumptions on a firm's ability to access resources from stakeholders within the business environment and how the lack of these resources resort to the pursuit of alternative innovations (Hofmann, 2015). Applying this supposition to this study, SMMEs survival within the business environment will depend on their ability to acquire resources from stakeholders within the business environment (Augustie & Saad, 2019). This narrates the need for support in terms of loans and viable infrastructural facilities for continued growth of the SMMEs particularly from government. Availability of government support in terms of loans and working business environment would not only expand the business scope of SMMEs, but also, engender the creation of more employment opportunities.

Resources dependency theory focused on the relationship between firms and the external environment. In effect, SMMEs performance can be greatly explained by environmental determinism (Yildiz, 2022). This explains the verity that SMMEs' attitude and possibility of growth is entrenched in external constraint and controls (Hashim, Raza & Minai, 2018). SMMEs' sustainability is dependent on the extent of relationship they have with external stakeholders, and this relationship are important indicator for survival (Hofmann, 2015). In contrast, SMMEs' general goals are positioned for better certainty and autonomy while depending on stakeholders within the business environment for survival (Bushe, 2019). Essentially, the Resources Dependency Theory supports the main objectives of this study by applying it to understand how SMMEs depends on the support from stakeholders to grow their enterprise on the one hand and by extension create job opportunities on the other (Grant 1991). The Dynamic Innovation Theory depict a twin discourse for the growth of SMMEs, the advantages and disadvantages, numerous SMMEs do not possess the capacity to accomplish the entire innovation process (Augustie & Saad, 2019). The use of the Survivalist Theory in this study reflects on the assumption that the capability and strength of an enterprise are based on availability of fundamental resources. The knowledge-Based Theory emphasis on effective knowledge and information creation as the main

reason for organisations continued existence. The Financial Gap Theory explained the premise that there is continuous conflict between supply and demand for capital among the SMMEs (Kimanzi & Gumede, 2020).

1.8 Scope and limitations of the study

The study was conducted as a case study. The Data collection was restricted to SMMEs within the tourism sector in Durban, members of Dube Trade Port and Durban Tourism Unit. Members of the Durban Tourism unit were not readily available, reluctant to take part in interviews and slow in completing interview forms. The COVID 19 induced economic crisis worsened the data collection process, by prolonging the timing of data collection and making it impossible in some cases to have physical interviews, as some interviewees declined physical interviews, some of the interviews had to be conducted through other platforms such as Zoom meetings and WhatsApp calls.

1.9 Methodology and methods

This section seeks to explain the methodology and methods employed in this study in an effort to address the research questions. The research methodology adopted in this study comprises of research philosophy, research approach and research design. Data collection was briefly discussed in this section.

1.9.1 Research philosophies

Research philosophies are the various types of beliefs espoused for a particular study and by extension inform the choice of research design, strategies, techniques and analysis to be utilised (Saunders, Lewis & Thornhill, 2012). Philosophical assumptions assist in theorising what we anticipate to examine and how we propose to go about examining it (Mauthner, 2020). There are four distinct research philosophies including the positivism, realism, interpretivism and pragmatism, all of which uses single research approach except the later. (Saunders, Lewis & Thornhill, 2012). Considering this study's research questions, the utility of the pragmatist research philosophy is more appropriate to understand the contributions of TB-SMMEs in generating employment within the proposed Durban Aerotropolis from the pragmatist philosophical assumption standpoint while utilising both numerical and non-numerical data.

1.9.2 Research approaches

The mixed research approach was adopted for this study. The mixed research method involves the collection of quantitative and qualitative data, while integrating both for accurate and clear research meanings (Creswell, 2014).

For this study, the justification for a mixed research approach is premised on the fact that quantitative method is capable of gathering data from a large sample, in this case from respondents of the TB-SMMEs in Durban, while the qualitative method has the advantage of gaining in-depth responses from a small sample, members of Durban Tourism Unit and Dube Trade Port. In other words, the qualitative sample shall be drawn from the large quantitative sample of TB-SMMEs in Durban since the aim is to draw comparisons between the two research methods. Therefore, the more convergence or similar the findings from both methods, the easier the comparison (Creswell, 2009). It is necessary to state that the combination of both the quantitative and qualitative research methods engender more robust understanding in terms of uncovering insights into a problem than either an approach alone (Creswell, 2014).

1.9.3 Research design

Research design is a structural plan drawn by a researcher in solving a research problem, and it represents the plan to follow during a study (Yin, 2016). It entails the overall activities of the research process and determine the type of analysis that would be adopted. This study will adopt the survey and case study research methods respectively, each for the quantitative and qualitative research methods respectively. The survey research is employed when an investigation is being carried out on a large population of people, events, or objects by collecting data from a sample drawn from the population (Odetunde, 2011). In addition, the survey research allows for the use of a representative sample in order to make generalisations on the larger population. Therefore, the choice of the survey research for this study is justified in as much as the entire TB-SMMEs in the proposed Durban Aerotropolis cannot be conveniently utilised as the population for this study. Hence, the need to adopt a representative sample through survey design is appropriate for easy generalisation of research findings on the large population of study (the entire TB-SMMEs in the proposed Durban Aerotropolis). The case study will be employed to provide an in-depth understanding of the phenomenon under study. However, this study will employ the multiple case studies (Durban Tourism Unit and Dube Trade Port) (Wilson, 2010). Put together, the choice of both the survey (quantitative) and case studies research method (qualitative) is to provide rich

result outputs. Published and unpublished articles were also significant sources of qualitative data, this study adopted a triangulation strategy, and the main purpose was to achieve corroboration and in-depth analysis of the challenges faced by TB-SMMEs.

1.9.4 Target population

Population is defined as the collection of elements, units or individuals from which information is sought (Okeke, 1995). The population for this study however will be based on TB- SMMEs in the proposed Durban Aerotropolis, Dube Trade Port and the Durban Tourism Unit. According to the KwaZulu-Natal Tourism Annual Report (2017), there are 941 TB- SMMEs within the province of KwaZulu-Natal with 619 concentrated within the city of Durban (KwaZulu-Natal Tourism Annual Report, 2017). Therefore, the precise population for this study shall comprise of the proposed Durban Aerotropolis TB-SMMEs. Specifically, the target population shall be confined to SMMEs within the business of tourism promotions, marketing, services and sales of tourism artefacts where their views will be quantified through the administration of questionnaires on how TB-SMMEs can contribute to employment generation within the proposed Durban Aerotropolis.

1.9.5 Sample Size

To calculate the expected sample size from the large population of 619 TB-SMMEs in Durban, the Yamene statistical allocation formulae is utilised. The Yamene statistical formulae according to Sekeran and Bougie (2016) aids in justifying the required level of confidence and precision.

$$N = \frac{N^2}{1 + N(e)^2}$$

Where n= sample size

N= The total population

1= Constant

e= limit of sampling error= 0.05

$$n = \frac{619^2}{1 + 619(0.05)^2} = \dots\dots\dots n = 243$$

$$1 + 619 (0.05)^2 \quad 2.55$$

For the qualitative sample size, 12 members were intended to be purposively selected from the Durban Tourism Unit and Dube Trade Port. However, 10 participants attended the interview, two participants excused themselves, and they were not intended to be replaced as data has been saturated with sample size of 10. According to Sekeran and Bougie (2016), this sample size is sufficient to explain commonalities among qualitative samples. The selection comprised of members from various department of the Durban tourism unit, such as, development and services, marketing, finance and other notable departments within the Durban Tourism Unit including selected tourism information officers and Dube Trade Port. Accordingly, their perception and views were unpacked through semi-structured interview on how TB-SMMEs within the proposed Durban Aerotropolis can contribute to employment generation.

1.9.6 Sampling techniques

The probability and non-probability sampling techniques was adopted for this study. Probability sampling allows all elements in a given population the same probability of being selected as a sample. It allows for true representativeness of the population and a wider generalisation of the findings to the population (Saunders, Lewis & Thornhill, 2009). Non-probability sampling is a method in which some elements of the population do not have equal chance of being selected as a sample (Wilson, 2010). For this study, the stratified (a type of probability sampling technique) and purposive sampling (a type of non-probability sampling technique) was employed. Among the TB-SMMEs that form the population of this study, there exist different strata of respondents such as those working on contract and permanent terms, those classified between wage and salary earnings, males and females and those classified on junior and senior workers respectively. To make selections free of bias, the sample was divided into strata. Upon having the sampling detached into groups, the numbers of elements were nominated from each stratum through the simple random sampling. In addition to this, for the qualitative part of this, the purposive sampling was employed when some desired information is required from specific sets of object or sample. This supplemented the stratified sampling method. Here, members of the Durban Tourism Unit and Dube Trade Port were identified and their views unpack on how the TB-SMMEs can contribute to employment generation within the proposed Durban Aerotropolis.

1.9.7 Methods of data analysis

The quantitative data was analysed with both descriptive and inferential statistics. The descriptive statistics including the frequency distribution and simple percentages was employed to analyse respondents' socio-demographic data such as gender, age, monthly income, and educational qualification. The Statistical Package for the Social Sciences (SPSS ver. 26) with the adoption of the one sample t-test was used to test the research hypothesis. On the one hand, codes and themes were generated from the interview script to analyse the qualitative data with the aid of triangulation of data. This was analysed in detail in chapter six of this study.

1.10 Ethical considerations

Ethical standards including but not limited to booking for appointments, seeking for voluntary participation of respondents, were observed and maintained throughout the research process. A letter explaining the rationale of the study and informed consent form were provided to participants before commencement of the research survey. Confidentiality and privacy was maintained, participants were informed of their rights to withdraw from the research at any given time. (Bhattacharjee, 2012). Before the commencement of the data collection process, the researcher from the University of KwaZulu Natal obtained ethical clearance, and a gatekeeper indicating permission to conduct research was obtained from the Durban Tourism Office.

Before the commencement of eliciting data, participants were briefed about the goal of the research to participate with assurance of integrity. The respondents in the study participated through self-administered questionnaires and semi-structured interview (see Annexure).

Babbie (2013:33-34) shared the following fundamental ethical principles that should guide research on human subjects; namely:

Respect for Persons-Engagement in questionnaires must be voluntary and based on full understanding of what is involved.

Beneficence-Subjects must not be harmed by the research in any way.

Justice-The benefit of research should be shared within society at large.

1.11 Structure of the study.

The thesis comprised of eight chapters as outlined below:

Chapter One: Nature and scope of study

This chapter provides an overview of the study. Major areas covered includes; the background of the study, the research problem, the research objectives, the research questions, justification for study, limitation of the study, ethical considerations and the structure of the study.

Chapter Two: Overview of SMMEs in the tourism sector and their contributions to employment generation.

This chapter provides a review of applicable and relevant literature. It presents a conceptual definition of SMMEs, overview of contributions of SMMEs to employment generation with emphasis on the contributions of the SMMEs in the tourism sector, success factors of SMMEs in tourism and adopting tourism as a development strategy.

Chapter Three: Challenges of SMMEs in tourism sector

The purpose of this chapter is to indicate the factors threatening the effective contributions as well as the challenges facing the SMMEs in South Africa with a focus on SMMEs in tourism. The chapter further describes ways of improving the services rendered by these SMMEs.

Chapter Four: Concept of Aerotropolis and theoretical framework.

This chapter presents a brief explanation of the concept of Aerotropolis, a conceptual framework guiding the study. The conceptual framework provides refinement of existing theories. The conceptual framework was informed by the contributions of SMMEs, challenges and strategies implemented to deal with these challenges. The conceptual frameworks also propose development of alternative strategies and reappraising existing strategies.

Chapter Five: Research methodology and methods

This chapter includes an explanation of the research methodology and methods applied. The research process, research philosophy, research design, research approach and strategy were explained. The research instruments, data collection process and study population were elaborated in this chapter.

Chapter Six: Data Analysis

Analysis and interpretation of data were presented in this chapter. Quantitative data was generated by the questionnaire, while the empirical data was generated from structured interviews with randomly selected officials of the Durban Tourism Unit and Dube Trade Port.

Chapter Seven: Discussion and description of findings

This chapter presented an overview of the results of the statistical analysis of the quantitative data harvested from the responses to the questionnaire presented in chapter six in relation to the research objectives. An in- depth elucidation was presented on the results obtained. Comparism with the existing literature on the contributions of SMMEs in tourism with respect to generation of employments and how they can further be enhanced for effective generation of employment in the proposed Durban Aerotropolis was expressed.

Chapter Eight: Recommendations and concluding remarks.

Recommendations and concluding remarks based on the findings of the study is the focus of this chapter. Contributions of SMMEs in tourism to generation of employment within the context of Durban Aerotropolis, possible challenges and strategies to address the challenges were explained.

Informed recommendations for future strategic planning and implementation that could generate more employment opportunities were expounded. Contributions of the study to current knowledge, the limitations of the study and the suggestions for further studies were briefly described.

CHAPTER TWO: OVERVIEW OF SMMEs IN THE TOURISM SECTOR AND THEIR CONTRIBUTIONS TO EMPLOYMENT GENERATION

2.1 Introduction

A description on how SMMEs located within the tourism-based sector of the South African economy has contributed to employment generation remains a contentious debate (Gumede & Nzama, 2019). This assertion is predicated on the economy activities of the former apartheid (Mavis, Holme, Rovner, Jorgenson, Coffey, Annand, Gaulden, Peacock, & Ernst, 2015). With the emergence of the democratic South Africa in 1994, the country has since been confronting constellation of issues regarding the restoration of the economy into the global economy for an alignment with the various expectations that ensued with the new democratic order (Munzhedzi, 2016). A path towards attaining economic growth for sustainable employment generation, it is a verity that the former apartheid has to robustly pay attention to the promotion of the country's SMMEs (Glaser, 2015). While the necessity of SMMEs has been appreciated by the South African government as a trust for employment creation and a revival of the economy, nevertheless, the essential of SMMEs within the tourism sector had received little attention (Ndah & Nchise, 2019). For example, the main strategies of the government have been largely based on the enactment of policies and legislation towards the alleviation of poverty, employment creation and the improvement of the national economy with sparse policy frameworks enacted towards the enhancement of the SMMEs within the tourism sector (Abrahams, 2019).

Interpreting from the preceding statement, it is the verity that the South African tourism sector has been predicted as one of the fast-growing sectors of the economy, with possible expansion in terms of job creation and the mainstay of the economy in decade ahead (Kontsiwe & Visser, 2019). Achieving this milestone requires a policy agenda for the transformation and rebuilding of the sector. It is found that the South Africa's tourism sector is greatly entrenched with potentials that can upturn the country's economy and generation of multiple of jobs. To address these issues, this chapter was designed to capture varied empirical discourses. The first section of this chapter commences with the definition of SMMEs. It is fundamental to emphasis the reason for existence of SMMEs for a comprehensive understanding of its usage in this study (Kalitanyi, 2019). The chapter also explained the role of SMMEs for employment creation

(Maduku & Kaseeram, 2019). In addition, the chapter through the lens of the tourism sector uncovers the contribution and place of the SMMEs to employment creation (Bohlin & Elbe, 2016). The Durban Aerotropolis extends the airport and it is an initiative to increase the activities of the SMMEs through socio economic development that can further result in growth, which would be elaborated on in this study. Other issues explained in this chapter includes key success factors of SMMEs in the tourism-based sector and tourism as a development strategy (Ngwenya & Zondi, 2019). The review incorporates the blend of conceptual and empirical analysis in order to achieve the study's objectives (Shamsuddin, 2018). For example, the different themes captured in this chapter corroborates with the study's objectives, yet other issues not in alignment with the research objectives were included in as much as they are indirectly related to the research objectives.

2.2 Conceptualisation of Small, Medium and Micro Enterprises

A number of findings have appeared in the management literature with respect to the conceptualisation of SMMEs (Makwara, 2019). Within this frame of findings, several findings have been expounded in terms of workforce, capital and the magnitude of business to arrive at a definition of SMMEs (Yadav, Joseph & Jigeesh, 2018). There is no clear cut universally accepted definition of SMMEs, specifically as available definitions and meanings were derived based on country-specific economic policies and programmes. The available conceptualisation of SMMEs are predicated on the policies and programmes enacted by the establishments of government charged with the remit of regulating and monitoring SMMEs across different economies the world over (Abosedo, Obasan & Alese, 2016). In this regard, the available economic indices for defining SMMEs in countries such as the United State of America will reflect intensely, especially with the differences in their economic growth indicators (Mkhwebane, 2019). Nevertheless, some of the main criteria employed in the conceptualisation of SMMEs include the number of workforce and the strength of the enterprise in terms of capital (Mokoena, 2019).

Among the definitions of SMMEs is defining SMMEs as businesses that are both small and medium in size and operations. A number of definitions and meanings have been accrued for the concept for SMMEs. For example, this is largely due to global diversity and features of SMMEs the world over (Obi, Ibidunni, Tolulope, Olokundun, Amaihian, Borishade and Fred, 2018). For Rajaram (2018), the possibility of arriving at a single definition of SMMEs has remained largely

impossible owing to the distinct criteria employed by different countries both in the measurement and classification of SMMEs. In addition, Rajaram, (2018) holds that different definitions accrued to the concept of SMMEs have been based on the availability of manpower, management structures and the limits of capital investment. From this definition, it is necessary to emphasize that population and economy buoyancy determine to a great extent what constitutes the definition of SMMEs in any particular country, Kok and Berrios, (2019) in their conceptualisation explicate that one of the main reasons the definition of SMMEs differs with respect to industry, country size and number of employees is to reveal accurately countries' industrial size and employment variances accurately.

In define terms, the SMMEs sector is sectionalised into three main cogs including Micro, Small and Medium enterprises in no particular order. For Kalitanyi (2019), the micro businesses are categorised as the smallest amongst the three cogs and employs no more than 9 employees in the United Kingdom, and no fewer than 5 in Australia. In the US, micro enterprise is conceived as a non-employee and non-employer-business. This definition explicates that a micro enterprise can be conceptualised in terms of a business firm that may employ fewer than 9 or that does not have any employee at all. An individual entrepreneur who acts as both the employee and employer in a single enterprise can be categorised as a micro enterprise.

The conceptualisation of small businesses through the lens of SMMEs have been classified with different connotations. In this chapter, the conceptualisation of small businesses is explained in respect of Africa's two most growing economies; Nigeria and South Africa. For example, Nigeria, Agwu (2018) construed small business as an enterprise consisting of a workforce between the ranges of 11-100 with a total cost not less than N50 million (1.6million in rand), excluding costs associated with the purchase of land on the one hand. On the other hand, the Nigerian industrial policy defined small business enterprises as a business enterprise with a total asset of between N100, 000 and N2 million (R1 is equivalent to #32) without the cost of land. Within the context of South Africa, small business is explained as businesses having fewer than 200 employees with no more than an annual turnover of R5 million as capital assets with direct involvement of the business owner in the management of the business (Afriyie, Du & Ibn, 2019)). Chapter one of the South African Business Act 102 of 1996 defines a small business as a distinct business unit comprising those with basic features of a sole proprietorship, close corporations, enterprises and other non-governmental organisations. They are businesses operating

independently through support loans of the National Business Council (NBC) for the case of South Africa.

As Rajaram (2018) note, a medium enterprise is larger in terms of size and capital than micro and small businesses Aker *et al* (2020) explained that the distinction between a medium enterprise on one hand and small and micro enterprise on the other hand, extends to features such as operations, manpower capacity and capital investment of the business. From global perspective, Kerry, Kerry and Xu (2018) held that in the UK for example, an average medium enterprise employs up to 249 employees, while in countries that constitute the European Union (EU), a medium enterprise is categorised as a business having up to 250 as its workforce. In Australia, a medium enterprise constitutes up to 200 employees as workforce, while in the US, a conventional medium enterprise or business accommodates up to 500 employees as its workforce (Kerry, Kerry & Xu, 2018). Linking these characteristics to the South African context, a medium enterprise constitutes a business enterprise with no less than 200 employees with R26 million or more asset capital (South African Business Act of 1996). Having explained the different components of SMMEs, it is apposite to state that the tourism-based sector, being the focal point of this study, relates to the features of both the small and medium enterprises, especially with enterprises within the South Africa hospitality-tourism-based sectors (Rogerson, 2017).

Conceptualising SMMEs on a define note, Hayat, Ju, Akram, Hasnat, Akram and Bilal (2019) showed that there is a need to employ both qualitative and quantitative measures in any given definition of SMMEs. For these authors, the qualitative component of SMMEs should embrace issues such as the geographical location and purpose or intent of the enterprise on the one hand. On the other hand, the quantitative measure should embrace tools such as the number of workforce and the range of annual turnover. From Hayat *et al* (2019) conception, the idea of geographical space and the question of turnover are important criteria for categorising SMMEs. Similarly, (Halim, Ahmad & Ramayah, 2019) in their conceptualisation defined SMMEs as having the following features; (i) a business or enterprise with a small share of their market (ii) managed by founders or owners and not through a specialised management structure (iii) and operating as a separate entity in a manner that it is not perceived as a large enterprise.

Reflecting from the different explanation above, the concept of SMMEs encompasses different components in terms of size of business, strategic or geographical location and capital investment of the business accordingly. SMMEs have been advanced by observers and analysts as

possessing important contributions to reduce the ascending rate of unemployment in South Africa (Kontsiwe & Visser 2019). Amassing significant support for the sustainability of SMMEs possess twin benefits for dealing with the increasing unemployment rate as a potential economy with growth indicators. For the purpose of this study, the definition of SMMEs shall mean Small, Medium and Micro enterprises. TB-SMMEs shall mean Small, Medium and Micro-sized enterprises operating within the tourism sector in Durban. Having presented a rational description with respect to the conceptualisation of SMMEs, the next heading of this chapter explained the role of SMMEs in employment generation.

2.3 Overview of SMMEs contribution to employment generation

The substantial available researches highlighted in the body of literature have greatly exuded the necessity of SMMEs for viable economic development. Essentially, numerous commentators have described SMMEs as a major employment generation pathway for the multitude unemployed (Yadav *et al*, 2018). The increase in the growth of SMMEs has been recognised as one of the salient governmental policies of addressing the unceasing rate of unemployment in South Africa, particularly with the emergence of South Africa seeing her transiting to a democratic government since 1994 (Kok & Berrios, 2019). While anticipated progress in terms of the contributions of the TB- SMMEs to economic development are yet to be fully empirically documented, few of the available studies such as Rajaram's (2018) recognised the contributions of TB-SMMEs as an ideal market for the expansion of small businesses, attracting direct and indirect economic benefits and encouraging other related business ventures. The trends of commitment to addressing the global unabated rise of unemployment showed a drastic push and positioning of SMMEs towards salvaging the debilitating unemployment rate (Sa'id, Talib & Hassan, 2019). In other words, most of the economies have greatly encouraged the flourishing of SMMEs, not just as a safety net for curtailing unemployment, more relevant as a pathway for economic sustainability (Gonzalez-Perez. Velez-Ocampo & Herrera-Cano, 2018).

According to Obi *et al* (2018), the ushering of SMMEs have been identified to occupy a formative role with presence in both the economic and social spheres with robust influence in engendering job opportunities, particularly in an environment of high unemployment. Within South African, there were various views supporting previous claims that the upsurge in presence of SMMEs has been a major economic growth indicator. For example, Alshanty & Emeagwali

(2019) found that government policy that ushered in SMMEs in South Africa has influenced a major economic role with addressing the concerns of unemployment on the one hand and the stimulation innovations and technology advancement that are no less discernible to advance the growth of SMMEs on the other hand. Among other indicators for measuring the growth of SMMEs in the South African economy, the growing SMMEs has been recognised as the major contributor to the South African Gross Domestic Product (GDP) with an improved contribution of 34 percent as at the first quarter of 2021, with the employment of 63 percent of the South African workforce as at first quarter of 2021 (Statistics South Africa, 2021).

On accounts of showing major contributions of SMMEs to plausible employment creation and a survey of prominent challenges constricting its efficiency from preceding explanation, this section of the review explains major pathways for reviving and enhancing SMME efficiency. The availability of financial resources for SMMEs has largely drawn influence from commentators as one of the trails to enhancing the SMMEs for efficiency. The kernel of these suppositions uncovered the shortcomings of government-failed policy in prioritising financial supports for tourism-based entrepreneurs for expansion of their enterprise (Abrahams, 2019) In support of this, Adinolfi, Jacobs and Tichaawa (2018) explained that within the context of Sub-Saharan Africa, it is evident that the trend of poverty is a major indicator hindering sustainable development. The authors found that vibrant SMMEs are key indicators for solving varied socio-economic problems including unemployment, poor growth and unceasing poverty. The needs to enhance and support SMMEs are essential indicators to addressing these many socio-economic problems (Adinolfi, Jacobs & Tichaawa, 2018).

While evidence abounds of the necessity of SMMEs in tourism enterprises for decent jobs and driver of the national economy, the South African case have not met with several success stories. For example, the envisaged policy support provided through the Enterprise Investment Programme (EIP) could not elicit any meaningful outcome at the initial stage (Okeke-Uzodike, Okeke-Uzodike & Ndinda, 2018). A case of restructuring of the ETP was advocated in order to support SMMEs towards employment creations (khoase, Mutinta & McArthur, 2018).

Other explanations have garnered support that SMMEs are grateful for the support for growth. For example, in a study on Small, Medium and Micro-Sized Enterprises engines of innovation, Mungai (2020) explained that major SMMEs enjoy support for advancement in the form of tax

remission, not only to compensate for their contributions to the national economy, but essentially to encourage them towards expansion (Giddy, Idahosa & Rogerson, 2019). Makwara (2019) explained that for South Africa, there is little evidence to conclude that SMMEs have been given adequate support to thrive. South African SMMEs is described as a retail dominated enterprise comprising of survivalists' activities that suffer, ranging from inefficient and outdated technology, limited access to credit loans and training opportunities (Makwara, 2019). Revisiting the literature revealed that South Africa's unemployment rate is 35.3 % as at the last quarter of 2021 (Statistics South Africa, 2021). Commentators and social analysts have found that this increasing rate of unemployment is not only cause for concern, but its intricacies have coalesced with the unceasing socio-economic and political conundrums in South Africa (Hlengwa & Thusi, 2018). The account of the recent loathing of shopping malls can attest to this.

Reports have revealed that SMMEs in South Africa are increasingly embarking on labour-intensive approaches with respect to production (Chen, Liu & Wang, 2020). This trend has enabled the SMMEs to contribute approximately 63% of the total volume of private sector employment in South Africa (Statistic South Africa, 2021). Particularly, SMMEs development offers increased opportunity, which will encourage growth in income in terms of both overall and per capita variable. In return, this development will engender structural changes in accordance with the expectation that healthy SMMEs are linked with innovation and technological upgrading (Afriyie, Du & Ibn Musah, 2019). Mokoena (2019) corroborates with other commentaries that SMMEs contributes substantially to the growth of the South African economy. For example, his study revealed that the development and support of SMMEs have engendered employment opportunities for communities embedded in the South Africa economy, in addition to serving as a survival mechanism for people who could not find formal employment. For example, the apex statistics body in South Africa in 2021 disclosed that approximately 34% of the GDP growth was contributed by the economic activities of the SMMEs (Statistics South Africa, 2021). To effectively contribute to employment creation, the position of the government in offering support cannot be overemphasised. Malefane (2013) the thesis on antecedents of whistle blowing in the banking sector in Punjab, Pakistan held from the context of South Africa reaffirmed that the support of the government policy in providing a conducive environment for SMMEs in terms of policy action is perceived as one of the country's contribution towards improving the economy and the need to alleviate poverty. What remains largely unknown is the

availability of evidence to substantiate these many claims as South African unemployment rate has continue to increase.

The appropriate policy framework that would evidently support the development of SMMEs for real time employment creation in South Africa needs to be institutionalised. The significance of SMMEs is fundamental and essential to economies globally. In other words, the need to embrace the development and support of SMME initiatives is to arrest and reduce the increasing rate of unemployment the world over. Hofmann (2015) held that the necessities of SMMEs are evidence throughout economies of the world, specifically in developing countries with difficulties in respect of income and distribution challenges. Accordingly, Hofmann (2015) expounded that SMMEs contribute significantly to the creation of decent jobs to cumulative savings and the development of technology. From Hofmann's (2015) position, it is appropriate to further advance that technology being one of the drivers of job creation justifies the place of SMMEs as a viable avenue for addressing the increasing rate of unemployment.

As stated by Smith (2017), the development of SMMEs as a tool for employment creation is niched in the fresh circumstance of a revolution of knowledge firmly gripped in transmitting from an economic controlled by the physical and tangible resources to one that is explicitly knowledge based (Hofmann,2015). Similarly, there have been several contentions that the entrepreneurial spirit, robust interpersonal skills, flexibility and organisational dynamism are key success factors of an economy, and organisations working based on the intricacies of knowledge are traditionally located in SMMEs (Lotfi, Yousefi & Jafari, 2018). It is assumed that necessary synchronisation exists between small enterprise and a knowledge economics (Mejri, MacVaugh & Tsagdis, 2018).

Similarly, a substantial volume of empirical research has surfaced to support the finding that technical innovation embedded in SMMEs is an indispensable tool for job creation (Ibarra *et al*, 2020). For example, finding has shown that majority of the available jobs, especially in this era are products of technical innovation (Augustie & Saad, 2019). Further to this position, Rogerson's (2014) longitudinal research on selected industries in South Africa during a ten-year period (2004-2014) revealed that SMMEs play a formidable role in the innovation process, specifically through the invention of new technological formation networks. In summary, it is evidence that SMMEs will remain the mainstay of employment creation in South Africa (Jili *et*.

al., 2017). Having explained the place of SMMEs in employment creation, the next heading of this chapter is devoted to research the contributions of SMMEs in the tourism-based sector to employment generation.

2.4 Contribution of SMMEs in the tourism sector to employment generation

The tourism sector represents the world's largest single industry contributing to the economies of most developing and developed countries (Kontsiwe & Visser, 2019). Tourism is an essential socio-economic phenomenon known with defines and dynamic development, with consequence for direct and indirect economic benefits (Mbele & Nyide, 2019). Activities related with tourism engender income from the consumption of goods and services by tourists in addition to the tax paid by the tourism industry to the government. Similarly, activities of the tourism industry also extend to employment creation in services-related sectors of the economy such as the hospitality sector, as well as employment creation in the tertiary sector of the economy (Dladla, 2019). Specifically, the SMMEs in the tourism-based sector dominate major tourist destinations, providing jobs for rural SMMEs through direct or indirect labour (Gumede & Nzama, 2019). The South Africa tourism sector is generally regarded as an opportunity heaven for employment generation (Hlengwa & Thusi, 2018). It is the third largest contributor to the South Africa's exchange earning incomes (Statistics South Africa, 2018). For example, according to the World Travel and Tourism, the South Africa tourism sector contributed approximately R424.5bn to the overall economy in 2018. Accordingly, the SMMEs occupied approximately 70 % of this contribution (Statistics South Africa, 2018). In contrast, although tourism possess marked potential for economic development in South Africa, yet not all strands of the tourism sub-sector contribute to sustainable development and job creation (Abrahams, 2019). The South African government prior to now robustly encouraged mostly large-scale tourism, with foreign-based investment occupying majority of this type of tourism (Adinolfi, Jacobs & Tichaawa, 2018). This tends to breed low local participation in tourism management in South Africa with evidence of sparse usage of indigenous labour and materials (Rambe, 2017).

While available studies have revealed the necessity of tourism as a marker for economic development, little evidence exists with respect to the role of small enterprises, especially how the small tourism businesses contribute to employment generation (Chetty & Sherefedin, 2018) This is supported by Mxunyelwa (2019) that despite the pervasiveness of SMMEs in South Africa, there is little evidence that the TB- SMMEs is at the frontier of sustainable job creation.

Mathieson and Wall (2012) found that the degree to which the tourism sector can launch association with rural tourism entrepreneurs depend on factors such as the modern development of tourism in the tourist destination and the type of tourism expansion in place (Mugobi, 2019).

Conventionally, the majority of the businesses linked to tourism are small and medium enterprises (Mathebula, Emuze & Oladokun, 2020). The reasons for the influx of small businesses in tourism sector include the verity that smaller businesses can specifically be established with a smaller capital, with limited prerequisites for set up (Chenga & Zang, 2020). Small business owners-managers set up their business in the tourism sector for a number of reasons. These reasons can be segmented into two including the push and pull factors (Chili, 2018). For example, a number of studies have found that the ascending rate of unemployment and the uncertainty of job security are the two main factors for starting a new business (Kunene & Phiri, 2017). Similarly, other studies have held that the need to be the controller of one's own business, the opportunities to make profit and to retire is part of the pull factors (Matsiliza & Block, 2017). Several findings revealed that business owners are attracted to small business in the tourism sector with the intention to be able to create additional employment for their members, make supplementary income and fulfill other major responsibility (Byamukama & Muchie, 2017). TB-SMMEs tend to be largely family-managed.

Most of the available studies on SMMEs contribution to employment generation are found conducted within other sectors leaving available sparse studies to the TB-SMMEs. The conceptualisation of tourism as a strand of the South African economy intersect several other economic activities including transportation, construction and marketing of holiday products or others related to leisure services. Specifically, TB-SMMEs are involved with the production of supplies that support holidaymaker's enterprises (Ayandibu, Ngobese, Ganiyu and Kaseeeram, 2019)). While it is accepted that the tourism literature shows that the tourism sector, particularly the SMMEs have the prospects of stimulating economic growth and development, little evidence exists for the case of South Africa (Mxunyelwa & Vallabh, 2017). Ayandibu *et al*, (2019) highlighted that the link between tourism and employment generation with particular reference to SMMEs depends on a number of factors such as the type of supplies, capacity to meet local demands and historical appraisal of tourism destinations. Matsiliza (2018) reflect the necessity of entrenching innovative practices in SMMEs within the tourism-based sector for growth that can be transposed to creating employment opportunities.

Chili (2018) on the significance of TB-SMMEs to employment generation held that the role of tourism enterprises concentrated in SMMEs cannot be overemphasised. The study highlighted that expansion in the tourism sector has increased social development and increased the capacity for employment generation, hence SMMEs closeness to the market has further stimulated job opportunities for the unemployed (Mtshali, Mtapuri & Shamese, 2017). In contrast, Kagiso (2018) thesis makes a case for the contribution of TB-SMMEs in generating employment opportunities between the developed and developing countries. For example, reports indicated that the support in terms of policy frameworks in respect of SMMEs at developed countries are consistent with the level of employment opportunities, this is contrary in developing countries where SMMEs are unable to generate adequate employment due to sparse support from government (Harilal & Nyikana, 2019). Mirroring this submission from the perspective of South Africa, the lack of robust government support for SMMEs has incapacitated the prospects of employment creation (Mxunyelwa & Vallabh, 2017).

A number of studies have been identified with the social and economic benefits of TB- SMMEs. In the analysis of Preston-Whyte & Scott, (2017), the authors highlights the TB-SMMEs as an essential source of income generation for families and a pathway for employment creation. The gains and benefits sprouting from TB-SMMEs are substantial. For example, SMMEs that are tourism-inclined have contributed largely to facilitating socio-economic regeneration and all-round development (Rambe, 2017). On account of the growing influence of TB-SMMEs, Adinolfi, Jacobs & Tichaawa (2018) showed that TB-SMMEs has been earmarked as a significant growing portion of the overall tourism sector, representing a substantial source of income and employment. With the explanation evidenced in the literature, for the case of South Africa, commentators have chronicled divergent interpretation of the research (Chiliya , Nieuwenhuizen & Groenewald, 2017). An estimates of 60 percent of formal jobs in South Africa are SMMEs with an acceptable representation of TB-SMMEs (Rogersons, Benkenstein & Mwongera, 2018). Madzimure (2020), explained that much in terms of improved standard of living and employment generation are not discernible even with the growing influence of SMMEs in South Africa. In particular, there is a disconnection between the growths of TB-SMMEs and the expected benefits owing to institutional constraints (Kibuuka & Tustin, 2019). This section of the chapter has distilled the role of SMMEs in the tourism-based sector for

employment generation (Kontsiwe & Visser, 2019). The next section discusses some of the key factors that determine the success of SMMEs.

2.5 Key success factors of tourism-based SMMEs

The successes of TB- SMMEs are hinged on several factors. It can be explain that the success of TB-SMMEs can differ from context to context, specifically with regard to available policy and governmental control mechanisms. There are generic factors that affect or predict the success of tourism-based businesses irrespective of context. The tourism literature has highlighted the significance of human capital development as a necessary factor for the flourishing of TB-SMMEs. For example, in a study on, in search of inclusive tourism in South Africa by Rogerson (2019), it was revealed that successful entrepreneurs in the tourism sector are likely to possess educational training beyond the elementary school level. The crux of this finding is related to the assumption that entrepreneurs in possession of higher educational training are more likely to adjust to the increasing global changes that are similar to the business environment. In a similar study conducted on tourism small business success factors in Tshwane, Wild and Cant (2018), findings reported that the dearth of technical and managerial talent are factors that hinder the success of SMMEs. With the necessity of human capital skills, Rajaram (2018) clarify that human capital skills are not only sufficient as critical success of SMMEs.

A closer review of the SMMEs literature also proposed the factor of family business background as an essential success factor of SMMEs concentrated in the tourism sector (Matsiliza & Block, 2017). Researches have shown that individuals whose parents are self-employed possess the entrepreneurial skills (Dladla, 2019). The family business background often creates a barrier-free entrepreneurship entry and experience, as those venturing into it can draw from the experience of their relatives for success stories. Research has shown that the family social capital (often non-social resources) positively influence entrepreneurs' start-up decisions (Cheng & Zhang, 2020). It is explicit that the quality of family co-operation is fundamental in determining the success of TB-SMMEs. Other related studies have found that experiences evolving during early childhood and socialisation period are key factors that stimulate peoples' reason to go into entrepreneurship (Abrahams, 2019).

Other necessary factors that determine the success of tourist entrepreneurs are business skills and knowledge of the business environment. According to Mugobi (2019), the lack of business skills

have been identified as a major barrier for the success of tourism entrepreneurs. Their study explained that a large percentage of new entrant of tourism entrepreneurs lack formal business-related skills and adequate understanding of the industry before business start-up. Other related studies have also established that the acquisition of management skills contribute substantially to the performance of tourism small business (Mxunyelwa & Vallabh, 2017). For example, Bhorat, Asmal, Lilenstein & Van der Zee (2018) in their study explained that few of the fundamental management skills required for an entrepreneur to succeed include accounting, marketing and financial management skills. The increasing influence of the world has warranted the necessity of essential management skills for survival in a changing global climate turbulent global change, especially for small business operators to remain competitive.

The necessity of working experience has also been shown as a formidable factor for the attainment of success in tourism businesses. Related studies have shown that the possession of work experience is essential for knowledge generation, and can be employed as a tool to engender and stimulate entrepreneurial innovation (Zizile & Tendai, 2018; Hlengwa & Thusi, 2018). In support of this, Dladla (2019) study held that working experience and knowledge of the business owner are some of the main sources of knowledge essential for the conception of new frontiers and competencies to invent new products. In the context of tourism small businesses, individual working experience has shown to equip start-up entrepreneurs with marked decision-making skills. For example, linking this to international business, studies have showed that previous exposure to the international environment tends to alleviate possible fears and suspicions in the quest to starting up a business (Kok & Berrios, 2019; Mtiki, 2019). In other words, the advantage of previous work experience represents a key success factor for tourism-based entrepreneurs or small business owners.

Similarly, the role of government assistance is another essential success factor for tourism-based entrepreneurs (Khoase & Ndayizigamiye, 2018). Mokoena's (2019) study highlighted the significance of investment strategy and business implementation. Results from the study explained that small businesses, with dominance in the tourism sector encounter several hindrances. For example, the study reports these challenges to include finance, poor marketing and communication skills among other constraints. The justification for government assistance is predicated on the complexity of tourist products, which are only attracting sparse private sector attention (Moise, Khoase & Ndayizigamiye, 2020). Accordingly, in the expectation of growth

and success, commentators have established the need for government to create the fitting business environment for small businesses in the tourism sector to improve productivity and competitive advantage (Rogerson, 2018). In addition, research evidence has revealed that only government assistance programmes can upturn the tourism industry owing to the consistent fragmentation and irregular flow of business (Chiliya, Nieuwenhuizen & Groenewald, 2017).

Within the context of South Africa, a practical approach that should involve legislative control is required for the sustainable development of small businesses in the tourism sector. Another key success factor of small businesses, specifically in the tourism sector is the place of technology. For example, in the tourism sector it's no doubt the fact that the internet is one of the most significant tools used by potential customers in assessing available travel options such as ticket and hotel bookings. In contrast, a recent study (Rutherford 2015) has revealed that despite the prominence of the internet as a veritable tool for the success of small businesses in the tourism sector, the internet has been unsuccessful in its attempt to make key changes to the success growth of the tourism sector (Rutherford 2015). Available evidence illustrates that a small group of small businesses in the tourism sector are lacking effective technology access and skills for increased profitability (Lukhele & Soumonni, 2021).

2.6 Tourism as a development strategy: evidence from South Africa

The deliberation of tourism development has become an enthusiastic discourse in both practice and theory. For example, in the developed world, activities such as the renovation of beachfront areas and the conversion of previously mining locations for heritage tourism are examples of this development (Visser, 2017). Essential to this development strategy is the extent to which the community in which the tourist site is located can market itself to prospective investors and tourists alike in order to attract robust economic growth for both the locality and the country at large (Rogerson, Benkenstein & Mwongera, 2018). A clear and competitive marketing strategy is vital in this regard (Abrahams, 2019). Activities including hosting of cultural festivals and the utility of natural resources are key pointers of this approach (Rogerson, 2017). The utility of tourism-based development also represents an imperative theme in the developing world, ensuing from trends from the corners of developed countries (Byamukama & Muchie, 2017). Tourism development in itself often comes with a cost with evidence of massive destruction to both the physical and natural environment. A typical case that readily comes to mind is that of Kenya and Tanzania. The Kenya's Maasai Mara National Park and Ngorongoro Conservation

Park in Tanzania are depleted of firewood for community use because of tourism development in these locations (Esu, 2013) among other cases. It is imperative that the pursuit of tourism development should be carefully initiated in order to minimise the cost of both natural resources and humans.

Linking the above discourse to the South African context, among others, the commonly known tourist destinations including the Kruger Park, the Garden Route and Cape Town have attracted development through the promotion of tourism. These development initiatives have transformed these tourist sites to more exciting places for both entertainment and recreation purposes (Chili, 2018). Among the common focus of these novel initiatives include the advancement of communities for the promotion of black African cultural tourism and the hosting of cultural fiestas (Matsiliza, 2018). In addition to the numerous arrays of private sector-initiated tourism activities concentrating on game watching, and the formation of tourism routes, several developments have been generated through the initiative of tourism as a development strategy (Mkhize & Cele, 2017). In South Africa, tourism has been embraced as an initiative through which sustainable development can be achieved on all levels, specifically with benefits for the locality where these tourist sites are situated (Najda-Janoszka 2014). Available evidence also supports the significant supporting legislation received from government departments for the construction of cultural villages and other artefact centres (Diale, 2008). In so doing, a number of development-related initiatives have also been recognised in the country, the majority of which are tourism focus. Other known tourism development sites in South Africa include Newtown area in central Johannesburg developed as a cultural heritage site. While it confirms the verity that the nature of tourism expansion that places such as Cape Town is experiencing, serving as an inspiration to other towns, the fact remains that the tourism market is limited (Rutherford, 2015). It can be accepted that all communities will benefit from tourism development initiatives (Najda-Janoszka 2014).

The South African case has shown that while many localities are arranged for the benefits of tourism, making reference to their skills and aspirations, it is shown that a low percentage have benefited from this development (Molefe, Meyer & De Jongh, 2018). Those harvesting these opportunities and benefits are what can be categorised as large business ventures (Rutherford, 2015). To make a clear case, the waterfront development and convention centers are explicit examples. Although these waterfronts in Durban and Cape town can be of economic significance

to the economy, yet research have found that these tourist sites have been largely developed without the involvement of community members, with few benefits, accrued to them, and lastly with development undertaken without a fuller consideration of communities affected (Mugobi, 2019). It can be concluded that, while tourism developments are visible in South Africa, concerns are still with respect to ensuring the ideal of this development are bought by everybody, with the penchants for deprivation by any communities, especially the tourist attracted communities. This is necessary in order to achieve the full benefits of these developments (Preston-Whyte & Scott, 2017).

2.7 Summary

In this chapter, the descriptions of SMMEs in the tourism sector and their contributions to employment generation have been examined. First, the chapter examined the idea of SMMEs. This was further done from the perspective of the tourism-based sector. Specifically, the chapter distils through empirical account, the contributions of SMMEs to employment generation. To a comprehensive understanding of the subject, a survey of SMMEs within the tourism sector was also discussed. Similarly, reflecting from these explanations, the chapter explain that, although the South African SMMEs have been positioned as a mechanism for the reduction in the rate of unemployment in the country, much has not been discernible to show that the tourism-based sector of the country's SMMEs have created substantial employment. Second, a comprehensive account of projected success factors that could stimulate the growth of SMMEs within the confines of the SMMEs were also presented in this chapter. Factors including human capital development, family business background and skills and knowledge of the business were presented as probable factors that could stimulate for the success of SMMEs. This chapter, also focus on the contention of tourism as developmental strategy. While this account was observed, it was accepted that much of the development benefits emanating from the development of tourism in South Africa have not been well distributed between and among the host tourist communities.

CHAPTER THREE: CHALLENGES OF SMMEs IN THE TOURISM SECTOR

3.1 Introduction

Growing and blooming Small, Medium and Micro Enterprise (SMMEs) sectors have become one of the most acknowledged identifiers of economic upswing. SMMEs are globally recognised as significant drivers of economic success in generating employments and sales within the economy (Botha et. al, 2021). Contributions of SMMEs may not be the same from one country to another, nonetheless, their impact on economic development and growth is vital, SMMEs in South Africa have contributed positively to the gross domestic product (GDP), (SEDA, 2021), the growth and development of SMMEs have received emphasis over the years, developing economies, mostly in Africa have followed after this by encouraging SMMEs' development, growth and viability (Mokoena, 2019). Notwithstanding of the significant function of SMMEs, South Africa SMMEs in all sectors of the economy are confronted with common problems of limited entrepreneurial and technical skills as well as shortages of funds. These challenges impede the growth of SMMEs (Makwara, 2019). The upward rate of unemployment has set an enormous duty on SMMEs for sustained development in the country (Mokoena, 2019). This has made the government to ascribe emphasis on SMMEs to assist with mitigating this issue, in order to contribute to the scaling down of poverty and inequality, thereby attaining a basic standard of living. Certain initiatives have been formalised by the government in South Africa in order to support SMMEs, such as National Credit Regulator (NCR), National Planning Commission (NPC), Department of Small Business Development (DSBD), National Empowerment Fund (NEF), etcetera, nonetheless, these have not successfully met the needs of businesses of all sizes (Ayandibu, Ngobese, Ganiyu & Kaseeram, 2019). South Africa has been experiencing socio-economic problems, for example, joblessness, inequality and unfairness, SMMEs are recognised as major benefactors with respect to the development and developing capacity and proficiency in an economy, thereby improving economic advancement (Maduku & Kaseeram, 2019). The majority of developed economies have already introduced. SMME theories in order to heighten employment formation, countries such as the United States (US), have SMMEs engaging in major role pertaining to development and growth of their economies (Kalitanyi, 2019). A well-developed SMME sector contributes substantially to the growth of the economy, through its contribution to the Gross Domestic Product (GDP), by lowering the level of unemployment,

thereby decreasing the levels of poverty. SMMEs have the potential to generate employment and are consequently a rational addition to reduce unemployment and other problems associated with these circumstances (Wild & Cant, 2021).

However, SMMEs globally are still confronted with numerous limitations, in South Africa, the growth of SMMEs and the sustainability of SMMEs in Tourism sector can be improved. According to Hlengwa & Thusi (2018), lack of support with severe economic, legal and technological opposition compelled to exert pressure on SMMEs which can deter the innovative operations of SMMEs. Tourism is one of the rapid growing industries in South Africa, it is broadly considered that the tourism sector will become one of the main operators of economic expansion and medium of generating employment in South Africa and Southern Africa (Rajaram, 2018). Small, medium and micro enterprises (SMMEs) functioning in the tourism sector are to make considerable inputs to poverty alleviation and to Black Economic empowerment (BEE), this will expand the dissemination of revenue in the country accompanying the possibility of lowering the disparity amongst the South African population (Zulu, 2014). Research has shown that a number of SMMEs perish within their first few years of operating, it was found that a smaller percentage vanishes between the sixth and tenth year of existence (Mosia 2018). SMMEs in KwaZulu Natal are confronted with diverse constraints, which impact on their productivity, there are elemental forces that are responsible for this which are either internal or external, among them are; inadequate funding, poor book keeping, poor strategies, inexperienced staff, etcetera (Botha et.al, 2021). Therefore, the objective of this chapter is to point out the factors affecting the performances of SMMEs within the tourism industry.

3.2 SMMEs in Tourism Sector

South Africa's tourism growth and development has been a major consideration, several initiatives have been piloted and administered to improve the growth of tourism in South Africa (Rogerson 2017). The tourism industry is characterised with indirect links to several functions and procedures globally, and is represented as a major driver for global socio-economic activity because of its dissemination effect (Ngwenya & Zondi, 2019). There is a causal link from tourism towards economic growth. Tourism activities promote exports, thereby increasing substantially foreign exchange reserves, improving balance of payments (Shakouri, Yazdi, Nategian & Shikhrezaei 2017), tourism is the most considerable and diversified of the world's industries

(Akter, *et al.*, 2020). The tourism industry is a heterogeneous and compound structure that is attached indirectly and by implication to all global, national, regional and local key roles and procedures associated with planning, organising, implementation and evaluation of tourism activities. A wide variety of expertise is employed to provide direct, indirect and generated opportunities for income in the tourism industry (Abrahams,2019). The president and Chief Executive officer of the World Travel and Tourism Council (WTTC), David Scowsill, compliments the tourism industry for generating employment, driving exports and promoting success worldwide (Scowsill, 2017). Based on statements made by the Global Entrepreneurship Monitor, most of the tourist accommodation and businesses are managed by SMMEs' owners, participation is similar as those of entrepreneurial undertakings found in SMMEs (GEM 2018). SMMEs in tourism are major benefactors to tourism economies due to the multitude of skills they engage, admission into the industry is not markedly complex (Dladla, 2019). Growth of the tourism industry is largely dependent on the existence and efficiency of SMMEs, South African tourism is largely known as a means of actualising economic development and SMMEs have been identified as instruments for growth (Cant & Rabie, 2018). SMMEs in tourism have proven to be major key drivers for economic growth through the building of entrepreneurial skills and creation of employment (Pillay 2017).

SMMEs are seen as the catalyst for the development of tourism (Kontsiwe & Visser, 2019), small tourism firms are analytic components in tourism economies (Rogerson, 2018), particular consideration should be afforded for opportunities of small tourism firms to exercise a significant role in poverty mitigation (Rogerson, 2019). The tourism industry is a prime employment generator participant in South Africa and has been identified as a principal sector in advancing the growth of the economy, through generation of jobs and thereby positively imparting on reduction of poverty (Mokoena, 2017), the human resources generated by the tourism industry as at 2018 came to 711746 persons (Mofokeng, Giampiccoli & Jugmohan, 2018). Tourism helps to stimulate environmental protection, new technologies emerged, thereby advancing industrial development while increasing competitiveness in human capital (Ohlan 2017). Tourism is a labour-intensive growth industry, where large numbers of job are being created for both skilled and unskilled individuals, expansion of small enterprises is relevant in generation of employment (Hlengwa & Thusi, 2018).

3.3 Contributions of SMMEs to the South African Economy

Developing SMMEs is one of the most effective ways of achieving demonstrated development, curtailing unemployment, thereby reducing poverty and consequently inequality in the country (Kalitanyi, 2019). Tough times have equally confirmed the essential of SMMEs, (Bhorat, Asmal, Lilenstein & Van der Zee (2018), explained that effective and efficient SMMEs contributed a major part in complementing socio-economic development mostly in developing countries, which has brought about government initiating strategies to support and expand tourism entrepreneurship. Similar to other developing countries, South African socio-economic development methods center on using the entrepreneurial potential, as well as aiding the operations of small, micro and medium enterprises (Bvuma & Marnewick, 2020). Encouraging the development of SMMEs is a universal remedy for enhancing the standard of living in a country and equally bringing an appreciable level of balance to the economy (Mokoena, 2018). The formulation of the Small Business Ministry in South Africa to play the role of economic development and eliminate poverty can attest to this (Matebesi, 2019). Appraisal of specific literature has highlighted the role of SMMEs in South Africa contributing to socio-economic development of the nation. Among them are listed below.

3.3.1 Creation of Jobs

Much attention is placed on reduction of unemployment through the use of SMMEs thereby resulting in increased level of economic growth (Nyoni & Bonga, 2018). SMMEs are used for business survival targeted at mitigating the social effects of rapid economy meltdown (Rajaram, 2018). SMMEs are seen as the future of business, statistically, 40% of all businesses in South Africa are SMMEs (Smith, 2017), similarly, SMMEs donate more than a third (34%) to the economy of South Africa (Stat. SA, 2021). Small business is a critical route by which millions of people are added to the economic and social main stream of a society. Employment opportunities are created for different categories of citizens; men, women, young adult, immigrants among others (Ramraj,2018).

The Ramraj study revealed the place of SMMEs in the South African economy with over 50% of formal businesses in the country being SMMEs, South Africa still lags behind than other African countries in terms of rate of youth in entrepreneurship; and the rate of youth in

entrepreneurship is still lower than 70%, which is considered as the average for Sub-Saharan Africa (Mbele & Nyide, 2019). SMMEs are expected to occupy a major position in the realisation of vision 2030 of the National Development Plan (NDP) targeted at reducing unemployment to 6% through the generation of about 90% employments in small and expanding firms (Statistics South Africa, 2019). SMMEs have been actively engaging in a significant role in the South African economy. With continuous restructuring, downsising and retrenchments in the nation, SMMEs have exercised major positive impact in creating employment (Bosma, 2019). State-owned organisations such as ESKOM and South African Broadcasting Corporation (SABC) have in the past experienced mass retrenchments, which have brought loss of jobs. Retrenched employees in turn established start off several entrepreneurial ventures, some of which are survivalist by nature (SEDA 2020).

3.3.2 Distribution of income and poverty alleviation

In spite of the fact that earnings of employees in the informal economy is lower than that of formal economy, the structure of SMMEs sector in the nation indicate survivalist small business are more than other sizes in the category (Mosia, 2018). This implies a connection between unemployment and necessity-driven entrepreneurship (Kalitanyi, 2019). Downsizing and employment of only highly skilled workers by large organisation occupy no major role in the reduction of poverty (Cant & Wild, 2021). The weight heavily falls on SMMEs that are labour-intensive and are not rigid in employment of highly educated personnel.

South Africa is characterised with income inequality; smaller entities such as SMMEs positively add to social empowerment and transformation. (Sanchez 2017) As inequality and poverty continue to rise, the government has been promoting SMMEs as a medium to eradicate these inequalities, various Black Based Empowerment (BBE) programmes, women, disabled persons have been engaged to address this matter (Mkhwebane, 2019). SMMEs in South Africa are affected by diverse social economic issues, and this has placed SMMEs at the center of social and economic transformation agenda (Bhorat, Asmal, Lilenstein & Van der Zee, 2018).

3.3.3 Maintenance of a healthy economy

SMMEs are involved in import and export business, which allow inflow of foreign currency.

This has made possible promotion of business links from other nations, thus exposing local firms to global standards in a manner that aids their knowledge and skills of the industry (Lukhele & Soumonni, 2021). SMMEs compete in various sectors such as manufacturing, retail and services and they equally assist to establish roots for a diversified nation. Through employment generation, SMMEs has aided social and economic stability (Bvuma & Marnewick, 2020). The size of SMMEs renders them adaptable for rural communities where the markets are too small to attract the presence of big businesses, they serve as intermediary between rural and urban economies of the nation through trade relationships. According to Zulu (2018), SMMEs stabilise the social and political structure of the economy.

3.4 Challenges of SMMEs in the Tourism Industry

SMMEs in tourism sectors across the world experience diverse limitations, many of which lead to failure. The challenges of TB-SMMEs are revealed through certain theories, including Survivalist Theory, Finance-Gap Theory, Dynamic-Innovation Theory, Resource-dependency Theory and Knowledge-Based Theory. Resource-dependency Theory express performance of an organisation is based on the availability of resources that are critical to engender its success, and Knowledge based Theory expressed knowledge as one of the most significant resources required by an organisation (Khalique *et al.*, 2020). Appropriation of knowledge entails obtaining knowledge from both within and outside the organisation (Iopes *et al.*, 2021). The review of literature depicts the inadequacy of required knowledge among the TB-SMMEs to support growth and development, sufficient knowledge that can aid the operations of TB-SMMEs needs to be increased among the TB-SMMEs, the study of literature indicate communication channels within the TB-SMMEs needs to be improved to enable knowledge sharing within the Durban Aerotropolis. A gap regarding knowledge among certain TB-SMMEs within the local region, was identified in this study, some TB-SMMEs are still deficient in the area of information that relates to the 'pyramid of opportunities' that await them within the Durban Aerotropolis that could enhance increased revenue resulting in generation of more employment opportunities. TB-SMMEs experience inadequate resources necessary to improve their operations (Mkhize & Cele, 2017), these resources can be categorised into internal and external. Internal element includes, unrealistic goals, shortages of finance, shortages of required skills such as dynamic marketing skills, good managerial and administrative skills, entrepreneurial skills, advanced technical know-how, social media marketing skills, not all the TB-SMMEs are embracing all social media

platform to enhance their operations. External factors include infrastructure, availability of infrastructure is key element for the growth and success of SMMEs, this is of significance to TB-SMMEs whose time and financial amount spent utilising these infrastructures is proportionate to the income generated (Donaldson, 2018). Basic infrastructure such as water and electricity are major for the success of the operations of TB-SMMEs. Uninterrupted supply of electricity is becoming rare in South Africa, availability of electricity characterised with load shedding and black out has pose a major challenge to business operations. The study of literature revealed prolonged power-outages as one of the greatest threats to business.

Among other constraints, are poor infrastructure, poor management, poor technical capability, inadequate skills, inadequate finance are the predominant ones (Anderson & Juma 2017). The success rate of SMMEs in developing markets is low compared to that of developed market (Ayandibu, Ngobese, Ganiyu & Kaseeram, 2019).

The various limitations that impact on the level of service delivery of SMMEs can further be classified as factors within and outside the control of the organisation. (Rogerson, 2018). Factors within consist of factors that can be controlled by the organisation including management skills, financial constraints, absence of management training, technological limitations, absence of long-term goals and strategies for expansion, imbalance with concentrating of generation of profit at the expense of other business objectives (Rogerson 2018). Among the internal constraints, SMMEs faced are highlighted below:

3.4.1 Inadequate Managerial Capabilities and Skills

Relationship between the government, educational institutes and industry is aimed as a tool for innovation to generate socio-economic development. How enterprises generate and process knowledge is an instrument that can enhance growth. Czernek (2017) posit that transfer of knowledge from higher education would be foster if relationship is established with enterprises within these sectors, essentially for the reason that educational institution will allow structured conveyance of knowledge.

In adequate managerial skill, affect the performance of SMMEs. The worth of business personnel is largely associated with the level of development of the enterprise (Mokoena, 2019). Skills

required by entrepreneurs are mostly managerial, competencies and knowledge skills needed for daily running of the enterprise (Refiloe, Derera, McArthur & Ndayizigamiye, 2020). The level of skills possessed by employees will determine their efficiency, according to Cant & Rabie (2018) where inadequate management skills exist, failure in business venture will follow. Managerial incapability affects SMMEs globally (Mkhwebane, 2019), the level of success of SMMEs in the U.S is partially linked to lack of management skills among entrepreneurs and the managerial staff assigned to manage the business (Malerba & Mckelvey, 2020). In South Africa, lack of managerial skill and expertise is one of the key causes of failure of new SMMEs. The majority of SMMEs have the inclination to have insufficient management structure that exhibit transparency and accountability, which often lead to abuse of resources. The majority of business owners lack the required management skills due to insufficient training, this has resulted in mismanagement, consequentially inhibiting the growth of SMMEs (Mathane & Chiloane-Tsoka, 2020). It is typically seen that there is lack of a clear connection between the personality of an entrepreneur and business growth (Mejri, MacVaugh & Tsagdis, 2018). The level of education, training and development are measures used to determine the level of competence, the achievement of SMMEs is effectively imparted by the level of educations of the owners (Lotfi, Yousefi & Jafari, 2018).

Deficiency of skills is often associated with the employment of individuals without sufficient training (Alshanty & Emeagwali, 2019). SMMEs find it problematic to hire right set of workers (Hashim, Raza & Minai, 2018), this is due to absence of trained workers desiring to join SMMEs, most trained workers preferred to join larger organisations because of employment security. Management sometimes employ untrained personnel due to cost, this often compromise the quality of their services. In developed nations, over 70% of business owners indicate that employing trained individuals can positively affect growth (Mokoena, 2017). Lack of efficient management skills such as personal skills, inefficient use of resources can lead to business failure (Wild & Cant, 2021). Among other skills lacking among SMMEs are marketing skills (Alshanty & Emeagwali, 2019) and accounting skills, which is mostly out-sourced (Ahmed et. al., 2018). The deficiency of marketing expertise is affecting the operations of tourism in South Africa and other developing countries, it was suggested that new business proprietors in the tourism industry should be equipped with education and skills training on marketing and entrepreneurial competences (Dladla, 2019).

For improved sustainability of SMMEs in tourism, it is necessary for relevant education, training and skills to be acquired, failure to acquire this can lead to failure in business (Mugobi, 2019). Tourism creates jobs for persons of all ages and different categories of skills, it is essential for personnel to improve and dispatch an excellent service that meets client's requirements resulting in increased revenue for the organisation, the connection between imbalance in terms of wages and employment opportunities is a curve describing levels of variations relevant to levels of income as a result of level of competences (Hashim, Raza & Minai, 2018). The necessity for training and development facilities to assist SMMEs manage their roles successfully is key, inadequate training and development can create major challenge in respect of work force supply for the tourism sector (Kontsiwe & Visser, 2019). The impact of appropriate qualified graduates can positively influence the growth of SMMEs (Kerry, Kerry, & Xu, 2018). Findings revealed that quality training and development could add a positive influence on entrepreneurial development and subsequently improving service delivery (Mxunvelwa, 2019). The deficiency of entrepreneurial culture remains an issue, small businesses within the tourism sector are not able to generate standard services that can make them stay competitive and relevant within the economy (Mbele & Nyide, 2019).

In some part of the world, tourism has become a medium for strategic economic development through the utilisation of research and innovation (Falcone & Castilla, 2020). Accordingly, comprehension of how the TB-SMMEs absorb, activate and turn knowledge into financially productive activities is essential for development of effective knowledge transfer implementation (Usai *et al.*, 2018).

3.4.2 Financial Limitations

Among challenges facing SMMEs, is the incapability of SMME's owners in obtaining financial resources, this is perceived as major constraint (Mukwarami, & Tengeh, 2020) Financial accessibility implies tangible access to credit facility at fair cost and terms, limitation in accessing financial resources proceed from SMMEs' owners' absence of good knowledge of loans application procedures or financial institution's bias against SMMEs as a result of high cost of administration (Khoase, Mutinta & McArthur, 2018). SMMEs across the world, especially in

developing nations, indicate access to finance as one of the major hindrances to growth (Botha, Smulders, Combrink & Meiring, 2021). This is not in exception to SMMEs in the tourism sector. In Malawi, Tanzania and Uganda, access to finance was revealed as a major problem (Mosia, 2018). Capital resources are a major limitation to the operation of entrepreneurs, including SMMEs in tourism. Lack of collateral and a poor credit history makes access to funding difficult. According to the World Bank, SMME's surveys. Of the SMEs in underdeveloped countries, 43% perceived access to and cost of finance as hindrances to operations and growth. In developed nations, only 11% of SMMEs considered this as a major challenge (Dalberg, 2018).

Financial incapability affects black-owned SMMEs' ability to staying productively in business, thereby resulting in high levels of business failure (Makwara, 2019). Access to the amount of finance required is one of the major constraints confronted by SMMEs, which often hinders growth and sustainability of SMMEs in South Africa, this is not in exception to the SMMEs in the tourism sector (Hlengwa & Thusi, 2019). Financial constraints experienced by the majority SMMEs in general continue to pose a major treat, in order for SMMEs in the tourism sector to effectively contribute to the growth and economic development of the economy, finance must be accessible and adequate (Ayandibu, Ngobese, Ganiyu & Kaseeram, 2019). The financial incapacity of small emerging entrepreneurs and lack of ability to access funding is contrary to the objectives of supportive development as a tool to ensure economic development. (Adinolfi, Jacobs & Tichaawa, 2018). Over 73% of SMMEs's applications for loans are rejected, which has led to most SMMES relying on savings, inaccessible funding affects the running of an enterprise and consequently its growth, Bvuma & Marnewick (2020), who found that the growth and the success of SMMEs require sustained investment, affirm this.

Obtaining finance has been one of the challenges that has affected the growth and stability of SMMEs (Cant & Rabie, 2018). The Philippines has numerous SMMEs, however, finance is lacking due to constraints in accessing finance, and most Philipinos do not have bank accounts (Bank of Japan & IFC, 2015). In the Middle East and North Africa (MENA) region, over 60% of SMMEs lack access to finance (IFC, 2016a) According to Mosia (2018), 80% of SMEs fail due to financial challenges. In the U.S., 80% of SMEs failures can be traced to financial challenges (Augustie & Saad, 2019). In China, the interest rates are high and only small fractions are able to access bank finance (Master card Worldwide, 2018).

Financial literacy among the TB-SMMES needs to be improved to engender funding. There is a financial gap among the TB-SMMES, related to poor financial literacy, regular and easy access to required funds is essential for business expansion. The study of Radebe (2019) indicates a lack of sufficient finance as a focal factor limiting the growth and development of SMMES. Concern for finance remain a major constraint among the TB-SMMES, and quite a number of TB-SMMES still suffer rejected loan approvals due to poor credit history, insufficient financial information required by the banks to facilitate processing loan applications as a result of poor record keeping, and lack of collateral assets.

3.4.3 Technology

Required technology is essential for SMMES in order to generate effective service and as well as to improve competition within the industry (Ibarra, Bigdeli, Igartua & Ganzarain, 2020). Technology aid SMMES in entering new market by offering distinctive services, there is an essential link between technology and the growth of SMMES, lack of appropriate technology affect SMMES in some nations, for instance, SMMES in India and China are affected by obsolete technology, SMMES in African countries such as Zimbabwe, Nigeria, Kenya, Tanzania, and Uganda lag behind in terms of technology (Bocquet, Le Bas, Mothe & Poussing, 2019). Also, among one of the major challenges faced by the SMMES in South Africa, is absence of appropriate technology (Haidari, Kabandai & Almukhaylidz, 2021). The lack of required technology impairs the service delivery of SMMES in tourism. Acquiring appropriate technology is expensive and often unaffordable for most SMMES, thereby posing a limitation to their mode of operation and negatively impacting on their growth (Domi, Keco. Capelleras & Mehmeti, 2019).

Furthermore, Dom et al (2019) postulate that market innovation supported by technological innovation has been indicated as a focal propeller that can enhance the activities of SMMES. TB-SMMES will enhance their productivity within the Durban Aerotropolis by being more dynamic in innovating better measures for expansion and development.

Among other factors that negatively impact on the contributions of SMMEs in the tourism sector are external factors, which include, competition, regulatory factors, crime, corruptions among others (Makwara, 2019) are highlighted below:

3.4.4 Competition

Competition which can be foreign or local is one of the key factors that have affected the capacity of SMMEs in the tourism sector over the years. Competition among SMMEs is on the increase on a daily basis and ranked to be the third greatest challenge experienced by SMMEs (Mukwarami, Mukwarami & Tengeh, 2020). As competition increases, business owners are expected to develop incentive methods such as providing additional services and initiating unique features on existing products in order to achieve a business advantage (Nyoni & Bonga, 2018). SMMEs are confronted by global competition, as well as creation of interdependent international economic systems, this can increase the failure risk for SMMEs due to exposure to competition that this generates (Mugobi, 2019). Some of these SMMEs have to confront SMMEs in developed economies, which have a comparative advantage over them. Competition compelled SMMEs to be restricted to small markets where there is intense competition (Adinnolfi, Jacobs & Tichaawa, 2018). Globalisation can also, put SMMEs under pressure, to succeed in this century it is wise for business to see themselves as enterprises without borders, with the rate of growth in countries such as China and other African countries, it is necessary for SMMEs to explore overseas opportunities (Kontsiwe & Visser, 2019).

3.4.5 Regulatory Factors

As essential has regulation is, it has been identified as a factor that can inhibit the effective functioning of SMMEs (Bhorat, Asmal, Lilenstein & Van der Zee, 2018). This is an external factor that business owners does not have control over. Business start-ups and operations are affected by the regulatory and institutional climate enacted by governments (Smith, 2017). The effect of laws emanating in different areas of government can impede the operation of SMMEs. Required labour, investment and tax law can constitute a non-positive environment for the effective operations and sustainability of SMMEs to serve as means of generating employment.

Inappropriate laws can hinder smooth business's operation as well as increase operating cost (Rajaram, 2018). The labour laws for example, can be restrictive in nature, the laws are quite severe with respect to employment and firing of workers, this has made some employers to hire workers on contract basis than on fixed terms.

Regulatory factors often pose a threat to the operation of SMMEs, this, in turn, has caused certain SMMEs to operate outside the legislative framework, some do not register while others exist without bank account, operating informally (Hlengwa & Thusi, 2018), also, these set of SMMEs avoid taxation. SMMEs are required to abide with various regulations imposed by various government offices, government policies should be made such that it will encourage the creation and growth of SMMEs (Bvuma & Marnewick, 2020). A competitive tax system is required for the promotion of economic development, a strategy that can be adopted by government is reviewed tax relief to enable SMMEs access more finances. Furthermore, payment for permits/licenses can sometimes be too expensive for new businesses, also strict registration processes and government regulation have most times discouraged the establishment of SMMEs, while others operate in an informal way (Mbele & Nyide, 2019).

3.4.6 Crime and Corruption

Crime and corruption are factors that have posed major threats to SMMEs, especially SMMEs in Tourism. This affects both business operators and people that are being serviced. According to The United Nations Office of Drugs and Crime (2019), South Africa is seen as one of the nation's known for crime. In the ranking, South Africa appears as one of the first five nation's peculiar with crime activities, especially murder. In addition, robbery within the business sector is alarming as criminals continue to invade business operation centers. Street robbery, house robbery, hijacking is equally on the increase, making the nation a threat for tourists thereby affecting the operation of SMMEs in the tourism sector. The increases in robbery as indicated in Statistics South Africa 2019 continue to rise. The SMMEs sector is susceptible to all the instability and insecurities of the economy (Bhorat & Naidoo, 2017). It is found that the developments of SMMES, which did not consider how these enterprises, will safely and effectively function in the market will not yield a demonstrable economic development, adequate mitigations to curb crime needs to be enforced in order boost the operation of SMMEs (Bhorat, Asmal, Lilenstein & Van der Zee, 2018). This study revealed inadequate security as a limiting factor to the growth of TB-SMMEs.

3.5 Factors threatening the effective contributions of SMMEs

In South Africa, the success rate of new SMEs is 25%, one of the least in the world (Maduku & Kaseeram, 2019). Poor entrepreneurial behaviour, inadequate management skills, strict market entrance, financial limitations, all result in high rates of business failures. In addition, inadequate training, over-wrought goals, inadequate planning skills have revealed reasons for the failure of SMMEs (Mathane & Chiloane-Tsoka, 2020). There is an equally slow success rate for SMMEs within KZN (The Provincial Growth and Development Plan 2030). Insufficient skills and education can be threatening factors to the contributions of SMMEs. According to Maduku & Kaseeram (2019) most SMMEs within South Africa failed during the early stages, even when armed with adequate financial resources, due to lack of required skills. Approximately 80% do not survive beyond the first stage of operation, few survived into the second stage of operation, which is usually the growth stage (Hashim, Raza & Minai, 2018).

Among other factors that threaten the success and contributions of SMMEs is lack of adequate business information, the finding by the minister of Trade and Industry indicated high turnover of failure among SMMEs in the early stage, with an average of nine out of every ten enterprises failing (Mosia, 2018). Corporate South Africans are yet to exhibit transformation with a little number of firms meeting their revolutionary impartial targets, thereby retaining the entrepreneur belief from apartheid years (Okeke-Uzodike, & Ndinda, 2018). Market challenges, financial restrictions and government policies can pose a barrier to the growth and effective contributions of SMMEs, policy makers should take cognisance of various options that can accommodate the effective functioning of SMMEs (Mukwarami, Mukwarami & Tengeh, 2020). Not all SMME owners are able to expand their businesses and accommodate ample economic development unless adequate enabling opportunities are available at their disposal.

Other challenges affecting the growth of SMMEs, particularly SMMEs in the tourism sector, are weak internal economic intersection and information flows, resulting in individual growth dependent on other regions rather than promotion of local co-operation. Geographical remoteness from the market has been revealed as another factor construed as a limitation to the growth of SMMEs, lacks of innovation associated with human capital are all factors adversely affecting the growth of SMMEs as indicated by (Bhorat, *et al.*, 2018). Among other factors that have affected negatively on the contributions of SMMEs is the COVID 19 pandemic (Nyawo, 2020), and some TB-SMMEs could not survive the pandemic. Tourism as a sector is related to

services such as leisure and travels, the closing down of the nation and the global economy during Covid-19 had a massive negative effect on their operations.

3.6 Strategies for improving SMMEs in the tourism industry

TB-SMMEs have marked potential of playing a dynamic role in the South African economy, therefore, it is essential to have an understanding and find possible ways of addressing the challenges that hinder this dynamism by ensuring that the drivers of growth are used optimally. SMMEs have been proven to address many problems in South Africa; hence, there is a need to address the challenges of these SMMEs in order to have improved performances (Botha, Smulders, Combrink & Meiring, 2021). Challenges facing SMMEs have been the core of research for years, the basic causes are undergoing investigation and studies, precarious financial approach, inadequate skills and racism have become unattractive to affluent customers (Gumede & Nzama, 2019). The needs of SMMEs are more critical in areas of financial assistance, skills development and training, easy entrance to markets, business mentoring support, support for networking, development of partnerships, and compliance with regulatory standard among others (Cant & Rabie, 2018). Developing knowledge of support organisations will aid the operations of SMMEs (Makwara, 2019). According to Kontsiwe & Visser (2019), more desirable co-operation between the government and financial institutions in terms of lending, government guarantees, to expedite the development and growth of SMMEs is suggested. A similar but suitable Credit Guarantee Scheme suggested for Japan Small Business can be adopted, this will mitigate the collateral and risk factors associated with loans applications as well as bring government agencies, private sectors acting as mentors, financial institutions and SMMEs in tourism industry closer, thereby engendering sustainability (Rambe, 2018). Assistance with start-up phase finance is equally encouraged. A good understanding of the regulatory standard of the industry will correspondingly aid improvement (Domi, Keco, Capelleras & Mehmeti, 2019).

A key means of improving SMMEs in the tourism industry is to authenticate that SMMEs have entrance to tourism value chain, uniquely in terms of travel sub sector of the industry, thereby, motivating SMMEs to gain from engaging in the tourism industry in South Africa (Bohlin, Brandt & Elbe, 2016). Among other ways of improving the inclusive growth of the tourism industry, include the construction of intersectional linkages between SMMEs and the main institutions in the tourism industry (Rogerson, 2018). Ensuring the provision of adequate information on market requirements to SMMEs in order to provide relevant services according

to required standard, ensuring that enough financial resources and opportunities are accessible to SMMEs for their growth and development will enhance their operations (Bhorat, *et al.*, 2018). Flexible regulations, minimum red tape, quick and effortless documentation and entrance to offices, lesser paper work will improve the growth of SMMEs within the tourism industry (Hlengwa & Thusi, 2018). Reliable electric supply, advance infrastructure, friendly labour laws, good communication system between authorities and SMMEs is suggested in order to aid effective functioning of SMMEs in the tourism industry (Matshusa, Leonard & Thomas, 2021). Frequent interaction between the Department of Tourism and SMMEs in order to address concerns will improve service delivery of SMMEs within the tourism industry. Recruiting qualified employees, adequate provision for staff training and development will support improved services from SMMEs within the tourism industry (Rogerson & Rogerson, 2019). Sound business management habit is also a key attitude that should be cultivated among SMMEs (Nyoni & Bonga, 2018).

Developing nations in the world experience difficulties with regards to establishing the growth and development of the tourism industry, the South African tourism industry is peculiar with respect to the issue of transformation it is confronted with, unlike other developing countries, transformation in the South African context is relevant to race and historical policies. (Mofokeng, Giampiccoli & Jugmohan 2018). There are diverse opportunities that can be explored by SMMEs in tourism in the township area considering the introduction of Durban Aerotropolis which is situated within certain township geographical areas, township tourism will benefit and have opportunity to grow, there is potential to get market access and to succeed with necessary support from the government such as monetary incentives as well as proper education in order to eradicate the misconception held by many township dwellers (Ngwenya, 2020).

With the emergence of the Durban Aerotropolis, it is essential that TB-SMMEs embraced advanced technology in knowing how to link with foreign travelers in order to take advantage of globalisation connected to the aerotropolis, as tourism infrastructure in most location are outdated and not developed. TB-SMMEs will benefit in utilising translation services to generate multilingual websites, significant travel information and vital signage that can guide tourist in proper manner (Liou *et al*, 2018).

Also, there is need for improvement in the area of marketing, with the advent of the Durban Aerotropolis, marketing skills and innovation should be developed in order to lure the new set of travelers who may be more informed (Luthuli & Houghton, 2019).

Security remain a concern, within the emergence of the Durban Aerotropolis, as trade participants needs to proffer efficient and effective security structures for tourists and travelers. This can be realised by good coordination among law enforcement agents and local government. It is imperative that government create more productive resources to enhance security without adversely affecting the travel experience, (Houghton, 2016).

3.7 Summary

In conclusion, this chapter has reviewed the limitations affecting the productivity of SMMEs, including TB-SMMEs. With respect to the various challenges confronting TB-SMMEs, creation of an enabling legal framework, flexible regulatory conditions, availability of necessary information and advice at the required time, easy access to finance, better infrastructure, adequate skills and management, better labour environment and improved technology will facilitate the growth of SMMEs. TB-SMMEs will be able to enhance their contribution within the Durban Aerotropolis with improved technology, lower government taxes, improved marketing and financial skills and reduction in the rate of crime.

Increased employment opportunities are anticipated to emanate through the initiative of Durban Aerotropolis because of productive centralities on the urban edge of huge metropolitan municipalities, advancing northern eThekweni (Durban) region that has produced major retail and office complexes since the 1990s, and more recently a new airport and industrial spaces. With diverse hubs increasing within the boundary of the airport, increased opportunities in trade, import and export, transportation, retail, housing, communication and tourism will keep on springing up thereby opening more opportunities for SMMEs resulting in generation of further employment opportunities to residents within the neighborhood (first-mile precinct) of the airport. TB-SMMEs will be a major player in driving some of these business opportunities, nonetheless, the challenges that can limit their productivity needs to be mitigated.

CHAPTER FOUR: THE DURBAN AEROTROPOLIS AND THE SUPPORTING THEORETICAL FRAMEWORK

4.1 Introduction

Tourism is taking a prominent place for reinventing urban economies as leisure places, with restructuring in numerous countries (Booyens, 2016). South Africa has similar pattern that has opened the economy up to competitive global forces that has equally expanded the opportunities for development of tourism (Visser, 2017). The world over, foremost developments christened “Aerotropolis” is being created. It should be noted that this structure is not for the settlement of people, but particularly as a new city-form planned for promoting expansion and development in the aviation-tourism sectors of the economy (Banai, 2017).

With the concept of aerotropolis, which will birth new economic geography with aviation networks and major airports functioning as key drivers for patterns of business location, it becomes imperatives to unfold opportunities that await SMMEs within the tourism sector in generating employment (Hamadziripi, 2015). Under situations of economic distress and the need for new sources of local job creation, plans for tourism development through leveraging and alignment to an aerotropolis will be of benefit in employment creation and poverty reduction. (Rogerson 2018) Maximisation of opportunities in the tourism sector is identified as one component of urban economic restructuring for new job creation, mega projects assist to address poverty and unemployment. Durban is recognised as one of the most prominent tourism destinations in South Africa. The model of aerotropolis in Durban will attract more investors, thereby creating employment opportunities.

4.1.1 Conceptualising the Aerotropolis Idea

Aerotropolis development differs in measure and sectoral focus, but a more popular definition is used as an airport-centred urban development (Chohan, 2019). Aerotropoli are constructed around an existing or new airport, an aerotropolis consists of various commercial development initiatives such as shopping malls, hotels, entertainments, ‘stop-byes’ and often cultural exhibitions malls (Liou et al, 2018). An Aerotropolis is a metropolis constructed encompassing an airport contributing its businesses with quick accessibility to vendors, customers, and enterprise partners nationwide and worldwide. It is an advanced municipal form setting airports

in the hub with cities expanding on every side, linking personnel, vendors, executives, and commodities to the international marketplace (Kasarda & Lindsay, 2011).

An Aerotropolis can also be defined as multichannel cargo and commuters' passage that back structured economical, sustainable expansion in a defined region of profitable significance concentrated about a main airport (Hamadziripi, 2015). Others include manufacturing outlets, logistics firms and facilities built for warehousing purposes. Similarly, a fully built aerotropolis might also incorporate office apartments, residential outlets, recreational centers and agricultural produce sales (Edita, 2019). A typical aerotropolis is envisaged as a municipal sub region with infrastructure, land and active economic operation at the center of the airports. Although, smaller in shape to the conventional metropolis that consists of a city commercial center, the aerotropolis comprises a multimodal airports-based construction with different layers of corridors that complement each other and their terminals to the airports (Kasarda & Appold, 2014).

Historically, the conception of aerotropolis commenced in Europe and the US during the 1990s, specifically in Munich, Schiphol and Dallas airports, with increased presence around the globe presently (Syafarudin & Mulyana, 2019). The world's biggest aerotropolis projects exceed the requirement for the construction of typical airport operations (Banai, 2017). In numerous instances, land earmarked for aerotropolis operated by the airport or perhaps through leases is utilised to manage dwindling fees from airlines, as a gesture of continued encouragement for increase patronage (Kasarda, 2014). A typical aerotropolis project is mainly utilised to drive economic growth within the situated region, but significantly, it is aimed to upturn all forms of activities within the aerotropolis region (Nasution, Harisdani & Napitupulu, 2017). Development around aerotropolis sites are selected mainly on the proposal that it will make use of aviation services, thereby increasing the number of airline passengers around the region respectively. The aerotropolis is expected to result in substantial economic growth, yet it is held that such economic growth may be to the detriment of small and medium scale enterprises with increased profit for transactional corporations such as aircraft manufacturers, oil companies and other international brands (Cox, 2017). The economic benefits ensuing from aerotropolis must be measured in the context of how it can improve the business conditions of SMMEs and add to quality of life. Furthermore, aerotropolis development is aimed to be independent where air passengers can have a layoff to shop, eat and check-in hotels and appreciate other cultural entertainments, not limited to the opportunities to only have business conversations and meetings.

The concept of aerotropolis is engendering an increasing multi-disciplinary and international scholarship (Perere, Mahanama & Gamage, 2019). For example, in one of these scholarships, Kasarda (2014) explained that the new economic order within the context of expanding aviation networks and other major airport activities are emerging as the emerging frontiers and drivers for businesses and urban development. With this in mind Hubbard (2019), made a contrasting finding, the concept of aerotropolis is yet to gain wider interest from construction experts. Edita (2019) previously projected that this century would be flooded with increased numbers of air transport including both the domestic and international airports. The authors further explained that the airports traditionally conceived as a driver of local economic growth, is anticipated to become a simple gateway for passengers, but more to include a residential space to house aviation workers and a host to their families (Graham, 2019). In the conceptualisation of Banai (2017), an aerotropolis epitomises the 21st century new urban development standard at the core of which is an urban region with cities that benefit from close proximity to an internationally networked economy-based airport.

South Africa is evidently the only country in the entire Sub-Saharan Africa with a progressive and devoted interest in aerotropolis development initiatives (Banai, 2017). While the country has witnessed an influx of proposal initiatives proposing aerotropoli in Cape Town, Johannesburg and Durban airports (Mokhele, 2017), currently one of the most progressive aerotropolis planning initiatives has been initiated around the O.R international airports in South Africa, with the Durban Aerotropolis expected to be established in the years ahead. In South Africa, the first ever discussion around the conception of aerotropolis can be traced back to 2011 at a time when it was first aired by the Executive Mayor of Ekurhuleni in an address that a six-month strategic plan have been initiated for the eventual birth of Africa's first ever airport city (Banai, 2017). In the light of a slow state of the traditional economy of the mining and manufacturing sector, the chief element of the strategic planning was to advance and encourage local and international industries that could manufacture industrial products in different ranges, and the need to boost the tourism-based sector. In other words, it was envisaged that Ekurhuleni could emerge as the cultural investment of Gauteng in no time, especially with the construction of a museum and convention centre, which are all embedded in the aerotropolis projects (Mokhele, 2018). The envisaged Durban Aerotropolis will either validate or invalidate this claim at its completion in the years ahead (Kasarda & Lindsay, 2014).

4.1.2 Durban Aerotropolis

The vision of the Durban Aerotropolis is to expand an internationally as well as locally linked, feasible and reliable aerotropolis that spread the environment covering one-hour movement from the KSIA terminal. The study of Hamadziripi (2015) indicates the objectives as highlighted below:

- The main objective is to enlarge international linkage through an array of visible, economic and established mediation in order to strengthen an aviation-enabled trade in goods and services for trade competitiveness, employment creation and profitability of all socio-economic levels. This is achieved by advancing local assets, lowering ground-based conveying times and tariffs.
- To grow KSIA interlinking to vital global hubs in Africa, Europe, North America and Asia.
- To optimise commercial expansion of the airport city and accessibility to other major productive intersections in the province of KZN.
- To place the Durban Aerotropolis as the foremost tourist terminus in Africa.
- To position the Durban Aerotropolis as the leading location to discover one's business and as the top investment port of call.
- To set the Durban Aerotropolis as the prime provider of significant international occasions in areas of sport and cultural events.

The vision and objectives will be realised by utilising several universal programmes such as, conferences and trade shows to exhibit Durban Aerotropolis through display of basic structures namely the International Conference Centre (ICC), Moses Mabhida Stadium, Kingsmead, King's Park, and other major precincts (Hamadziripi, 2015).

Durban Aerotropolis is one of the strategic infrastructure programmes (SIP) that will create jobs and economic development. Among the stakeholders are the municipalities which comprise Ethekwini, KwaDukuza, Ilembe, Msunduzi, uMgungundlovu and Ndwedwe; KZN entities, that include Dube Trade Port Corporation, Tourism KZN, Ithala Bank, Trade and Investments KZN; Private Sector, among which are Tongaat Hullet, Old Mutual, Ingonyama trust, Ilembe Chamber, Durban Chamber, Pietermaritzburg Chamber, and Growth Coalition (Luthuli & Houghton, 2019). Durban Aerotropolis is more than just a transport complex, but a constellation of physical,

institutional, economic and policy interventions which upgrade local assets, reduce transport times and costs, while expanding global link to leverage aviation-enabled trade in goods and services for business competitiveness and job creation (Kasarda, 2013). This is possible by positioning an airport city as ideal location for businesses to take advantage of locating near a growing international airport. The primary vision of Durban Aerotropolis is to create a global and regionally connected, feasible and well-funded aerotropolis that reach the area approximating one-hour travel from the KSIA terminal (Hamadziripi H. 2015). The aerotropolis, is a game plan that enhances airports' arrangement into a productive centre by enhancing their spread of commercial activities. The inception of the Durban Aerotropolis has heightened successful outcomes and development, and this is affirmed by the extent of business ventures and the development of the trade around the compass of the Durban Aerotropolis Master Plan (DAMP) boundaries.

The DA is an idea of the KZN provincial government and was embraced as one of its instruments to maximise the socio-economic footprint on the terrain of Durban KZN and its neighbourhood areas. The development of Durban Aerotropolis (DA) is at its preliminary stages of validation, as there is attestation of initial socio-economic results such as generation of jobs opportunities, increase in imports and exports and the enlargement of a competitive territory. The Durban Aerotropolis depict a geographical organisation in which the evolution of a provincial airport, the King Shaka International Airport (KSIA), has enlightened the landscape and arrangement of the use of land, structural developments and socio-economic business around its boundaries. One of the major key elements about the DA is that it constitutes part of an urban enlargement passage that effortlessly links urban economic centres such as Cornubia, Verulam, Tongaat and KwaDukuza, which are key benefactors to the regional economy.

The Durban Aerotropolis has comparative advantages, which include; the advantage of green field space, the proximity of the two largest ports in Africa (Durban and Richard Bay) which are Special Economic Zone (SEZs) and Regional Industrial Economic Hubs to KSIA and stakeholders support. The Durban Aerotropolis will aid the infrastructure development under the Strategic Infrastructure Projects (SIP), which is envisaged to include projects that generate commonly utilised assets that provide advantages to the private sector as well as create infrastructure within the state (Chohan, 2019). This is an avenue for job creation. Among the objectives of Durban Aerotropolis is to make it the best tourist destination in Africa (Rogerson,

2018). The idea of an aerotropolis in Durban is a vital initiation that has been embraced by the provincial government to engender growth within the province. More opportunities will spring up for development of new hotels, tour operators, transport providers for tourist, retailer shops for tourist, and travel agents (Kasarda, 2014).

4.1.3 Success Factors of DAMP

The Durban Aerotropolis has an edge in view of the fact that the stakeholder cooperation and tough political will can contribute to its future sustainability. In addition, there is accessibility to two massive Ports in Africa (Durban and Richards Bay), state of the art road, rail, broad band structural base, its position in a Green Field space, newly constructed and purpose created international airport with a 60-year plan, airline appealing master plan (Route development fund), development of airport configuration to enhance linkage, infrastructure expansion under the strategic infrastructure projects (SIPs).

The DAMP has the following essential success features. Existence of place marketing, modern telecommunications infrastructure, reliability of infrastructure and engineering services, business advancement and expansion, knowledge support and human resources, integrated multimodal transport networks, growing air services and interlinking, integrated and coordinated spatial planning, good and inclusive growth (Kasarda & Appold, 2012). Durban is very dependent on the growth of SMMEs. Increased employment opportunities are anticipated to emanate through the initiative of Durban Aerotropolis as a result of productive centralities on the urban edge of huge metropolitan municipalities, advancing northern eThekweni (Durban) region which has produced major retail and office complexes since the 1990s, and more recently a new airport and industrial spaces.

With diverse hubs increasing within the boundary of the airport, increased opportunities in trade, import and export, transportation, retail, housing, communication and tourism will keep on springing up thereby opening more opportunities for SMMEs resulting in the generation of further employment opportunities to residents within the neighbourhood of the airport. The SMMEs will remain key drivers to drive these various business opportunities.

4.1.4 Durban Aerotropolis and Socio-economic benefits

Socio economic factors relate to societal manners or attributes namely wealth, education level, family size and population impacted by economic growth and development. The research

findings indicate Durban Aerotropolis to be a master plan to boost the socio-economic benefits of KZN. Durban Aerotropolis is anticipated to strengthened socio economic value via public-private partnerships, the KZN Province has pledged billions of Rands with regards to establishing the DA (EDTEA, 2017). Some inauguration has already been commissioned, including constructing the state-of-the art airport (KSIA), which cost R6.8 billion. This study reveals Durban Aerotropolis vision to be accomplished towards the enhancing of socio-economic development of KZN as expressed by stakeholders in the studies Crosby & Maharaj (2021). For instance, the eThekweni Municipality considered the aerotropolis idea as a measure to alleviating prevailing challenges in logistics and transportation, expanding export efficiencies and tourism development within the region. DA is a game plan that focused on the essential of airports as focal of economic elevation resulting in development. Socio economic benefits are attested and anticipated in certain areas. KZN as a region is known for irregular socio-economic conditions, such as increased unemployment rate of above 50% as at quarter 2 of 2022 (Stat. SA, 2022), inequality as well as increased business cost. With the creation of Durban Aerotropolis, the socio-economic conditions of the region of KZN are expected to be enhanced in the following areas:

Employment opportunities: The DA has generated recent opportunities for local and global businesses to create Special Economic Zone (SEZ) activities resulting generation of employment opportunities. This research study reveals increased level of trade in the aeronautical services, which has also resulted in creation of more employment opportunities. In addition, the infrastructural developments have generated temporary employment, which has provided required aid in lowering the number of individuals relying on social services. 750,000 employment opportunities are anticipated in the manufacturing and service sector by the provincial government.

Education: The creation of Durban Aerotropolis has resulted in the establishment of the Aerotropolis Institute Africa (AIA) at UKZN. The main objective of the institute is to serve as advisory framework for educating and training of personnel for aerotropolis development. This initiative will open opportunities for employment as well as offering more opportunities for education (Wissink,2020).

Increase Income: Creation of employment opportunities will result in increase in disposable income which will create opportunity for improved quality of life. The anticipated employment

opportunities from Durban Aerotropolis will result in increased GDP (Emas, 2015). This serves as a strategy to improve the standard of living.

Housing: Huge space of land has been set aside for real estate development. This also is an avenue for more business opportunities that will in turn generate more employment opportunities. One of the emphasis of a reliable` Aerotropolis is the development of low- medium cost housing, real estate development will aid the availability of reasonable accommodation. (eThekweni Municipality, 2017).

Business Activities: This study likewise revealed increase in business activities. The creation of Durban Aerotropolis has resulted in creation of SEZ, a business district that has generated approximately 60 businesses in various industries. Some of the businesses are expansion from other region, while others are newly formed. In addition, there has been rise in volumes of passengers and cargo from 2016 to 2018, with international travellers rising by 23.6% and domestic passengers rising by 12.7% (Stat. SA) The KZN region has witnessed increase in importation and exportation since the inception of Durban Aerotropolis. The average cargo constitutes of 18.9% rise in seafood, 10.10% rise in fruit and fresh produce, 12.13% rise in computer equipment and 7.7% rise in flowers. The imported and exported market are equally anticipated to increase. The projections also indicate an increase in the number of markets from which these are imported or exported. A number of companies such as logistics providers situated around the aerotropolis area have experience increase in demand.

4.2 Theoretical framework

This section of the study proposes a theoretical framework for analysis upon which the major assumptions of this study are predicated. First, before going into details with explaining the various theories adopted to explain these assumptions, it is significant to conceptualise and clarify the twin concepts of theory and theoretical framework. While it remains a verity that the concepts of theory and theoretical framework are clearly related, notwithstanding they have wide range of dissimilar meanings especially with regard to their usage in research. Theories can be explained as a significant presupposition needed for the comprehension of everyday existential dilemmas. For example, Newman (2007) operationalises a theory as a seamless hypothesis that categorises knowledge about everyday occurrences. Similarly, Mpungose's (2017) thesis conveys a theory as a set of connected assumptions located at a higher realm of perceptions

through which pragmatic predictions can be identified and inferred to solve myriads of social problems.

From the above, a theoretical framework is a structure that house an array of theories. Accordingly, Varpio, *et al*, (2020) explain that the usefulness of a theoretical framework cannot be exaggerated in the parlance of research. To the mind of these authors, a theoretical framework is the substance in terms of which all knowledge is interpreted. Ideally, a theoretical framework aids the supporting role of vindicating the significance of the study, the problem statement and other significant issues of the study (Varpio *et al*, 2020). It offers an operational ground for the literature review, and as well as the research design, the methodology and methods, and the type of data analysis utilised in a study (Newman, 2007). To put it in research, the utility of a theoretical framework is fundamental in a research project, without which the objective of a study cannot be achieved (Galetsi, Katsaliaki & Kumar, 2020).

For the case of this study, five distinct theories including the Resources Based Theory, Finance-Gap Theory, Knowledge-Based Theory, Survivalist Theory and the Dynamic Innovative Theory are explained to engender appropriate answers to the stated research questions. These theories are identified and reviewed with the justification that no one single theory is appropriate to explain a research problem. Therefore, employing different strands of theories is necessary in understanding and assessing research problems emanating from SMMEs and employment creation. For example, the Resources-Based theory is reviewed to comprehend growth-related challenges encumbered by the TB- SMMEs because of the absence of critical resources such as finance, et al. The Finance-Gap theory is reviewed to understand the finance related challenge of TB-SMMEs. The assumptions of the Knowledge-Based theory are equally utilised to comprehend how appropriate knowledge acquisition and management can be utilised in addressing factors restricting the growth of the TB-SMMEs. The Dynamic-Innovative theory assumptions are predicated on how an organisation can survive amidst a constellation of economic, political and social constraints for effectiveness in terms of growth. With this presupposition, the theory is applied to conceptualise how TB-SMMEs can survive the majority of these constraints to gain a competitive advantage (Rambe, 2018).

The Dynamic Innovative Theory is analysed to appreciate how the SMMEs can be propel for immediate innovation for continued employment generation. The talking point of the Dynamic

Innovative theory is explained by organisations ability to harness and utilise innovative approaches, particularly technological-driven approaches for best outputs (Yin 2016). Similarly, the Resource-Based Theory is positioned to facilitate the conditions in terms of resources that are necessary for employment creation in the TB-SMMES (Kontsiwe & Visser, 2019). The key aspect of the Resources-Based Theory is the need to understand how an organisation can utilise both its internal and external resources for the increased competitive advantage of the firm. Lastly, the Knowledge-Based Theory is shaped to unearth the capacity or extent at which TB-SMMES are knowledge-driven towards optimum contribution to employment generation. Therefore, the identified theories are reviewed considering their proponents, assumptions in relation to this study their various denunciations are highlighted respectively (Mokoena, 2019). The diagram below represents the theories reviewed in this study.

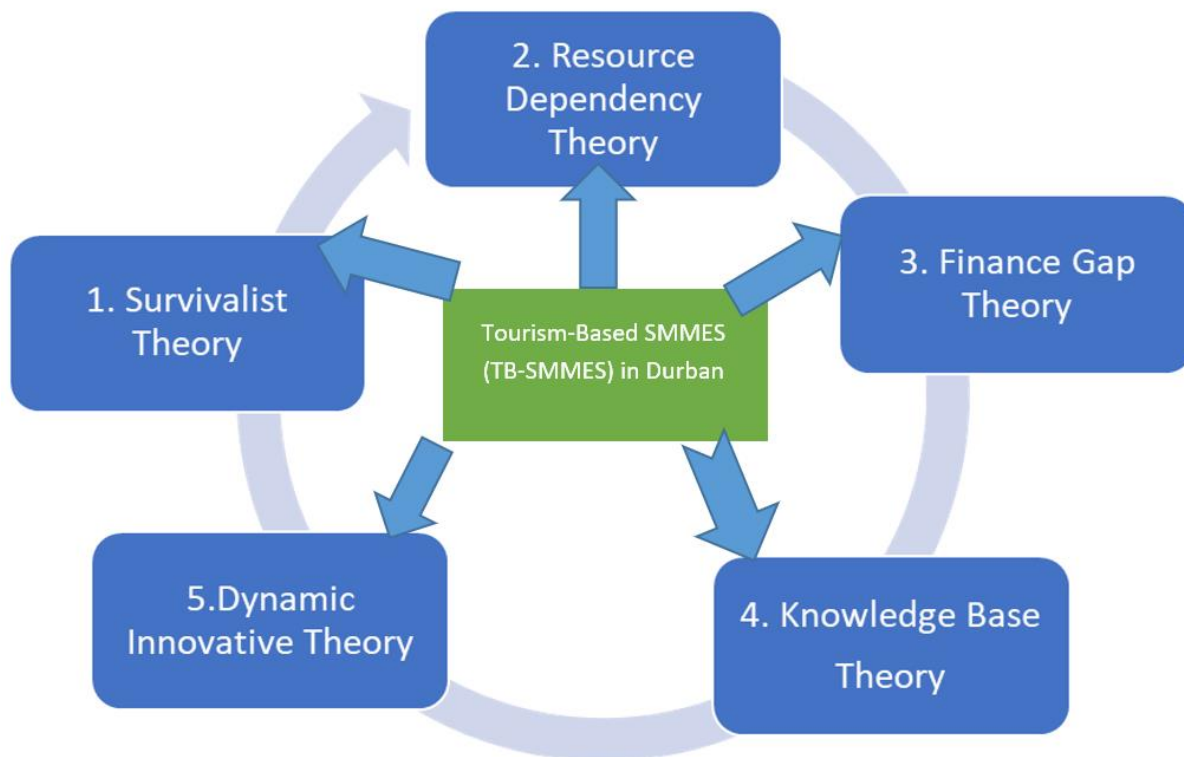


Figure 4.1 Theoretical Model.

4.2.1 Survivalist Theory

Despite the fact that the full potentials of SMMES has not yet been realised, the significance of survivalist entrepreneurship as a component of TB-SMMES is quickly becoming recognised on

a global scale (Ngwenya & Small, 2020). Empirical research demonstrates that survivalist TB-SMMES, as a subset of the SMMES, can help to achieve a wide range of developmental goals, such as the “distribution of income and the reduction of poverty, the creation of jobs, the mobilisation of savings, and the production of goods and services that cater for the basic needs of the poor”. The Government's White Paper on the National Strategy for the Development and Promotion of SMMES in South Africa provides documentation of the contribution that SMMES make to the reduction of “poverty, income equality, employment, and sustainable growth”. From the perspective of the global community, the World Bank Group (2018) and the International Labour Organization (2019) both stresses how SMMES help to increase productivity while expanding trade opportunities for and with the poor.

According to the New Partnership for Africa's Development (NEPAD) (2018), SMMES generally have a role to play in boosting employment opportunities, lowering poverty, and improving utilisation of Africa's productive and intellectual resources. This is demonstrated in Ghana, where 60% of those living in the country's rural areas were able to find work in small-scale agriculture (Nana, Van Staden & Coetzee, 2021). However, survivalist business owners have a variety of challenges that often prohibit them from expanding their companies and from surviving as a firm, despite the potential contribution they could make to developmental goals as described above. According to Ngwenya (2020), survivalist entrepreneurs' informality is the main cause of their challenges. TB-SMMES continue to experience stiff mode of operation, unfriendly government regulation, insecure environments prone to high rate of crime and insufficient funds. In general, the lack of support for this form of business (survivalist business) by many governments around the world is a contributing factor to the challenges experienced by survivalist entrepreneurs (Iwu & Opute, 2019).

The use of the Survivalist Theory in this study is dynamic, first reflecting from the assumption of the theory that the capability and strength of an enterprise are fundamental resources for growth would indirectly imply that in the context of TB-SMMES, contributing to employment generation within the Durban Aerotropolis where government support and relevant resources will be required, the need for entrepreneurs to have access to required support and necessary resources cannot be overemphasized (Abraham, 2019). TB-SMMES will benefit from policies that build a conducive environment for successful enterprises and facilitate the operations of

measures to enhance their productivity within the Durban Aerotropolis through availability of finance, technology transfers and relevant infrastructures.

4.2.2 Resources-Based Theory

The origin of the Resources-Based Theory dates back to 1957 when the phrase “organisation distinctive competence” was first mentioned by Selznick, Penrose (1959) propagated an economy-related theory entitled “Theory of Dynamic Growth of the Firm” in the period when the term “distinctive competence” was defined as an organisation structure through which the distribution and use of resources are executed for improved competitive advantage (Shamsuddin, 2018). The concept later changed to become the basis of the Resources-Based Theory (Ahmed *et al.*, 2018). Hashim (2018) formulated a distinctive turnaround when he explained that the combination of internal organisational resources with the external resources could engender substantial competitive advantage for the organisation. The focuses of the Resources-Based theory are predicated on the verity that the continuous competitive advantage of an organisation is linked to the available number of resources available for maximisation of outputs in the organisation (Bhorat *et al.*, 2018). A key aspect of the Resources-Based theory is inferred from the implied meaning of “resources” as a unique asset possessing strength in the organisation (Wemerfelt, 1984). The Resources-Based Theory explains the need on how an organisation can leverage on the merits of available resources within the domain of the organisation for improved performance (Shamsuddin, 2018). The identification of resources by TB-SMMEs is a key signpost for not only the survival of the enterprise, but more significantly as a channel for employment generation amongst other benefits (Matsiliza & Block, 2017). In the context of positioning the TB- SMMEs as key contributor to employment generation, the hub of the Resources-Based theory explained the advantages of TB-SMMEs to effectively engender employment is clearly conditioned on the exceptionality of both its internal and external resources on the one hand, and the development of these uniqueness over a sustained period of time (Matsiliza, 2018). The essence of the Resources-based theory contains in the inherent understanding that organisations are exposed to a constellation of resources with likely potentials for performance outputs. In contrast, the remit rest on these organisations to be able to identify the resources with the right mix of potentials through which sustained organisational growth can be attained (Chili, 2018). The popular maxim that the SMMEs are largely constrained by poor resources is incontestable. For example, Said, Talib and Hassan (2019) study explained poor

internal resources as a key factor causing the vulnerability of several SMMEs' a complexity constraining their growth, development and ability to expand their businesses for possible job creation amongst others. A number of these developmental issues are evident by the SMMEs expansion where numerous SMMEs would rather be limited to short-term goals at the expense of long-term goals (Agwu, 2018). The attainment of new knowledge potentials is challenging as a result of the expansion constraints. This implies that, the Resources-Based Theory is well placed to find the internal potentials and opportunities essentials for business growth and expansion (Adinolfi, Jacobs & Tichaawa, 2018). The essence of the Resources-Based theory is to ensure that SMMEs are managed by competent entrepreneurs.

In addition, the justification for ensuring that SMMEs are in possession of the right mix of entrepreneurial talents and skills is connected to ensuring they implement practical policies that are essential for motivating and upturning the enterprise for growth benefits (Hayat, 2019). This approach validates Abraham's (2019) explanation that the internal forces of an organisation constitute the key feature of the Resources-Based Theory. Other perspective of this view such as Grant (1991), Khoase *et al.*, (2020) reinforce Abraham's (2019) position with the findings that a firm or company's resources constitute the foundation upon which strategic performance can be realised. This conclusion reflects a contrast with other views on the functionality of the organisation where robust emphasis was on the relationship between the organisation's strategy and the external environment (Kibuuka & Tustin, 2019). This suggests that the Resources-Based theory perceives the firm as an expression of the resources that the firm integrates for growth-related intentions (Baah, 2019). Penrose (1959) in his writings explained that the circumstances for the creation of a firm (SMME in this context) must not be solely predicated on the availability of material resources such as funds, but should include a blend of talent and innovation required for sustaining the purpose of the enterprise. A number of researchers have been able to establish the relevance of resources for the growth of the organisation. Shibin *et al* (2020) for example explain that resources possess an appreciable amount of competence and the ability to generate profit for an organisation. The level of accessibility of resources in an organisation should aid in the attainment of the firm's competitive advantage. For an SMME to be construed as a benchmark in terms of performance and employment generation initiatives, it must be willing and proactive in its utility of competent and talented resources that can create the desired change for the enterprise (Mungal, 2020). Resources-Based Theory expresses resources in relation to

tangible and intangible resources. For example, the tangible resources include capital and the firm's location (environment), while the intangible resources explain talents and knowledge of the entrepreneurs amongst others (Shibin *et al.*, 2020). The theory assumes that, in an imperfect market condition, there are different layers of specialisation that stimulates a constrained transfer of resources with a varied magnitude (Ahmed *et al.*, 2018). In this analysis, the main driver of a firm's growth and expansion can be located within the confines of the firm. Entrepreneurs with resources and higher competency will appreciate the gains of competitive advantage (Hashim *et al.*, 2018).

From the preceding explanation, the essence of the Resources-Based theory is reflected through the capability of a firm to attain the competitive advantage through being able to utilise the most cost-effective value in the products markets (Hashim *et al.*, 2018). In addition, an enterprise can be adjudged to have achieved sustained competitive advantage when it is situated in a position to create more economic value than other similar enterprises in the same line of operation (Shibin *et al.*, 2020). The theory rests on two significant assumptions in explaining how sustained competitive advantage can be achieved by entrepreneurs. First, all enterprises possess distinct types of resources, despite operating within the same industry (Hashim *et al.*, 2018). Firstly, this assumption explains that certain entrepreneurs possess more competency and are more skilled in their achievement of specific activities. Second, the Resources-Based theory assumption explicates that this distinction in the exceptionality of resources may persevere largely due to the non-interchangeability of resources amongst tourism firms (Chili, 2018). Kok and Berriors (2019) proposed four conditions for measuring the potential of resources in producing a competitive advantage for an enterprise. In essence, it was explained that a competitive advantage only occurs when resources are recognised and well utilised by the enterprise. Enterprise resources are only valuable when the enterprise is well positioned and able to implement competitive strategies that could upturn increased growth and expansion (Obi *et al.*, 2018). In contrast, utilising a valuable resource is not a means to an end itself, as other competing firms possess the tendency to imitate such advantage. Similarly, the second condition requires that a resource is infrequent if it's been managed by relatively few tourism enterprises (Hunt & Madhavaram, 2012). For emphasis, if a resource is scarce and not valuable, the likely tendency of exploiting it for competitive advantage will require a strenuous venture.

For resources that are hard to imitate, it becomes a largely significant cost to develop or imitate for competing organisations (Yadav, 2018). It is found that organisations without these resources can hardly attain them through replication. Thus, if a resource is appreciated and scarce but not hard to imitate, then manipulating it for replication will engender a competitive advantage for the organisation. The more valued, scarce and imperfectly irreplaceable resources are, duplicating such resources speculation engenders a more robust strategic significance for competitive advantage for the organization (Hayat, 2019). Accordingly, Obi *et al.*, (2018) the final condition is connected to the organisation. The core of this condition assumes that as a resource is valued, scarce and imperfectly irreplaceable, so the organisation or enterprise must be organised to utilise in full the attributes of its resources (Refiloe *et al.*, 2020). Relating this to the discourse of SMMES, the puzzle of organisational bottlenecks, poor policies and other bureaucratic procedures may contain limitations that can hamper an enterprise from fully utilising the benefits inherent in its values.

The utility of the Resource-Based Theory to this study is multifaceted. First, reflecting from the assumption of the theory that the capacities and strength of an enterprise are fundamental resources for growth would indirectly mean that in the context of TB-SMMES contributing to employment generation within the Durban Aerotropolis where innovation and competent resources will be required, the need for entrepreneurs to possess robust competent skills cannot be overemphasized (Yin, 2016). For instance, TB-SMMES can realign their skills to dovetail with achieving strategic competitive advantage for the enterprise within the Durban Aerotropolis. Thus, the assumption of the theory will mean that high achieving enterprises are those who make judicious use of available materials and human resources for development and employment creation (Ahmed *et al.*, 2018).

Several theoretical stances have been propounded for the explanation of the Resource-Based Theory. For instance, Hashim *et al.*, (2018) examined the significance of able and effective resources for improved performance. Similarly, Kagiso (2018) thesis on resource-based explanation of micro-firm performance management expresses that, although it is that the threat of internal resources posits constraints to the performance effectiveness of micro-firms, yet it is sacrosanct that micro enterprises inculcate the culture of utilising valued resources for their core enterprise function. However, the Resources-Based theory is not without its denunciations. One of these denunciations includes the criticisms that the theory is too static in its approach and has

well failed to explain the extent of the effectiveness of resources on the performance of a firm (Cairns, 2012). In addition, the theory is disapproved on the ground that it places too much attention on the importance of resources as the most critical growth factor at the expense of understanding an organisation as a whole, in the context with feed-back mechanisms (Shamsuddin, 2018). Therefore, the theory has failed to incorporate other crucial elements in the organisation for a fuller understanding of the workings of an organisation. However, despite its denunciations, the Resource-Based Theory is clearly a useful theory in this study as it aids in explaining how the TB-SMMEs can utilise resources for growth and possible employment generation.

4.2.3 Finance-Gap Theory

Finance Gap is a phrase used to express the inaccessibility to funds experienced by business enterprises (Rita & Priyanto, 2017). Inadequate funding constitutes an obstacle to business growth and expansion (Keranen & Nasibli, 2020). Financial practice is a model in which financial markets are reviewed using various frameworks (Damayanti *et al.*, 2018).

The financial practices have two approaches, namely, cognitive psychology and the curb of profitability. The origin of the Finance-Gap Theory was first acknowledged in the United Kingdom by the Macmillan committee. Cressy (2002) suggests two formal point of views in understanding financial gap. First is the positive point of view, which describe it as a balance whereby, the extent of borrowing is lower than that which will arise in a competitive capital market with a free and finished contract, no private knowledge and logical expectation. (Cressy, 2002). The second point of view is the normative perspective, which describes the funding gap as a “market disaster, the right policy response to which is a rise in the extent of borrowing” (Cressy, 2002). The main foci of the Finance Gap Theory is predicated on the fact that there is continuous conflict between supply and demand for capital due to persistent failure in market (Kimanzi & Gumede, 2020).

Several theoretical opinions have been propounded to describe the Finance-Gap Theory, for instance, Rao et al, (2017) in their studies described the Finance- Gap Theory as the establishment of the divergent between the aggregate of funding required for business and development and the proportion of funds they actually receive. The existing studies on financial literacy includes studies on the correlation between financial literacy and financial risk attitude

(Ye & Kulathunga, 2019). Financial literacy is the capability to construct knowledgeable conclusions and effect measures relating to the present and succeeding use of financial resources (Yang et al, 2018). It incorporates the aptitude to comprehend financial options, prepare for the future, disbursing funds reasonably and conserving resources for the future (Agyei, 2018). It is also the understanding that there are psychological and rational actions needed to control monetary affairs. Hussain et al, (2018) for instance expressed financial literacy as an essential factor in pursuing requisitions for loans, as well as being able to effectively persuade bankers for approval. Enterprises with better financial understanding are well informed, able to make productive decisions and are in better position of managing risks (Ye & Kulathunga, 2019).

Financial risk attitude can be described as the extent to which an enterprise is prepared to pursue risk after uncertain financial resource opportunities in businesses with uncertain results (Yang et al, 2018). Positive perspectives on engaging in risky ventures is connected with adequate financial literacy, and this can enhance the comprehension of business uncertainty and prudent performance. Substantial empirical studies are available on how financial risk perspective is linked to success among the SMMEs. Funding for SMMEs can either from formal sources or from informal sources. The funding gap for SMMEs is more severe in countries that are developing. SMMEs in developing nations struggle to access finance from banks and other formal lending institutions (Agyei, 2018). Availability of funds has been recognised as one of the main limitations of the development of SMMEs. Enterprises have reasonable accessibility to funds if it is economical, disposable, and capable of solving financial obligations (Schmidt *et al.*, 2017).

Quite a number of SMMEs at their initial stage often consider access to finance as a hindrance. SMMEs experience more challenges in obtaining credit than larger firms in South Africa for example, SMMEs struggle with finance compared to other advanced economies. (Herrington & Mwangi, 2017). SMMEs often depend on private financial resources to finance their operations. Unattractive interest rates from banks often discourage SMMEs in obtaining loans, and similarly rigid bank requirements such as the provision of collateral mostly discourages SMMEs in approaching banks for loans. Needless to say, that SMMEs that approach banks for funding often suffer rejection due to inadequate profitability projections, reduced owner's equity contribution, poor record keeping, inadequate information, poor business plans, unrealistic business proposals and poor negotiating skills (Bushe, 2019). SMMEs that are financially literate enhance their

opportunity to acquire funding through adequate provision of the necessary financial data at the required time.

The utility of the Finance-Gap Theory for this study is useful, reflecting on the assumption of the theory that the capacities and strength of an enterprise are fundamentally financial. For growth, it would indirectly mean that in the context of TB-SMMEs contributing to employment generation within the Durban Aerotropolis where financial resources will be essential, the need for TB-SMMEs to have financial competencies cannot be adequately stressed (Schmidt *et al.*, 2017). The majority of the financial institutions are positively disposed to extending credit facilities to enterprises that show capabilities of servicing credit, with positive a credit history, good financial records and that are creditworthy in terms of repayment (Muriithi, 2017). It is suffice to say that information consistency within a SMME is key to the approval of loans.

4.2.4 Knowledge-Based Theory

The recent decades have seen an influx of debates with regard to the Resources-Based Theory as the fitting theoretical frame of analysis to explicating organisations competitive advantage with strong emphasis on organisations' unique resources (Grant, 1996). Research studies have seemed to offer an extension to the Resources-Based Theory. This was predicated on the need to deliberate the usefulness of knowledge as the most imperative resources of the organisation, in which case birthed the Knowledge-Based Theory (Butt *et al.*, 2019). In specific terms, the main thrust of the Knowledge-Based Theory is clearly reflected in the need for organisations to acquire knowledge-based resources that attracts more competitive advantage for increased firm growth (Mtiki, 2019). Therefore, essential to the assumption of the Knowledge-Based Theory is the verity that all production processes and other elements classified as being of value to the organisation are utterly knowledge-driven (Lotfi, Yousefi & Jafari, 2018). One of the main positions of the Knowledge-Based Theory is staunchly based on the need to attach more value to human and social resources far and above economic and technical resources (Battis, 1991). It is in this view that the theory assumption explains that organisations that enjoy high knowledge could garner increased and sustainable returns (Alshanty & Emeagwali, 2019). The Knowledge-Based Theory was propounded with a robust emphasis on effective knowledge and information creation as the main reason for organisations continued existence. Thus, the challenges of the business environment in which entrepreneurs operate require comprehensive knowledge-based resources for competitive advantage. According to Ndah and Nchise (2019), knowledge is

engrained in the conventional principle of how employees network and associate with others in the organisation. The complexity of social relationships, which evidently affect many enterprises, is clear evidence of knowledge-based resources (Afriyie, 2019). The assumption of the Knowledge-based theory implied that the more entrepreneurs acquire knowledge, the more their entrepreneurial innovation will expand. In support of this viewpoint, Grant (1996) reaffirmed the fundamental significance of knowledge as the most significant resource of any organisation. For emphasis, in a competitive entrepreneurial, it is not certain that the conditions of the market alone will suffice in determining competitive advantage, but, the consideration of an entrepreneur's knowledge of the market and their capabilities to upturn this knowledge for competitive advantage are more fundamental. In addition, while it is accepted that the acquisition of knowledge is an important signpost for the success of any entrepreneur, specifically in the context of expansion and employment creation, yet the integration and transfer of this knowledge to successors are more significant in determining the extent of an entrepreneur's competitive advantage. The Knowledge-Based theory reflects on knowledge as the main resource for achieving competitive advantage (Mejri *et al.*, 2018). Successful entrepreneurs are those in possession of the ability to creatively generate new knowledge, circulate the same throughout the enterprise, and particularly express it innovatively (Halim *et al.*, 2019). In addition, many enterprises have come to the realisation that achieving business expansion in today's competitive and volatile business environment requires a knowledge-driven business approach (Hayat *et al.*, 2019). In contrast, however, only a sparse number of today's present day entrepreneurs have a comprehensive understanding of how to be knowledge-driven in bringing about desired changes towards attaining excellent growth. Predominantly, one of the greatest common mistakes' entrepreneurs' commit is the over reliance on the knowledge content of their products, without a robust consideration to resources knowledge (Mkhwebane, 2019). In return, it is appropriate only to understand that enterprise products and services are only construed as the discernable and tangible reality of the enterprise that are been presented to the public (Maduku & Kaseeram, 2019).

From the preceding presuppositions, it is appropriate to assume that the acquisition of human resources knowledge represents the greatest assets for any entrepreneur. For example, the services offered the public by entrepreneurs are clearly a replica of the knowledge and abilities of the human resources that constitute the enterprise. In view of this, a substantial number of

enterprises with robust knowledge and competence no doubt explain the main drivers of business growth and performance. In the context of TB-SMMEs within which this study is located, it would not be too problematic to confirm that many of entrepreneurs are keenly interested on how to sell their products and image. Therefore, the attainment of knowledge-based skills and capabilities becomes fundamental for the realisation of improved organisational performance. This position is validated since human resources are considered the most significant asset of an enterprise, and the acquisition of competitive knowledge remains a sacrosanct asset an enterprise can leverage on for increased growth and performance.

Researchers in an attempt to appreciate the details of how knowledge can be utilised for enterprise performance, make a distinction between explicit and tacit knowledge (O'Dell & Grayson, 2008; Zack, 2009). First, explicit knowledge constitutes facts, laws and theories with known evidences (Sanchez, 2017). Explicit knowledge attempts to question and is more hypothetical in orientation (Nonaka & Takeuchi, 1995) in comparison with tacit knowledge where emphasis is more on practical knowledge (Varpio *et al.*, 2020). Second, tacit knowledge seems more unwidely to transfer and is probable to be attained through emulation and observation and similarly allows for the transfer of skills between and among people in an organisation (Mugobi, 2019). Similarly, research evidence has contended that tacit knowledge enjoys more priority than explicit knowledge with regard to the trouble of imitation (Sanchez, 2017; O'Dell & Grayson, 2008). However, giving the sharp distinction between the two types of knowledge, it is not too problematic to contend that an entrepreneur desires more of the tacit knowledge for continuous business growth and the need for employment generation. For example, an enterprise desiring competitive advantage must be willing to apply the assumptions of the tacit knowledge to its work operation. This is to ensure that skills and competence of the entrepreneurs acquired through tacit knowledge do not only become the collection of the entrepreneurs, but more significantly become difficult to emulate by compelling competitors.

A number of studies have shown the interaction between knowledge possession and firms' performance. Specifically, within the context of SMMEs, Mokoena (2019) study examined the impact of knowledge conception, incorporation and protection on the performance of firms. Findings from their study explain that knowledge conception possesses a more robust impact on the performance of firms more than other constructs of knowledge. In addition, Obi *et al.*, (2018) study established the interplay between the assumptions of the Knowledge-Base theory and

performance of an entrepreneur. Findings from the study reflect that differences in the performance of enterprise depend on their ability to identify and utilise knowledge for improved performance. In a similar explanation, Nyoni and Bonga (2018) quantify knowledge absorption among entrepreneurs, the results of the study showed that entrepreneurs' capabilities to absorb knowledge have a direct positive relationship with their performance. While entrepreneurship knowledge and learning has continued to form the bedrock of discourse relating to achieving sustainable competitive advantage, Lotfi *et al.*, (2018) found, and further expanded a more dynamic perspective of the Knowledge-Based theory by recommending that the ability of an enterprise to learn, adapt to fresh ideas, adopt, and nurture its volume base through robust knowledge monitoring are critical factors for attaining sustained competence and growth. However, a remark of the drifts and actions of contemporary entrepreneurs illustrates how entrepreneurs have lost touch with the reality and significance of knowledge and capacity building. The main thrusts of the assumptions of the Knowledge-Based theory are driven with the justification that entrepreneurs can appropriately reveal and manage resources and knowledge for continuous growth and employment creation in the long run.

In contrast, however, with regard to the usefulness of the Knowledge-Based theory as a theoretical leaning, many limitations have also been recorded in the literature. For example, Zack (2009) held that the Knowledge-Based theory is still an emerging theory in its build up phase. Zack (2009) further criticised the theory on being a set of ideas concerning the workings of an enterprise than a holistic theory in real fact. This is sufficed to mean that the Knowledge-Based theory is encumbered with many ambiguities, especially with respect to its various concepts. Similarly, the assumptions of the Knowledge-Based theory have been denounced on the ground for been too unsophisticated. To be sure, there are arguments questioning the possession of an individual knowledge at the expense of corporate knowledge. While this agitation continues, studies have contended the position that individual knowledge cannot be pronounced to produce desired competitive advantage and change to the entirety of an organisation (Zack, 2009). Therefore, it is natural that when an employee exists in the organisation, the knowledge is certainly bound to exist with him or her. TB-SMMEs will continue to thrive with improved acquisition of relevant knowledge that can aid their effectiveness within the Durban Aerotropolis.

4.2.5 Dynamic Innovative Theory

Different assumptions have surfaced with the aim of offering valid explanations to the Dynamic Innovative Theory. One such perspective includes Porter's (1990) position in his book "The Competitive Advantage of Nations" with a robust focus on how domestic environmental features can engender innovation and development for an organisation and the larger society in generic terms. In addition to this, is also the perspective of Pavitt (1984) whose empirical study found the identification of innovative activities in varied sectors and industries. Henderson and Clark (1990) expanded on existing findings about the growth on the evolution of Dynamic Innovative Theory. However, to explicitly trace back the Dynamic Innovative Theory, Fagerberg, Fosaas & Sappasert (2012) narrates in three development eras. The first era was showed to have originated between the periods 1950-1969, a time that was classified as the early stage with focus on resources distribution for development. The second phase, was between the period 1970-1989; a period classified as the growth phase of innovation that saw alliances of researchers from the US and Europe. Consequently, the third phase of the Dynamic Innovation Theory represented a shift, specifically with emphasis from what used to be conceived as a micro economy to macro economy with utmost focus on the entire economy, and the impact of institutional environments on innovation and strategy, for the enhancement of innovative diffusion (Fagerberg *et al.*, 2012).

The third era of the evolution of the Dynamic Innovation theory also welcomed the advent of innovation and its modifications, particularly across regional and sectoral spheres with the significance of different economic agents merging in the course of innovation and economic development. Therefore, innovation systems scrutinise the interactions between these agents with a sight to enhance innovation within the realm of national frontier (Dini & Stumpo, 2011). There are two brooks of innovation studies (Huges, 2013). First is the stream of micro innovation with focus on examining innovation at the level of the firm, while the macro stream tends to emphasise the generic influence of technology and innovation for social and economic development (Mizuno, 2014). Innovation is embedded in the creation of value. Without empirical evidence, there seems no universally accepted method for creating innovation, The known philosophies for creating innovations within the context of an organisation includes, but are not limited to inspiring disruptive thinking, relating with the information of innovations sources, advancing technological proficiency and expanding networks of association (Halim *et al.*, 2019). Aligning these assumptions to the context of the TB-SMMEs, within which this study is situated

and especially as a contributory sector to employment generation, the TB-SMMEs in an attempt to advance in creating value and positioning a job creation model must be keenly driven by dynamic innovation especially in this time of globalisation. Innovation necessitates vision and policies for a survival of the SMMEs. It adds to the relative advantage of the corporate approach through which the conception of novel ideals and services can contribute to the growth of the enterprise (Augustie & Saad, 2019).

Within the prism of TB-SMMEs, innovation depicts a twin discourse for the growth of the SMMEs, the advantages and disadvantages. Innovation is agile and focused on a specific product, while numerous SMMEs do not possess the capacity to accomplish the entire innovative process (Obi *et al.*, 2019; Augustie & Saad, 2019). These SMMEs rely on the external environment, governments and other structures to creatively engender value through innovation (Chen, *et al.*, 2020). Studies have shown that notwithstanding the flexibility and adaptability of the SMMEs, several SMMEs are confounded with the complexity of appropriately integrating and developing an ethos of incessant innovative practices (Ceptureanu *et al.*, 2020). SMMEs must be willing to integrate innovative-driven skills in their operations in order to advance their capability to confront challenging business environments (Afriyie *et al.*, 2019). Sufficed to state that innovative dimensions in SMMEs must be constructed in accordance with their specific business features (Kalitanyi, 2019). The literature reveals constellations of impediments faced by TB-SMMEs in the application of innovation for the creation of new products or services (Kerry *et al.*, 2018). These limitations partially explain a reduction in the options for these enterprises in utilising innovation for acquiring of new knowledge. Accordingly, Ibarra *et al.*, (2020) explained that there is a necessity to consider three fundamentals in TB-SMMEs' innovation. They are as follows:

(a) TB-SMMEs must adopt strategic innovative policies different from the ones adopted by large enterprise. The value of these strategies must be reliant on the competitive context within which they function.

(b) TB-SMMEs must possess the capacity to connect and relate with the economic and established environments that in one way or the other affects their innovative strategies and, lastly

(c) TB-SMMEs must have the capacity to facilitate innovative strategic links with other economic institutions that do not access their innovative limitations (Nyoni, & Bonga, 2018).

While SMMEs emphasise the significance of innovative strategy, it is incorrect to have innovative management for TB-SMMEs, without having a structured and effective innovative strategy in place (Obi *et al.*, 2018). Innovative-focused strategy contributes to advancing the strength and sustainability of improved competitiveness for TB-SMMEs. The plasticity of SMMEs assists to adapt effortlessly to innovation and the economic situation required to be successful (Zwane, 2019). Obstacles to innovation exist, especially with TB-SMMEs where the scarcity of resources is a common phenomenon. Ndah and Nchise (2019) held that often SMMEs measured the type of innovation that can upturn their immediate, future growth and the period it will take in achieving these growths and the economic conditions required to be successful. Research evidence has shown that the twin innovation type and diversity require special consideration for optimum performance of the SMMEs (Whitley, 2010). Presently, innovation is accepted as one of the most vital features of business studies for enterprise (Augustie & Saad, 2019). For example, Zaefarian *et al.*, (2017) classified innovation into four different components including products, process, marketing and organisational innovation. First, product innovation explains an improved customer benefits for efficient development in the products. Second, process innovation on the other encapsulates carrying out business activities in a new and dynamic way (Zaefarian *et al.*, 2017). Third, the concept of organisational innovation depicts the introduction of emerging new business opportunities, decision-making and new modes of relating with the external business environment, while the last aspect, marketing innovation is the implementation of a new market strategy for novel changes in the design, packaging and promotion of products (Zaefarian *et al.*, 2017). Studies have shown a significant relationship between innovative strategy and TB-SMMEs growth indices. Innovation ethos has been distinct as a necessity for an upturning market and entrepreneurial market competitive advantage (Augustie & Saad, 2019). TB-SMMEs are mandated to utilise more of innovative marketing strategies. Innovation has a substantial and significant impact on the performance of SMMEs businesses in South Africa (Powell, Koput & Smith-Doerr, 2006). For example, in South Africa innovation among SMMEs is essential not only for the persistence of the organisation, but to increase business growth and performance of SMMEs (Bhorat *et al.*, 2018).

According to Wild and Cant (2021) innovation is mandatory to engender significance to the operations and activities of TB-SMMEs for increasing competitive advantage. This sufficed to establish that an entrepreneur's innovative competence has a direct relationship with SMMEs performance at the long run (Whitley, 2010). Studies have confirmed that SMMEs operators have come to terms with the significant of innovative marketing as a fundamental concept for the survival of SMMEs (Keep & Mayhew, 2009). This study emphasised the necessity of innovation strategy as a fundamental element for TB-SMMEs survival and employment creation. Literature has revealed few debates with regard to the link between innovation and SMMEs performance (Zaefarian *et al.*, 2017; Bocquet *et al.*, 2019). In contrast, increasing attention has been devoted to studies on innovation in large corporations (Keep & Mayhew, 2009; Whitley, 2010). For example, large and small firms are different, with large firms depicting innovative benefit with respect to resources and factors (Refiloe *et al.*, 2020). Therefore, it can be concluded that small and large firms are likely to play harmonising roles in the process of technical build-up, with the reality that they are good at varied types of innovation. The significance of SMMEs cannot be well valued outside the confines of innovative procedures (Keep & Mayhew, 2009). The connection between SMMEs practices and the external environment epitomises an imperative emphasis on research in available literature of innovation and SMMEs.

In a bid to relating knowledge and innovation to SMMEs performance, the influence of dynamic economic development should be considered. (Whitley, 2010). In order to attain a competitive advantage in the global economy, SMMEs will have to experience fundamental changes including the necessity of attracting more entrepreneurial-innovative strategies (Keep & Mayhew, 2009). If SMMEs are to expand and expand their contributions to the national economy through job creation, innovation must be part of their activities and operations, particularly with respect to revitalising the enterprise for solution-driven initiatives (Partanen, Chetty & Rajala, 2011; Unal *et al.*, 2022). Although the literature is of significant to researchers with regard to SMMEs and performance, the focuses are to find a link between TB-SMMEs and performance (Abraham, 2019). Despite the identification of this link, few studies have been conducted to comprehend the relationship between TB-SMMEs, innovation and performance (Halim *et al.*, 2019). The Dynamic-Innovative Theory is useful to this thesis, particularly for how the TB-SMMEs can be managed to achieve quality contributions to economic development and job creation, yet the theory equally possesses its limitations. For example, the theory is criticised for

placing excessive emphasis on innovation at the expense of other elements that can increase the competitive advantage of SMMEs (Domi *et al.*, 2019). Similarly, the disproportionate focus on the concept of innovation without a robust integration of technology being a driver of innovation limited the applicability of the theory (Bocquet *et al.*, 2019).

4.3 Summary

In this chapter, the focus has been on proffering explicit explanations, first for the concept of an aerotropolis and second for a relevant theoretical framework that underpins the study. Five theories having direct bearing on the study were selected and reviewed in this chapter. The theories were applied to consider varied issues in the study. For example, the Finance-Gap Theory was reviewed with emphasis on the availability of finance to TB-SMMEs for growth and development. The Resources-Based theory was utilised to comprehend the place of internal and external resources as a pre-condition for the survival of TB-SMMEs. The theory was criticised for its over-dependence on resources as the only prerequisite for the survival of organisations, at the expense of other key criteria. The Knowledge-Based theory, an improved version of the resources-based theory was reviewed to achieve the research objective of this study on how the TB-SMMEs can be enhanced for improved employment generation, particularly through the lens of knowledge development. The utility of this theory was demonstrated as a unique resource for the survival of TB-SMMEs. The Knowledge-Based theory dissimilar to the Resources-Based theory was equally criticised for its shortcomings for excessive emphasis on worker's knowledge as a fundamental asset's for improved firm or company's performance. For example, it was proposed that the possession of knowledge without adequate transfer to ensure continuity can terminate the life of an enterprise in the event that the owner ceases to exist. Finally, the Dynamic-Innovation theory was reviewed with emphasis on the applicability of innovation to TB-SMMEs business practices for growth. The place of innovation represents a fundamental principle, especially in this epoch of global restructuring. The survival of TB-SMMEs and to avoid being adversely affected by global changes, is linked to their innovation. While this theory represents augmented arguments for the survival of TB-SMMEs, the theory is critiqued for placing emphasis on innovation at the expense the utility of technology, considering that innovation cannot succeed without technology.

CHAPTER FIVE: RESEARCH METHODOLOGY

5.1 Introduction

This chapter focused on explaining the methodology employed in investigating TB-SMMES contributions to employment generation within the context of Aerotropolis. However, before going into details, it is necessary to establish the distinction between methodology and methods, specifically as the utility of these concepts have remained a subject of facts in research. Research methodology can be explained as the complete systematic process through which a research is conducted (Saunders, Thornhill & Lewis, 2009). It addresses matters of research design and the what, when and how of a study. Essentially, Research methodology captures issues of how the researcher intends to justifiably provide answers to the stated research questions. A research method is construed as the application of different techniques in collecting and analysing research data. These include research instruments such as the interview and questionnaire and the different numeric and non-numeric data analysis technique (Yin, 2016). In order to adequately address the constellation of issues in relation to the methodology and methods utilised in this study, the chapter is divided into different sections including research philosophies, research approaches, research design, data collection and population of study. Others are sample size, sampling techniques, research instruments, data collection procedures, reliability and validity of the research instruments, methods of data analysis, ethical considerations and limitations of the methodology. To appropriately elucidate these variables in this chapter, the Saunders, Lewis and Thornhill's (2009) research onion was adopted as the methodological basis.

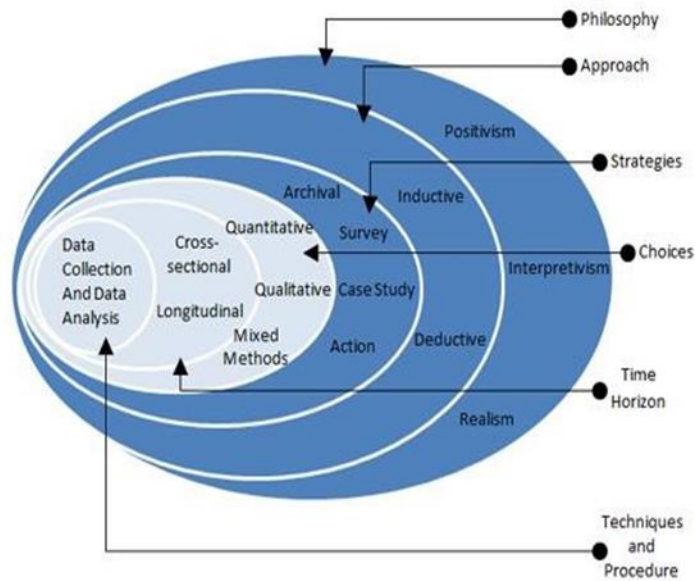


Figure 5.1 Research Onion

Source: Saunders, Lewis and Thornhill (2009, p.108)

5.2 Research philosophies

Research philosophies explain the various world views relevant in a study which consequently direct the choice of research design, strategies and techniques appropriate to study a research phenomenon (Sekeran & Bougie, 2016). Philosophical assumptions facilitate the conceptualisation of what will be investigated and the process of investigating it to the extent that it can lead to an understanding of the issues under study (Bhorat *et al*, 2018). This study explained four types of research philosophies including positivism, realism, interpretivism and pragmatism as propounded by Saunders, Lewis and Thornhill (2009) research onion. However, after a comprehensive review of these different research philosophies, justifications were proffered to the most appropriate for this study.

5.2.1 Positivism research philosophy

Research conducted in this setting are explained through discernible social reality through which the outcomes are reviewed with generalisation of findings such as those in the physical and natural sciences (Saunders, Lewis, & Thornhill, 2009). For example, according to the proponents of the positivism research school of thought, the world functions in the dictate of laws and effects,

and this can only be explained when a scientific approach to investigation is employed (Creswell, 2009). The major commonly employed research strategies in studies from a positivist perspective are experimentation and survey research design (Bryman & Bell, 2011). This indicates that research outcomes in this type of research philosophy usually convey objectivity and the quantitative research methods are more suitable (Van den Berg & Struwig, 2017). While the presuppositions of the positivist capture the quantitative part of this study where the views and opinions of TB-SMMEs were uncovered through questionnaires and appropriate statistical estimations, yet the positivist research philosophy cannot be employed in isolation for this study being that the research problem and questions under investigation can best be addressed with the mixed research method (quantitative and qualitative) (Zohrabi, 2013).

5.2.2 Realism philosophy

Realism as the name appears relies on the assumption of external reality and objective fact (Johnson & Onwubguzie, 2004). Contrary to the position of the positivist, the realist assumption invalidates the claim that external reality can be assessed objectively in order to engender a cause and effect relationship with a more robust standpoint that the need to understand reality is a function of certainty (Smith *et al.*, 2008). According to Sekeran and Bougie (2016), the emphasis on construct measurement in an investigation is subjective in nature. The measurement of variables that has to do with the collection of data and corresponding analysis are laden with researcher's inherent biases (Lancaster, 2005). With this explanation on the collection of quantitative and qualitative data as reflected in the research questions to understand TB-SMMEs contributions to employment generation, the need to explore the research assumption through the understanding of reality and certainty is not appropriate for this study, and therefore, not used.

5.2.3 Interpretivism philosophy

The interpretivist research philosophy which is contrary to the position of the positivist approach is centred on establishing cause and effect relationship for a fuller understanding of the research problem, the philosophical assumption of the interpretivist captures that the understanding of events in everyday existence should deviate from making laws tied to the generalisation of research findings. (Sekeran & Bougie, 2016). The interpretivist philosophical standpoint advocates for researchers as social actors to show some level of sympathy in the quest to appreciate and comprehend the feelings, opinions and experiences of their research participants

(Saunders, Lewis, Thornhill 2009). The need to discover and understand researcher's social world through participants' world views captures the qualitative components of this study where the perspective, opinions and views of certain members of Durban Tourism Unit and Dube Trade Port were found with respect to how TB-SMMEs within the proposed Durban Aerotropolis can contribute to employment generation through semi-structured interviews. With this study adopting the mixed-methods research approach where both the quantitative and qualitative data are integrated to see the extent of convergence or divergence of the research outcome, the interpretivist research philosophy cannot be employed in isolation (Pham, 2018).

5.2.4 Pragmatist philosophy

The need to choose a research philosophy in conventional management and social science research reflects a link between the positivist and interpretivist research philosophies (Sekeran & Bougie, 2016). For example, while the positivist conveys the measurement of constructs to engender a cause and effect relationship between the independent and dependent variables on the one hand (quantitative), the interpretivist explores an in-depth exploration of the social world on the other hand (qualitative). The composition of the research questions stated in this study reflects a need for the integration of both the quantitative and qualitative research approach respectively. Pragmatist approach does not provide credence for the utility of a particular or singular research philosophy as a best fit for understanding a research problem, but explains that a research investigation integrating both the objective and subjective inclinations will engender a more productive and viable research outcome (Quinlan, 2011).

This indicates that the pragmatist appreciates the universe as diverse phenomenon demanding mixed solutions to its constellation of problem (Wilson, 2010). This explanation captures the adoption of a multiple research approach for the understanding of a research problem with the assumption of the pragmatist research philosophy predicated on the integration of a mixed research approach (Brierley, 2017), this study adopted a mixed approach where both the quantitative and qualitative data are elicited to conceptualise TB-SMMEs' contributions to employment generation within the proposed Durban Aerotropolis.

5.2.5 Justification for adopting the pragmatist philosophy

With the thorough review of the different types of research philosophies as elucidated in the preceding paragraphs, this study employed the pragmatism research philosophy. With

consideration of the research questions, adopting a mixed research methods approach becomes fundamental to understand TB-SMMEs' contributions to employment generation in the proposed Durban Aerotropolis. For example, with the understanding that the pragmatist research philosophy employs various measures in understanding the research problem, this study utilised the integration of both the positivist and interpretivist research philosophies. For the positivist component, quantitative data was collected through the survey of TB-SMMEs towards obtaining their views and opinions, on how they are likely to contribute to employment generation in the proposed Durban Aerotropolis through questionnaire administration and responses analysed through the application of appropriate data analysis technique.

For the interpretivist segment, semi-structured interview was employed to retrieve qualitative data from members of Dube Trade Port and Durban Tourism Office to qualitatively obtain their experiences, perceptions and opinions of the possible employment generation opportunities by the TB-SMMEs within the proposed Durban Aerotropolis. The combination of the research philosophies in this study to offer reliable answers to the stated questions supports the assumptions of the pragmatist research philosophy and the objective of the mixed methods research employed in the study whereby, both the qualitative and quantitative are collected for understanding the research problem.

5.3 Research approaches

Research approaches adopted from two different types includes the deductive and inductive research approaches (Odetunde, 2011). The utility of either approach depends on the philosophical assumptions of the study. For example, the presupposition of the positivist supports the deductive research approach, while the suppositions of the interpretivist are validated by the inductive research approach (Yin, 2016). It is logical to argue that the deductive research approach is slanted towards objective measurement of variables on the one hand (quantitative) and the inductive approach supported by an in-depth exploration of research problem (qualitative) on the other hand (Zohrabi, 2013). One of the key characteristics of deductive research is the establishment of a casual relationship between the independent and dependent variable for the variables under examination must be reflective of the hypotheses (Alase, 2017). The inductive research approach is a results-oriented outcome where participants are probed about their perceptions and opinions regarding the research problem. For example, the

exploration of the members of the Durban tourism office on the prospect of employment generation opportunities of TB-SMMEs within Durban Aerotropolis.

The combination of both the deductive and inductive research approaches is integrated in this study by the collection of quantitative and qualitative data. This approach is similar to the pragmatist research philosophy employed as part of the study. The deductive research approach utilised in this study supports the collection of quantitative data through the distribution of copies of the questionnaire among TB-SMMEs, while the inductive research approach supported the use of semi-structured interviews with members of the Dube Trade Port and Durban Tourism office respectively. The mixed-methods research approaches as used in this study combined with the deductive and inductive research where both the quantitative and qualitative research data were collected to ensure answers were proffered to the research questions.

5.4 Research design

Research design or strategies involve the broad strategy employed in an investigation in which the research problems and questions are answered (Samuel, 2012). It explains the complete outline upon which a research is construed (Kelliher, 2011). There are different types of research design reflecting either the deductive or inductive research components. (Asenahabi, 2019). The research designs below are explained with justification(s) for the study. The utility of the experimental research strategy is utilised in the discipline of the natural and biological sciences, although other social sciences fields such as psychology also make use of experimentation to study a research problem (Dannels, 2018). The thrust of experimental research design is to study and observe the trends of variations in the dependent variables while manipulating the independent variables. With this assumption, the objective of this study exuded a departure from the need to conduct experimentation through the manipulation of variables, hence the assumption of the experimental design was not utilised in this study (Quilan, 2011).

Research design is focused on identifying and proffering viable solutions to research problems originating from within an organisation, while the assumption of the ethnography research design entails the study of a research problem involving the application of the longitudinal research approach by having to exert more time frame listening and studying participants from their real world perspective (Saunders, Lewis & Thornhill, 2009). From these explanations, first, the aim of this study is distanced from offering solutions to organisational challenges, thus the

assumption of the action research was not used. Second, with the knowledge that the ethnographic research design is mostly utilised in the discipline of anthropology and sociology, studies within the context of management science hardly incorporate ethnographic assumptions, and is thus not utilised for this study (Zohrabi, 2012). For grounded theory research, the main trust is predicated on theory building, while archival research supports the retrieval of data from archives or museum (Sekaran & Bougies, 2016). Making inference from the above submission, the assumptions of the grounded theory and archival research do not support either the survey of TB- SMMEs or the experiences, perceptions and opinions of members of the Dube Trade Port and Durban Tourism Unit on the employment creation opportunities inherent in the TB- SMMEs with a focus on the Durban Aerotropolis.

The survey research design is often employed in a study requiring the collection of a large number of data through questionnaire administration (Saunders, Lewis & Thornhill, 2009). Similarly, the case study design is specifically aimed towards recovering information from a specific organisational entity (Gill & Johnson, 2010). For case study research design, emphasis is on the individual or organisations the researcher will survey in investigating the research problem (Bakker, 2018). It is necessary to emphasis that the use of the case study research design resides in both quantitative and qualitative research, however, the utility is employed within the realm of qualitative research where data is exclusively collected through observation, documentary evidence and interviews (Sekaran & Bougie, 2016).

The assumption of the survey research design fits the quantitative component of this study in terms of which large sample size is determined from a large number of respondents to determine TB-SMMEs' contribution to employment generation. The case study research design also explains the qualitative aspect of this study with emphasis on the case of Dube Trade Port and Durban Tourism Unit where the views and opinions of some members on tourism-based SMMEs contribution to employment generation were documented. The justifications for employing these research designs are given below.

5.5 Justifications for employing the survey and case study research design.

The forgoing paragraphs have explained the different types of research design by describing the assumptions. However, in order to achieve the aim of this study, the assumptions of the survey and case study research designs were adopted as the research strategies for this study. It is

necessary to state that these two research designs, with their different assumptions appropriately capture the philosophy of the quantitative and qualitative research methods being the methodological basis of this study. For example, the survey research design supports the use of a representative sample in order to arrive at generalisations of findings in respect of the large number in the population. For the purpose of this study, the entire TB- SMMEs in Durban could not be sampled, hence the assumptions of the survey research became necessary where data is elicited from a selected sample and generalisation of findings absorbed on the population of TB-SMMEs in Durban.

The case study research design was equally adopted and justified to enable a fuller qualitative understanding of the research problem. Accordingly, the case study design supports an in depth and organised study of small sample of respondents (Newman, 2007). In accordance with this view, the case study design was justified to explore and understand the experiences of certain members of Durban Tourism Unit and Dube Trade Port on employment contributions of TB-SMMEs as a small unit of sample in order to appropriately provide answers to the qualitative research questions. The integration of the survey (quantitative) and case study (qualitative) research designs were to engender a rich data for analysis in order to compare and contrast the quantitative and qualitative research outcomes.

5.6 Target population of the study

A population can be construed as the total number of persons, elements or units in which a researcher seeks to study in order to make some inferences (Nieuwenhuis, 2011). Specifically, it refers to all sets of elements within a study wherein a research phenomenon will be investigated (Kumar, 2018). For Wilson (2010), a population can be explained as a collection of cases from which sample elements can be drawn towards understanding a research problem (Sileyew, 2019).

This definition is explicit as it explains the need to capture sample elements from defined cases. The quantitative population for this study traverses the 619 existing TB-SMMEs in Durban metropolis (KwaZulu- Natal Tourism Annual Report, 2019) while the qualitative population comprises of members of Dube Trade Port and Durban Tourism Office. The specific target populations are SMMEs within the business of tourism promotions, marketing, services and sales of tourism artefacts and their views reviewed through the administration of questionnaires and how the TB-SMMEs can contribute to employment creation in the proposed Durban

Aerotropolis. The TB-SMMEs are justified for this study because they epitomise key players in the tourism sector.

5.7 Sample size

A sample size can be defined as a subclass of a population, which includes some elements selected to represent the interest of a given population (Ragab & Arisha, 2018). Research outcome stemming from a representative sample is generally immersed in the entire population of study (Sekeran & Bougie, 2016). The study of TB-SMMEs in Durban means that a representative sample is randomly selected from a population of 619 known tourism-based SMMEs in the Durban metropolis (KwaZulu- Natal Tourism Annual Report, 2019). The sample size is calculated below:

$$n = \frac{N}{1 + N(e)^2}$$

Where n= sample size

N= The total population

1= Constant

e= limit of sampling error= 0.05

$$n = \frac{619}{1 + 619(0.05)^2} = \frac{619}{2.55} = 243$$

The above calculation depicts the sample size representing the quantitative component of this study. However, for the qualitative component, 10 members were selected from the Dube Trade Port and Durban Tourism Unit to qualitatively uncover their perceptions, opinions and

experiences with regard to the possible TB-SMMEs employment creation contribution within the proposed Durban Aerotropolis. The original intention was to use 12 members, however, two were not available, and these two were not replaced since the data extraction was saturated. The selection of these members extended across different departments including development services, marketing, community operations and corporate services. Guest, Bruce and Johnson (2006) propose that a sample size within the range of 10 and 15 is sufficient to facilitate an in-depth understanding of any phenomenon situated within the qualitative research methods.

5.8 Sampling and recruitment strategies

Sampling techniques can be explicated from two different viewpoints. They are the probability and non-probability sampling techniques (Kumar, 2018). For the probability sampling techniques, it is expected that all elements within a study population be given equal opportunity of being selected as a representative sample of the study population (Bakker, 2018). This type of sampling can be described as a sampling approach that enjoys true representatives of the entire population, wherein generalisation of research findings are pronounced with the aid of statistical approximations (Sekeran & Bougie, 2016). For the non-probability sampling techniques, it is accepted that not all elements that constitute a population will have an equal opportunity of being selected as a representative sample, and research questions explaining statistical approximations are not examined from this sampling standpoint of view (Brierley, 2017). This sampling technique showed that the presupposition of the probability sampling is linked to the quantitative research approach, while the non-probability sampling is linked to the qualitative research approach respectively. This study as a mixed methods approach incorporated the assumptions of the above sampling techniques during the recruitment of samples. The different types of the probability and non-probability samplings are briefly explained in the ensuing paragraphs with justifications for the most appropriate approach for this study in terms of recruitment strategies.

The probability sampling approach is divided into three main types including the simple, systematic and stratified sampling techniques (Saunders, Lewis & Thornhill 2009). The simple random sampling technique accepts that, every element that constitutes a population possesses equal attributes of being selected as a representative sample for a study. No element deliberately selected or otherwise (Sileyew, 2019). To illustration, a researcher might decide to select a representative sample from a population in an organisation with the names of these samples concealed in a basket (Creswell, 2012). To select samples from this list without bias, the

researcher could go ahead and randomly pick any elements without preferences for any element to be selected as a representative sample of the population. This explanation shows that the assumptions of the random sampling is part of the methodological approach of this study, as samples were recruited based on a random selection of TB-SMMEs. The systematic or interval sampling techniques explicates the selection of samples from a study population based on nth interval, and it is specifically selected when samples are either arranged serially or alphabetically before selection on predetermined intervals (Creswell & Clark, 2011). The recruitment strategy of this study was not to select samples based on pre-determined intervals; hence, the stratified sampling strategy was not deemed acceptable for the study.

The assumption (S) of the stratified sampling was employed in a study when the population of the study is comprised of different subgroups, with the recruitment that each sub-group should be represented as a particular sample of the population. The population under study was divided into different heterogeneous groups called strata and an independent sample was then identified and selected from each identified stratum with the simple random technique (Saunders, Lewis & Thornhill, 2009). This method showed that samples were not recruited in this study on heterogeneous conditions, but on the assumption (s) that departs from the methodological intention of this study. The probability sampling technique is equally partitioned into three main different types including the quota, convenience and purposive sampling techniques (Creswell & Clark, 2011). First, by quota sampling, it is implied that samples are identified and selected from groups through allocation of quotas to each identified independent group (Dannels, 2018). The utility of this sampling is dominant in a study, particularly involving different ethnic groups (Saunders, Lewis & Thornhill, 2009). Based on this assumption, the hypotheses of the quota sampling were not used for this study, as its focus was not on the recruitment of independent groups from a large group of ethnic class or census (Wilson, 2010). For convenience sampling, samples were selected based on convenience or accessibility (Creswell & Clark, 2011). For this, the recruitment strategy of this study represented a departure from the tendency to select samples based on convenience or availability. Lastly, the purposive sampling justified the recruitment of samples based on certain pre-determined criteria such as the possession of specific information by the respondents recruited for this study. The assumptions of the purposive sampling techniques reflect a key recruitment strategy for this study. For example, as applicable to this study, the purposive sampling techniques were employed to recruit TB-SMMEs who are in the

most favourable position to proffer answers to questions bordering on the plausible employment generation opportunities by TB-SMMEs linked to the proposed Durban Aerotropolis.

5.9. Justifications for employing the simple random and purposive recruitment sampling techniques

Considering the evaluations of the strength and weakness of the different probability and non-probability sampling types, this study employed the duo of simple random (probability sampling) and purposive (non-probability sampling) techniques to recruit participants for this study. It is essential, to explain that the presuppositions of the simple random and purposive sampling techniques captured the quantitative and qualitative research methods utilised in this study. The simple random selection of respondents, as related to the survey research design was used to elicit answers to the quantitative questions in the questionnaire and purposive sampling as applied to the case study research was employed to deal with the qualitative research questions, respectively.

There are varieties of justifications for employing the simple random sampling in this study. First, the TB-SMMEs, are strategically located in different sections of the Durban metropolis and it would be time-consuming to conveniently sample these SMMEs in their various locations. TB- SMMEs were sampled from the selected TB-SMMEs of 619 in Durban at an interval of 3. In total, 243 TB-SMMEs were selected for this study. Second, the purposive sampling technique is justified in this study to purposively select and explore the perceptions of members of Durban Tourism Office and Dube Trade Port. This was followed with questions about the need to reveal and assess their plausible contributions of the TB-SMMEs to employment generation. Members selected for the semi-structured interviews were purposively identified and selected with recognition of their ability to provide salient answers to the questions raised in the interview. Third, the purposive sampling is justified as the members of the Durban Tourism Unit and Dube Trade Port are strategically in the position to explain how the TB-SMMEs can engender or contribute to employment generation in the proposed Durban Aerotropolis.

5.10 Research Instruments.

The self- administered questionnaire and semi-structured interviews were utilised to collect both quantitative and qualitative data of respondents (Appendices B and C). For example, the self-administered questionnaire was intended to elicit answers to research questions with quantitative

inclinations by surveying TB- SMMEs, while the semi-structured interview were used to answer the qualitative research questions by interviewing selected members of the Durban Tourism Unit and Dube trade Port. The integration of these research instruments appositely justified the mixed method research approach employed for this study. The different research instruments are explained in ensuing paragraphs:

5.10.1 The structured questionnaire

A structured questionnaire can be explained as a written set of questions posed to respondents to provide answers in the form of feedbacks (Creswell, 2014). As required by this study, the structured questionnaires are administered to TB-SMMEs domiciled in Durban. All questions on the questionnaire were worded in accordance with the research questions. The questionnaire comprised a total of 38 questions divided into two different sections (see Appendix B. For example, section A of the questionnaire addresses demographic questions such as respondent's age, gender, education qualifications and years of experience among others. Section B of the questionnaire captures questions bordering on TB-SMMEs plausible employment generation contribution to the proposed Durban Aerotropolis. The arrangement of questions and scaling followed with the Likert 5-point rating scale propounded by foremost American psychologist, Rensis Likert in 1932. The justification for the utility of the questionnaire in a study such as this nature no doubt explains it as the friendliest data collection instrument suitable for a large sample of respondents such as this study (Creswell & Clark, 2011).

5.10.2 Pilot testing the structured questionnaire

The need to ensure that questions contained in the questionnaire were not ambiguous to the respondents, a pilot study was conducted with 30 prospective respondents selected from the study population. This number is in accordance with Copper and Schindler's (2008) assertion that a range of 20-50 respondents is appropriate to design a pilot study. The essence of a pilot study in this study is to guarantee the chance of reducing any ambiguity in order to advance the reliability of the data. The pilot study used for this study was conducted for a period of two weeks prior to the commencement of the actual field work. The Cronbach Alfa test was thereafter utilised to test the reliability of the items contained in the questionnaire in order to provide room for further modification of the questionnaire if the coefficient is lower than the expected Cronbach index (see page on reliability and validity of the research instrument).

5.10.3 Semi-structured interview

An interview can be understood as a purposeful conversation between two or more persons regarding the examination of an issue. The interview can be categorised into three different types including the structured, semi-structured and unstructured interview and the utility of any of these types depends on the direction of the research (Alase, 2017). This study employed the semi-structured interview for clarity on TB-SMMEs' contributions to employment generation in the proposed Durban Aerotropolis. In addition, it is essential to state that the justification of the semi-structured interview is to allow for the examination of complementary questions as the interview unfolds in order to appropriately address the research questions, especially where deviations were observed in the responses provided by the respondents (see appendix C). Similarly, an interview guide was employed to guide the direction of the questions and to ascertain that similar questions were expected from all respondents. However, employing the interview guide does mean restrictions in the pattern of questioning and provided responses as the researcher had the freedom of interrogating beyond the lists of questions contained in the guide for a more comprehensive understanding of respondents' views. The range of respondents selected and interviewed across the different departments of the Durban tourism office was to engender a rich and in-depth comprehension of the research problem from a distinct perspective. The duration of the interviews lasted between 10 and 20 minutes for certain respondents, while others sent in their responses electronically. During the course of the interview, the researcher also employed note taking to ensure the quality of data collected. One of the pitfalls of the interview is that the information elicited can be intrinsically laden with respondents' subjectivity, particularly with respect to information falsification (Creswell, 2014). However, the need to reduce the extent of biases explains the integration of both the questionnaire and the interview in this study.

5.11 Data control method

The need to produce high quality research cannot be distanced from ensuring the validity and reliability of the research instrument. The extent or degree at which a research instrument is reliable and valid, the extent of the results will tend to be of high quality. For the purpose of this study, the Cronbach Alfa index was utilised to ascertain the reliability of the research instrument. There have been several hypotheses with regard to what should be perceived as the accepted

Cronbach Index Value for a study. For example, Pallant (2011) submitted that an index value above 0.7 is acceptable to consider a research instrument as reliable for a study, while Konting (2004) contended that a co-efficient value above 0.6 is reliable. However, for this study, a reliability coefficient above 0.7 is considered reliable and usable.

The content validity was employed to validate the research questionnaire. The content of the questionnaire was validated through different procedures in order to ascertain that items contained therein speak to what is being measured. First, the research supervisor authenticated the questionnaire through face validity and some items were rewarded to capture the constructs being measured. Second, the outcome of the proposal review process provides adequate opportunities for the review of certain constructs in the questionnaire. All these procedures were carried out to ascertain that the research questionnaire captures the essential constructs in the questionnaire. The above explanation described the reliability and validity of the questionnaire (quantitative aspect of this study). The reliability and validity of the qualitative instrument was ascertained through a different procedure such as interview.

For the purpose of this study, the reliability and validity of the semi-structured interviews employed to collect qualitative data was ascertained through the Trochim and Donnelly (2007) four pointers of reliability and validity of the qualitative research instrument including credibility, transferability, dependability and conformability. The credibility of the qualitative research instrument was ensured by allowing for the similarities of all the respondents' views in the qualitative results, specifically by reporting them verbatim in the analysis. Second, transferability of results was ensured by ascertaining that the qualitative results were transferable to other research contexts. For dependability, the research procedure was conducted in such a manner that all ethics with respect to secrecy and accuracy of information supplied were followed. The concern of ensuring dependability in this research was further validated by the anonymity of all respondents and the safety of the research instrument to avert possible invasion of respondents' confidential information as contained therein. Lastly, the question of conformability was ascertained in this study by ensuring consistency of results. This was ascertained by comparing the interview scripts and the data analysis through stakeholders' assessments, wherein conclusions were drawn for this study.

5.12 Procedure for data collection

The data collection function entailed some procedures so as to capture the necessary data needed to address a research problem. For this study, three different procedures including pre-fieldwork, questionnaire administration and interviews were undertaken in ensuring quality and meaningful data were retrieved to understand TB-SMMEs contributions to employment generations in the proposed Durban Aerotropolis. First, the pre-field work began with obtaining a gatekeeper letter from the Durban Tourism Office. Thereafter, 30 copies of the questionnaire were administered among selected TB-SMMEs in Durban to test for the reliability of the content contained in the research instrument lasting for two weeks (see chapter 6 for details of reliability index). Before the commencement of the questionnaire distribution, each identified respondent was briefed about the aims and objectives of the study by explaining to them that the study is solely for academic research and that there will be no consequences with respect to how they feel about the constructs in the questionnaire. To add, the consent forms were attached to each questionnaire for them to append their signature should they wish to participate in the study (see Appendices B and C).

The actual distribution of the questionnaire began shortly after the completion of the briefing exercise. The administration of the data collation took place on a one-on-one basis in accordance with the number of sample sizes for this study (see section on sample size). As the administration of questionnaires progressed, some of the identified respondents were initially occupied with work schedules and requested a later date when they can fill and deliver the questionnaire to the researcher after having it filled. One of the major shortcomings of the data collection process was the necessity to continuously remind some of the respondents that requested for a later time to fill and deliver their questionnaire. At the completion of the data collection, a total sample of 183 copies of the questionnaires were eventually retrieved representing 75 per cent of the total sample size of 243 (see section on sample size).

The qualitative data collection procedures were segmented into different sections with dissimilar appointments given to each identified member of the Durban Tourism Unit and the Dube Trade Port. On a separate account before the commencement of the interviews, the aim and objective of the study was narrated to the members and they were guided to respond to the questions in the light of research purposes and provide similar responses respectively. In addition to this, the consent forms were also presented to the officers for them to indicate either their willingness to participate, not to participate or decline in the study even as the research unfolds (see section on

ethical considerations). The interview questions were directly posed to the members as contained in the interview guide, and complementary questions were employed to ensure lucidity to questions not adequate to transcribe. As the interview unfolded, the researcher took notes. Both the quantitative and qualitative phase lasted for two months.

5.13 Methods of quantitative data analysis

The quantitative data analysis method that was utilised for this study was the descriptive statistic.

5.13.1 Descriptive Statistics

Descriptive statistics were utilised in this study to analyse the demographic profiles of all respondents as contained in the questionnaire including gender, age, qualifications, monthly income and duration in business respectively. The necessity of the descriptive statistics in this study was to summarise a set of responses without making further inferences. Means and percentage frequencies were calculated to describe the different demographics.

5.13.2 Inferential Statistics

The utility of the inferential statistics is predicated on the test of research assumptions where a relationship between two or more variables was analysed. There are different types of inferential statistics in a study depending on the nature of the stated research hypotheses. For the purpose of this study, the One Sample T-Test was used to test the stated research hypotheses. The One sample T- Test is usually symbolised with the letter p (Brace,2018) and normally shoulder any value 0.05 or less. A P-value with 0.05 or less signify that there is a statistically significance between variables. The T-test was used to compare the relationship between the mean of the sample and standard deviation. In relation to the hypotheses stated for this study, relationship was examined between TB-SMMEs and employment generating opportunities through the Statistical Package for the Social Sciences (SPSS) version 26. The One Sample T-Test amongst other known inferential statistics was considered the most appropriate statistical tool to test relationships between variables as shown in this study.

5.14 Method of qualitative data analysis.

The qualitative data analysis method that was utilised for this study was the content analysis. This is briefly described below.

5.14.1 Content Analysis

Content analysis explicates the orderly analysing of the content of a document, text, language or other textual material (Yin, 2016). The crux of analysing the content of a document is to understand and infer themes from qualitative dataset to appropriately answer the stated research questions (Newman, 2007). For the purpose of this study, Content Analysis was employed to analyse the qualitative data by checking for recurrent themes that appropriately addressed the research questions. Specifically, for this study, the identification of themes was captured manually. This procedure validated Creswell's (2012) position that the need to analyse qualitative data manually is more presented and guarantees less stress in the identification of themes, than the utility of qualitative software such as Nvivo, particularly when the sheets of the transcripts is not fewer than 5600 pages. In addition, the identification of an error can be observed when themes are identified manually (Yin, 2016). Notwithstanding the complexity of accuracy evident in analysing and understanding human communication, the utility of the content analysis provides more insight for a thorough comprehension of the research problem (Sekeran & Bougie, 2016). Qualitative content analysis employed in this study followed Harding's (2013) procedural steps for qualitative analysis including reviewing of data, processing/ recording of data and drawing of inferences/conclusions.

The large volume of data was condensed and re-arranged within the mindset of identifying appropriate themes and sub-themes after recurrent examining of the transcripts to effectively identify themes that speak more closely to the research questions. Although, reducing the data does not mean key themes were excluded, as it was ensured that responses relating to the research questions were all equally reflected in the data analysis. The abridged datasets were arranged and presented in a concise manner, in the order at which they were all mentioned as reflected in the transcripts. Thirdly, conclusions were logically drawn from identified themes through triangulation of data and by carefully probing how each of the themes seeks to address the stated research questions (Nieuwenhuis, 2011).

5.15 Human ethics

The ethical considerations in this study followed with ensuring that the methodological approach and methods employed merged with the conventional research standard. The study followed the

University of KwaZulu-Natal, Humanities and Social Sciences Research Communities research guidelines, in terms of which an ethical approval with protocol number HSS/0151/019D was issued on 21 May 2019 (see Appendix D). Similarly, among other ethical standards was the permission granted (gatekeeper letter) by the Durban Tourism Unit. The constructs contained in the questionnaire and interview schedule were worded in manner that would not interfere with the privacy of the respondents or provoke responses not related to the research questions. Before commencing the questionnaire administration, all participants were thoroughly briefed about the objectives of the study and were also asked to sign the consent form to indicate their willingness to participate in the study. This was required to ensure that all participants have a comprehensive understanding of the relevant research process. The anonymity of all respondents was ensured by not disclosing their names or identities during and after the research, or the inclusion of any traceable comment that can be linked to their names. Lastly, the confidentiality of the data was ascertained by safeguarding the questionnaire, only accessible to the supervisor and the research office of the University of KwaZulu-Natal to prevent unauthorised access to information.

5.16 Limitations of the methodology

There were several challenges encountered during the process of gathering data for this study. First, the challenge of granting permission (gatekeeper's letter) from the relevant institution was recorded. Several visits to the Durban Tourism offices for appropriate permission to sample tourism-based SMMEs in Durban were made initially. However, after several attempts, permission was granted by the manager in charge of research in Durban Tourism. This challenge, delayed the entire period available for collecting data for this study. Second, while, pre-field work was ongoing, another challenge was that of identifying tourism-based SMMEs in Durban. This has reduced the projected time allocated for data collection. In addition, after several of these TB-SMMEs were identified, the majority were initially indifferent to participate in the study. To address this problem, respondents were appropriately briefed that the study has no political undertones and that participation does not hold any consequences. Another problem encountered was with the conduct of the interview. After having decided on the different appointment dates, a number of the respondents were not immediately accessible. The majority of the initial appointments were not honoured and later appointment dates had to be arranged, and some of the participants for the interview declined physical interview due to COVID concerns and after persuasion agreed to other means such as Zoom meetings, and telephonic

calls. These challenges limited the smooth data collection event so that additional time had to be allowed extending the process by six weeks due to limitations of access to respondents and participants.

5.17 Summary

The focus of this chapter was on exploring the different methodologies and methods utilised to address the research problem. The chapter has evoked sound discussions on the different types of research philosophies, while bringing to the fore their strength and weaknesses. The justification for employing the pragmatist research philosophies was subsequently detailed in this chapter. With the knowledge that the type of research questions stated in this study intersect two different types of research methods, the study adopted two distinct types of research design; the survey and case study research designs respectively. For example, while the survey was studied to address the quantitative component of the study, the case study was used to address the qualitative aspect of this study. A mixed method research was applied where quantitative and qualitative data were elicited to answer the stated research questions. The sample for this was determined with the Yamene (1967) statistical sample size formula from the population of tourism-based SMMEs in Durban metropolis. The recruitment of samples from this population of respondents were defined with the combination of the sample random and purposive sampling techniques. The research instruments were tested for reliability and validity. The One Sample T-Test was utilised to test the research hypotheses. As mentioned, the process of data collection for this study experienced limitations as some members of the Durban Tourism Unit were not readily available. The Covid-19 pandemic introduced extreme difficulties to effectively engage with respondents, and made interview processes difficult when virtual communications became the only method of engaging. Most participants had to be contacted using Zoom meetings, telephone calls and other platforms beside physical contact.

CHAPTER SIX: DATA ANALYSIS

6.1 Introduction

The Preceding chapter conveys a detailed account of the methodology engaged in this study. Key features reviewed in the previous chapter are, the research approach, the research process, the research philosophy, the target population, the sampling size, the data collation exercise, data analysis tools and ethical considerations. The focus of this chapter is to expound the data analysis and the interpretation of results emerging from data collected from respondents. The research approaches for the quantitative methodology were concluded by utilising the deductive research approach via the assessment of variables (Yin 2016). The data analysis device that was used to analyse the quantitative data is SPSS version 26. It was also used at the emergence phase to certify the validity of data. The demographic data and the conditions that can enhance the creation of employment in the tourism-based SMMEs within the Durban Aerotropolis, the efficacy of tourism-based SMMEs in accordance with employment creation were analysed using the inferential and descriptive statistics. The circumstances constricting the expansion of tourism-based SMMEs and the impression of respondents on how tourism-based SMMEs can be strengthened for improved employment generation were analysed using inferential and descriptive statistics. The quantitative data was analysed descriptively and presented in the form of figures, tables and graphs. Descriptive data analysis techniques such as mean and standard deviation were employed to delineate the attributes of the data (Macmillan & Schumacher, 2010; Bhattacharjee, 2012).

Inferential statistics utilised in analysing the qualitative data was the One- Sample t test. The One-sample t test was applied to test the relationship between the mean of the sample, the standard deviation and the significance at 95% confidence level. A p-value of the t-test which is 0.05 or less ($p \leq 0.05$) convey that there was a statistical significance between the variables. The secondary research instrument applied in this study is qualitative. Qualitative analysis referred to the structured evaluation of interview transcripts, written notes and images relevant to the processing of the interpretation of data (Lawrence & Tar 2013) and this was analysed using content analysis techniques. Content Analysis elucidates the systematic examination of the content of a document, language or other textual material (Yin,2016). Qualitative data was patterned towards collation of information from the Durban tourism office and Dube Trade Port while accordingly focusing on the central aspects of the data (Gill & Johnson, 2010). In this

instance, interview transcripts were thoroughly analysed and the results recorded in order to extricate meaning from the data. The use of Content Analysis established further insights for improved comprehension of the research problem (Sekeran & Bougie, 2016).

According to Harding 2013, the approach that accompany the analysis of interviews are, review of data, grouping of data, processing of data, recording of findings and the analysis of data. Figure 6.1 below demonstrates the plan of action that accompanies the analysis of the data in this study. Certain measures were utilised to establish methodological routing of data in the course of discovering the inputs of TB- SMMEs, their limitations and identifying strategies that can enhance their contributions in the context of the Durban Aerotropolis.

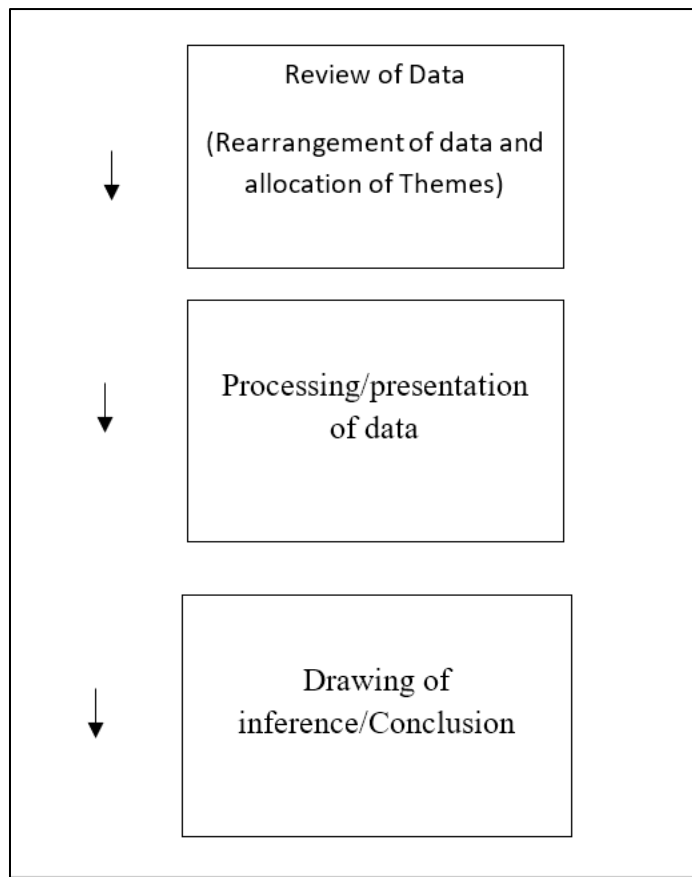


Figure 6:1 Analysis of interview data. Adapted from Hardings (2013: 55-66)

The qualitative data were first categorised based on themes, then grouped in accordance with responses, codes were assigned and findings were reported.

6.2 Response rate of questionnaire by respondents

A total of 243 questionnaires were disseminated, utilising the random sample method, samples were employed based on random selection of tourism-based SMMEs (Franz, Worrell & Vogele 2013). Respondents returned 183 questionnaires, representing 75% response rate.

6.3 Reliability of research instruments

The credibility of a dataset is the level at which the assessment of a construct is compatible or reliable (Bhattacherjee (2012). The tool must be clear of mistakes and unambiguous (Khalid et al., 2012) towards producing a systematic conclusion. This suggested that if an instrument is replicated to appraise identical constructs, the similar result must be accomplished. (Belbin 2013; Zohrabi,2013). The terminology of the questionnaire must be free of vagueness such that respondents do not misinterpret the questions. The authenticity of data provides the readers with confidence that the outcome of the research is reliable (Saunders et al, 2012)

In this study, concerns of reliability and validity were tested by administering a pilot study, organised among a few SMMEs. The purpose of the pilot study was to evaluate the research instruments and get acquainted with the SMMEs. After the pilot study, the instruments were modified and corrected where necessary and finalised for the empirical data collection phase.

The dependability of a questionnaire can be determined by engaging these methods such as; test retests, split-half and internal consistency (Khalid et al., 2012). This study utilised the internal consistency method to confirm the credibility of the questionnaire. This was appraised using the Cronbach's alpha. (Brown, 2011). The Cronbach's alpha evaluates the extent of internal consistency or similarities between questions measuring one construct. Determining the internal compatibility of a research instrument prior to gathering of data is pertinent. (Tavakol & Dennick, 2011). The credibility and viability of the semi-structured interview was deduced along the Trochim and Donnelly (2007) four pointers of soundness and reliability of the qualitative instrument. These include credibility, transferability, reliability and conformability. The credibility of the semi structured interview was established by permitting for the echo of all respondents' perspectives, their views were outlined word for word. Transferability was

illustrated by verifying that the outcomes are convey to research context. The dependability and reliability was accomplished by ensuring the interviews were regulated in a procedure that all ethics associated with confidentiality and correctness of information were observed. Anonymity of all respondents was observed to prevent appropriation of respondent’s information. Lastly, conformability was confirmed by corroborating consistency of outcome through comparing of interview words and detailed reviews.

The Cronbach Alfa index was employed to determine the reliability of the research instrument. Several interpretations have continuing in respect of what ought to be comprehended as the approved Cronbach

Index Value for a study. A high score indicate that the generated scale is valid (Tavakol & Dennick,2011) In social science, the justifiable Cronbach’s alpha score is 0.7 to 0.8 .(Pallant 2011). Such a range is regarded as an acceptable and trusted coefficient. For the objective of this study, a reliability coefficient above 0.7 is regarded valid and usable. SPSS version 26 was employed to calculate the Cronbach’s alpha. The average alpha coefficient of this study is 0.75 which exceeded the approved criteria of 0.7, accordingly confirming the reliability of the questionnaire. Table A exhibits the alpha coefficient of 0.75 consequently demonstrating the credibility of the research instrument.

Reliability of Research Instrument

Table 6.1 Reliability Statistics

	Cronbach’alpha	No of items
	0.75	38

6.4 Demographic Data Analysis

The demographic data used in the questionnaire administered for this study consisted of five variables. The variables are gender, age, highest educational qualification, years of experience and monthly income.

6.4.1 Demographic Data

The Demographic data are illustrated below.

6.4.1.1 Gender

The gender was grouped into male and female. The rate of distribution of respondents based on their gender is 66.1% for female and 33.9% for male. The major number of participants were female.

Table 6.2 Distribution by gender

	Frequency	Valid Percent	Cumulative Percent
Male	62	33.9	33.9
Female	121	66.1	100.0
Total	183	100.0	

Majority of the participants were females accounting for 71% while 29% were males.

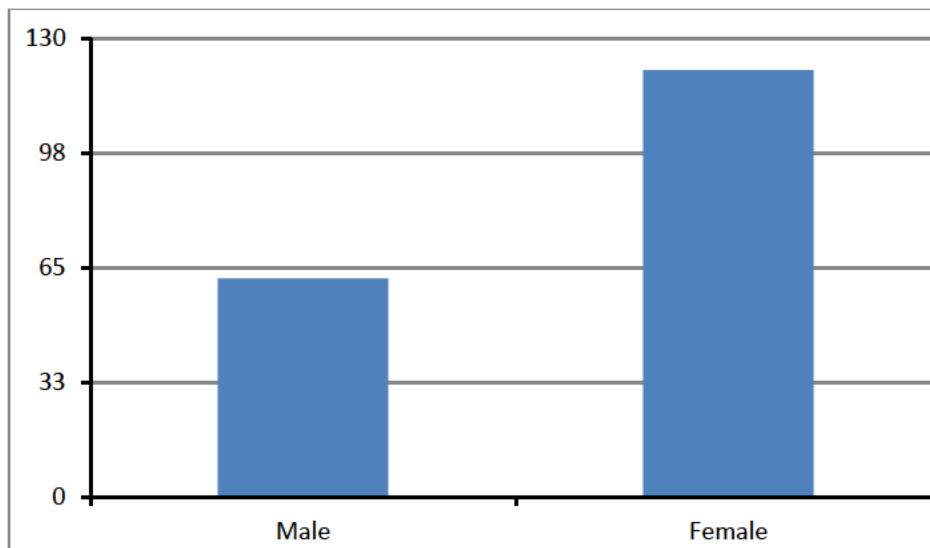


Figure 6.2 Distribution of respondents by Gender

6.4.1.2 Age

The age groups identified and used are 18 to 25, 26 to 33, 34 to 41, 42 to 49 and the 50 years and above age groups.

Table 6.3 Distribution by Age

	Frequency	Valid Percent	Cumulative Percent
18-25	6	3.3	3.3
26-33	41	22.4	25.7
34-41	67	36.6	62.3
42-49	30	16.4	78.7
50 and above	39	21.3	100.0
Total	183	100.0	

The findings revealed that the 34 to 41 years age group contains majority of the participants, with 36.6%, followed by the 26 to 33 years age category, which comprised 22.4% of the sample, followed by the 50 and above age group which accounted for approximately 21.3%, the 42 to 49

category entails 16.4% of the participants and 18 to 25 age group consist of just 3.3% of the sample.

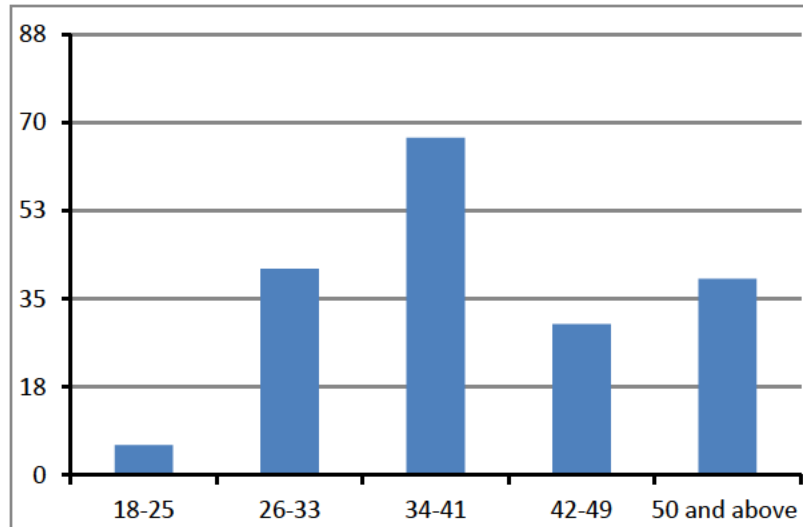


Figure 6.3 Distribution of respondents according to age

6.4.1.3. Qualification

The qualification was analysed according to the following category; first leaving certificates/primary, matric or high school, diploma, bachelor degree, honours degree, and masters. Result of findings is displayed in the table below.

Table 6.4 Distribution by qualification

		Frequency	Valid Percent	Cumulative Percent
	Primary	1	.5	.5
	Matric	16	8.7	9.3
	Diploma	78	42.6	51.9
	Bachelor	53	29.0	80.9

	Honours	25	13.7	94.5
	Masters	10	5.5	100.0
	Total	183	100.0	

The majority of respondents have diploma degrees representing 42.6% of the sample, 29% of the sample have bachelor's degrees, 13.7% have honours degrees, while 5.5% of the sample are master degree holders. Matric participants were 8.7% of the sample and respondent without matric is 1, less than 0.5% of the sample.

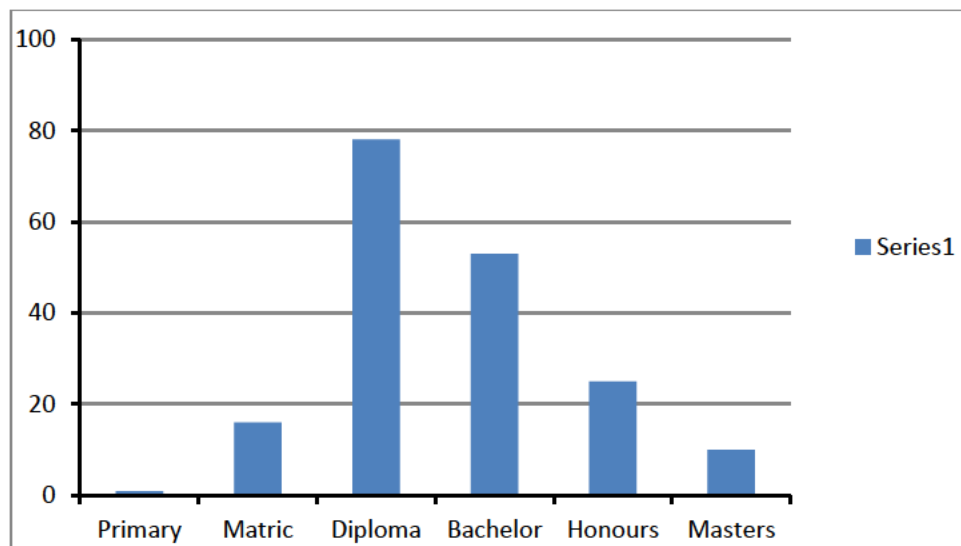


Figure 6.4 Distribution of respondents according to qualification

6.4.1.5. Years of experience in tourism

The years of experience of respondents are classified into the following brackets: 1-5years, 6-10 years, 11-15 years, 16-20 years, 21 years and above. For the purpose of clarity, the distribution of respondents by years of experience is represented in the table below.

Table 6.5 Distribution by years of experience

	Frequency	Valid Percent	Cumulative Percent
1-5 years	14	7.7	7.7

6-10 years	45	24.6	32.2
11-15 years	72	39.3	71.6
16-20 years	24	13.1	84.7
21 years and above	28	15.3	100.0
Total	183	100.0	

The majority of the participants have 11-15 years of experience, representing approximately 39% of the sample size, 24.6% of the sample indicated that they have been in the tourism sector for 6 to 10 years. Participants that have spent 21 years and above are 15.3% of the sample, respondents with 16-20 years of experience are 13.1% of the sample size while those with 1-5 years of experience comprised of 7.7% of the sample as presented in the table above.

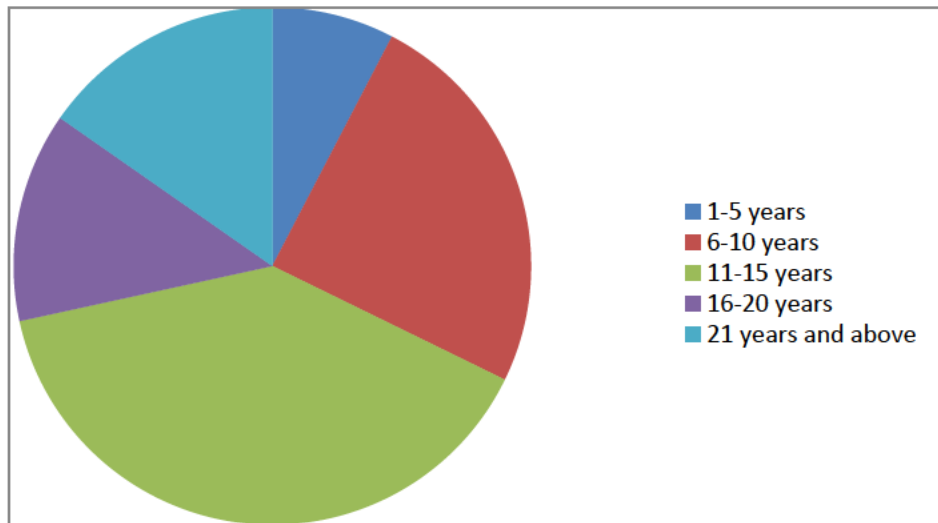


Figure 6.5 Distribution of respondents by years of experience

6.4.1.6. Monthly distribution of respondents according to income.

The monthly income received by participant was categorised into five groups, namely, those that earn 5,000 to 10,000 Rands, 11000 to 15000 Rands, 16000 to 20000 Rands, 21000 to 25000 Rands and those with earnings above 25000. The table below illustrates the various earnings of respondents.

31.1 % of the participants earn between 11 and 15 thousand, followed by 25.7% of the sample earning 16 000 to 20 000, participants that earn 21,000-25,000 are over 20% of total participants, while those earning 25 000 and above account for 18.6% of the participants and 3.8% indicated that they earn between 5 000 and 10 000.

Table 6.6 Distribution by Earnings

	Frequency	Valid Percent	Cumulative Percent
5,000-10,000 Rand	7	3.8	3.8
11,000-15,000 Rands	57	31.1	35.0
16,000-20,000 Rands	47	25.7	60.7
21,000 -25,000 Rands	38	20.8	81.4
25,000 Rands and above	34	18.6	100.0
Total	183	100.0	

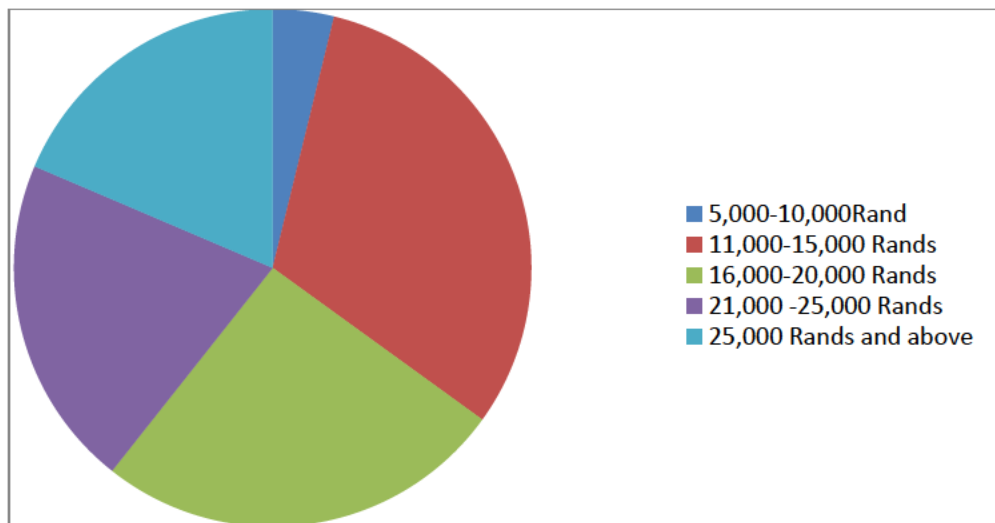


Figure 6.6 Distribution of respondents according to earnings

6.5 Analysis of the research questions

This section presents an analysis of the participants' responses to questions related to the research objective of this study. The main aim is to address the key research questions. Data analysis was conducted according to the sequence of the stated research objectives.

6.5.1 Factors impeding the growth TB-SMMEs

One of the key objectives of the study is to identify challenges confronting TB-SMMEs.

This section expounds respondents' opinion on some factors that has impeded the growth of TB-SMMEs and the required implementations to be adopted by the TB-SMMEs in order to generate more employment within the Durban Aerotropolis. The result relating to necessary conditions for employment generation within the tourism-based SMMEs was measured using a five-point Likert scale as follows; strongly agree, agree, undecided, disagree and strongly disagree with the statements in the questionnaire. The research results of this section are presented in Table 6.7-6.24 below.

6.5.1.1 The TB- SMMEs are subject to appropriate governmental policies as a precondition for employment generation.

The result relating to tourism-based SMMEs relishing appropriate government policy as a basis for employment generation is presented in the table and figure below.

Table 6.7 The TB- SMMEs are subject to appropriate government policy as a condition for employment generation

	Frequency	Valid Percent	Cumulative Percent
Agree	24	13.1	13.1
Undecided	16	8.7	21.8
Disagree	86	47	68.8
Strongly Disagree	57	31.1	100.0
Total	183	100.0	

Table 6.8 One Sample Test on the TB- SMMEs are subject to appropriate government policy as a condition for employment generation

t- test	The TB-SMMEs is relishing appropriate government policy as a condition for employment generation	S.D	.881
		Sig (2-tailed)	0.000
		N	183

According to table 6.7, eighty-six of the respondents representing 47% disagreed, while fifty-seven respondents representing 31.1% of participants strongly disagreed that tourism-based SMMEs is relishing appropriate governmental policy as a condition for employment generation. However, twenty-four respondents constituting 13.1% of the total participant agreed with the statement, no participant strongly agreed with this statement, although a group of sixteen respondents which constitutes 8.7% of participants were undecided. This could be due to ignorance. The result of this produced a mean of 1.91 and a standard deviation of 0.881. The result indicated that 78% of the respondents held the opinion of tourism-based SMMEs is not following appropriate government policy. A t-test showed a significant disagreement ($p < 0.05$) with the statement “*Tourism-based SMMEs is relishing appropriate governmental policy as a conditions for employment generation*”. Therefore, most tourism-based SMMEs are not benefitting from appropriate governmental policy as a precondition for employment generation.

6.5.1.2 TB-SMMEs are denied the conditions of improved business incentives for growth needed for employment generation.

The table below presents the results of the opinions of the respondents regarding the statement and Tourism-based SMMEs are denied the conditions of an improved business atmosphere for growth needed for employment generation.

Table 6.9 TB- SMMEs are denied the conditions of improved business atmosphere for growth needed for employment generation

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	51	27.9	27.9
Agree	84	45.9	73.8
Undecided	1	.5	74.3
Disagree	46	25.1	99.5

	Strongly Disagree	1	.5	100.0
	Total	183	100.0	

Table 6.10 One Sample test on TB-SMMEs are denied the conditions of improved business atmosphere for the growth needed for employment generation.

t- test	Tourism-based SMMEs are denied the conditions of improved business atmosphere for the growth needed for employment generation.	S.D	1.042
		Sig (2- tailed)	0.000
		N	183

According to table 6.9, fifty-one respondents constituting 27.9% of the total respondents strongly agree that tourism-based SMMEs are denied the conditions of improved business atmosphere for growth needed for employment generation, while eighty-four respondents comprising of 45.9% of the population which represent half of the entire respondents strongly agree to this statement. Conversely, 46 participants constituting 25.1% of the total respondents disagreed that tourism-based SMMEs are denied the conditions of improved atmosphere for growth needed for employment generation. One respondent strongly disagreed with this statement and one respondent was undecided. The results on this statement produced a mean of 2.15 and a standard deviation of 1.042. Over 73% of the respondents were of the opinion that a great number of tourism-based SMMEs were denied the conditions of improved business atmosphere for growth needed for employment generation. A t-test revealed a significant, ($p < 0.05$) to the statement.” *Tourism-based SMMEs are denied the conditions of improved business atmosphere for growth need for employment generation.*” Therefore, tourism-based SMMEs should be aided with an improved and advantageous business atmosphere that can enhance the growth required for employment generation.

6.5.1.3 The conditions of accessibility of loans and credit facilities has impeded employment generation within TB-SMMEs

Table 6.11 illustrate that eighty-four respondents, which represents 45.9% of the participants, agreed to the above statement and fifty-one respondents constituting 27.9% of the participants strongly agreed. However, thirty-seven respondents constituting 20.2% of the respondents who disagreed with the statement, the conditions of accessibility of loans and credit facility has hindered employment generation within the tourism-based SMMEs. Ten respondents were undecided in their response to this statement and one respondent strongly disagreed. The result of this statement produced a mean of 2.20 and a standard deviation of 1.057. The result revealed that more than 73% of the participants expressed that the conditions required to access loans and credit facilities has impeded employment generation within the tourism-based SMMEs. A t-test indicated a significant with the statement, *“The conditions of accessibility to loans and credit facilities have hindered employment generation within the tourism-based sector.”*($P < 0.05$) This result imply most tourism-based SMMEs do not meet the necessary requirements to obtain loans and credit facilities and has thus hindered their opportunity for expansion, which could have led to employment generation. This indicates that realisation of employment generation by tourism-based SMMEs are dependent on the accessibility to loans and credit facilities.

Table 6.11 The conditions of accessibility of loans and credit facilities has hindered employment generation within the TB- SMMEs.

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	51	27.9	27.9
Agree	84	45.9	73.8
Undecided	10	5.5	79.2
Disagree	37	20.2	99.5
Strongly Disagree	1	.5	100.0
Total	183	100.0	

Table 6.12 One sample test on the conditions of accessibility to loans and credit facilities has hindered employment generation within the TB- SMMEs.

t- test	Conditions of accessibility to loans and credit facility has hindered employment generation within the tourism-based SMMEs	S.D	1.057
		Sig (2- tailed)	0.000
		N	183

6.5.1.4 The Durban Aerotropolis has not been given the desired attention to help boost the TB- SMMEs

The table below displays the results of respondents relating to the Durban Aerotropolis not getting the desired assistance to develop and enhance the tourism-based SMMEs. The table exhibits that seventy respondents representing 38.3% of the total participants agreed with this statement, sixty-eight respondents which constitute 37.2% of the population strongly agreed that the Durban Aerotropolis has not been given the desired attention to help boost the tourism-based SMMEs. Thirty-two participants, constituting 17.5% of the total disagreed with this statement, while 11 participants representing 6% strongly disagreed, the remaining two respondents, constituting 1% of the total population were undecided in their opinion. The responses to this statement produced a mean of 2.33 and a standard deviation of 1.263. The overall result showed that 75% of the respondents indicated that the Durban Aerotropolis has not been afforded the necessary attention. A t-test indicated a significant relevance to the statement. “*The Durban Aerotropolis has not been given the desired attention to help boost the TB- SMMEs.*” This result could mean the Durban Aerotropolis is not receiving adequate attention and awareness that can enhance the activities of tourism-based SMMEs.

Table 6.13 The Durban Aerotropolis has not been given the desired attention to help boost the TB- SMMEs.

	Frequency	Valid Percent	Cumulative Percent
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Strongly Agree	68	37.2	37.2
Agree	70	38.3	75.4
Undecided	2	1.1	76.5
Disagree	32	17.5	94.0
Strongly Disagree	11	6.0	100.0
Total	183	100.0	

Table 6.14 One sample test on the Durban Aerotropolis has not been given the desired attention to help boost the TB- SMMEs.

t- test	Durban Aerotropolis has not been given the desired attention to help boost the tourism-based SMMEs	S.D	1.263
		Sig (2- tailed)	0.000
		N	183

6.5.1.5 The TB- SMMEs are lacking access to adequate infrastructure for business growth.

Table 6.15 below relays the outcome of respondents on their opinion on the statement, the tourism-based SMMEs are lacking access to adequate infrastructure for business growth. Seventy-nine respondents constituting 43.2% of the total respondents agreed to this statement, while thirty-nine respondents, representing 21.3% of the respondents strongly agreed to this statement. Thirty-eight respondents which represent 20.8% of the respondents disagreed with this statement, twenty-two respondents constituting 12% of the total number of participants strongly disagreed with this statement, and five respondents representing 2.7% of the participants were undecided. The responses from participants on this item produced a mean of 2.71 and a standard deviation of 1.414. The result indicated that 64% of the participants are of the view that

tourism- based SMMEs are lacking adequate infrastructure suitable for business growth. A t-test confirmed a significant response to the statement “*The tourism-based SMMEs are lacking access to adequate infrastructure for business growth*” with $p < 0.05$. The result implies numerous tourism-based SMMEs do not have adequate infrastructure that can aid business growth.

Table 6.15 The TB- SMMEs are lacking access to adequate infrastructure for business.

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	39	21.3	21.3
Agree	79	43.2	64.5
Undecided	5	2.7	67.2
Disagree	38	20.8	88.0
Strongly Disagree	22	12.0	100.0
Total	183	100.0	

Table 6.16 One sample test on the TB-SMMEs showed that they are lacking access to adequate infrastructure for business growth.

t- test	TB- SMMEs are lacking access to adequate infrastructure for business growth	S.D	1.414
		Sig (2- tailed)	0.000
		N	183

6.5.1.6 The majority of the TB-SMMEs are rurally confined limiting their growth and employment generating capacity.

Table 6.17 below depicts that Sixty-three respondents representing 34.4% of the participants disagreed with the above statement; thirty-one respondents representing 16.9% of the respondents strongly disagreed. However, fifty-one respondents representing 27.9% of the participants agreed to the statement, most of the tourism-based SMMEs are rurally confined limiting their growth and employment generating capacity. Thirty-seven respondents representing 20.2% of the total participants strongly agreed. Only one respondent was not able to decide in response to this statement. The result produced a mean of 3.17 and a standard deviation of 1.480. A t-test established a significant response to the statement. “*Most tourism-based SMMEs are rurally confined, limiting their growth and employment generating capacity*” The result indicated that most tourism-based SMMEs are not rurally confined.

Table 6.17 Most of the TB-SMMEs are rural confined limiting their growth and employment generating capacity.

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	37	20.2	20.2
Agree	51	27.9	48.1
Undecided	1	0.5	48.6
Disagree	63	34.4	83.1
Strongly Disagree	31	16.9	100.0
Total	183	100.0	

Table 6.18 One similar test on most of the TB- SMMEs are rurally confined limiting their growth and employment generating capacity.

t- test	Most tourism-based SMMEs are rurally confined limiting their growth and employment generating capacity.	S.D	1.480
		Sig (2- tailed)	0.000
		N	183

6.5.1.7 Innovation is one of the necessary conditions lacking among TB-SMMEs for growth and employment generation.

The results represented in Table 6.19 indicated that Seventy-nine respondents constituting 43.2% of the population disagreed with the statement, “Innovation is one of the necessary conditions lacking among tourism-based SMMEs for growth and employment generation”. Twenty-one respondents representing 11.5% of the total population strongly disagreed with this statement. However, seventy-four respondents constituting 40.4% of respondents agreed with this statement, while eight participants representing 4.4% of the participants strongly agreed with this statement. One respondent was undecided in responding to this statement. The response to this produced a mean of 3.09 and a standard deviation of 1.278. The result expressed that over 50% of the respondents were in disagreement. A t-test indicated a significant disagreement with “*Innovation is one of the necessary conditions lacking among tourism-based SMMEs for growth and employment generation*” ($p < 0.05$). The result indicated innovation is not lacking among tourism-based SMMEs.

Table 6.19 Innovation is one of the necessary conditions lacking among TB-SMMEs for growth and employment generation.

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	8	4.4	4.4
Agree	74	40.4	44.8
Undecided	1	.5	45.4
Disagree	79	43.2	88.5
Strongly Disagree	21	11.5	100.0
Total	183	100.0	

Table 6.20 One sample test on Innovation is one of the necessary conditions lacking among TB- SMMEs for growth and generation of employment.

t- test	Innovation is one of the necessary conditions lacking among tourism-based SMMEs for growth and generation of employment	S.D	1.278
		Sig (2- tailed)	0.000
		N	183

6.5.1.8 The conditions of governmental rules and regulations are stiffer for TB-SMME’s growth.

The results displayed in Table 6.21 shows ninety-three participants representing almost half of the participants with 50.8% of the respondents agreed to the above statement. Sixteen respondents representing 8.7% of the participants strongly agreed. Fifty respondents representing 27.3% of the total participants disagreed with the statement, the conditions of governmental rules and regulations are stiffer for tourism-based SMME’s growth. The result reveals that over 63% of the respondents indicated that government rules and regulations are stiff for tourism-based SMMEs’ growth. The responses to this statement produce a mean of 2.68 and a standard deviation of 1.355. A t-test expresses a significant agreement to the statement. “*The conditions of governmental rules and regulations are stiffer for tourism-based SMMEs’ growth*”. The result may mean governmental rules and regulations are limiting the growth of tourism-based SMMEs.

Table 6.21 The conditions of governmental rules and regulations are stiffer for TB-SMME’s growth

		Frequency	Valid Percent	Cumulative Percent
	Strongly Agree	23	12.6	12.6
	Agree	93	50.8	63.4

	Undecided	1	.5	63.9
	Disagree	50	27.3	91.3
	Strongly Disagree	16	8.7	100.0
	Total	183	100.0	

Table 6.22 One sample test on the conditions of governmental rules and regulations are stiffer for TB-SMME’s growth

t- test	The conditions of governmental rules and regulations are stiffer for tourism-based SMME’s growth	S.D	1.355
		Sig (2- tailed)	0.000
		N	183

6.5.1.9 Most TB-SMMEs have had to discontinue business as a result of poor conditions of the tourism sector.

Table 6.23 illustrates that one hundred and one respondents constituting 55.2% of the entire participants agreed to the above statement, while twenty-four representing 13.1% of the total participants strongly agreed with the statement, most tourism-based SMMEs have had to discontinue business because of poor conditions of the tourism sector. Forty participants disagreed, representing 21.9% of the total participants who disagreed with the statement, fifteen respondents, constituting 8.2% of the participants strongly disagreed and three respondents were undecided. The responses from participants on this statement produced a mean of 2.66 and a standard deviation of 1.225. The results conveyed that over 68% of the participants indicated that most tourism-based SMMEs had to discontinue operation as a result of unfavourable conditions within the tourism sector. A t-test validated a significant agreement with the statement. *“Most tourism-based SMMEs had to discontinue business as a result of poor condition of the tourism sector.”* “Therefore, growth of tourism-based SMMEs have been limited.

Table 6.23 Most TB-SMMEs have had to discontinue business as a result of poor conditions of the tourism sector.

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	24	13.1	13.1
Agree	101	55.2	68.3
Undecided	3	1.6	69.9
Disagree	40	21.9	91.8
Strongly disagree	15	8.2	100.0
Total	183	100.0	

Table 6.24 One Sample test on most TB-SMMEs have had to discontinue business as a result of poor conditions of the tourism sector.

t- test	Most tourism-based SMMEs have had to discontinue business as a result of poor conditions of the tourism sector.	S.D	1.225
		Sig (2- tailed)	0.000
		N	183

6.5.2 Effectiveness of TB-SMMEs in contributing to employment generation within the proposed Durban Aerotropolis.

One of the key objectives of the study was to determine how effective tourism-based SMMEs are contributing to employment generation and how they can be more effective in contributing to employment generation within the proposed Durban Aerotropolis. The research questions that addressed this objective are the next set of responses to be analysed. The responses of the

participants were measured on a five-point Likert scale, according to which they had to strongly agree, agree, undecided, disagree or agree. The results of this section are presented in Tables 6.25-6.40.

Table 6.25 The number of people that are employed within my enterprise

	Frequency	Valid Percent	Cumulative Percent
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Table 6.26 One sample test on the number of people that are been employed within my enterprise

t- test	The number of people that are been employed within my enterprise	S.D	1.071
		Sig (2- tailed)	0.000
		N	183

Table 10.1 and 10.2 displayed the respondent’s response to the statement *the number of people that are employed within my enterprise*. Seventy-five percent of the participants agree with this statement. A t-test produced a significant agreement ($p < 0.05$). The result implies tourism-based SMMEs are doing well in absorbing persons for employment purposes and can be propelled for more employment generation within the Durban Aerotropolis.

6.5.2.2 My social group within the TB-SMMEs creates opportunities for expansion and employing more workers.

The table below confirmed that eighty-six respondents constituting 47.5% of the entire population agreed to the statement above. Fifty-six respondents representing 30.9% of the entire population strongly agreed with this statement. Twenty-five respondents constituting 13.7% of the entire population disagreed, while six respondents constituting 3.3% strongly disagreed, eight respondents were undecided in their response and two respondents did not give their opinion. The output on this statement produced a mean of 2.08 and a standard deviation of 1.084. The

results relayed that over 80% of the participants express that their social group within the tourism-based SMMEs creates opportunities for expansion and employing more hands. A t- test indicated a significant agreement with this statement. *“My social group within the tourism-based SMMEs creates opportunity for expansion and employing more hands”*

Table 6.27 My social group within the TB-SMMEs creates opportunities for expansion and employing more hands

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	56	30.9	30.9
Agree	86	47.5	78.5
Undecided	8	4.4	82.9
Disagree	25	13.8	96.7
Strongly disagree	6	3.3	100.0
Total	181	100.0	
Missing System	2		
Total	183		

Table 6.28 One sample test on my social group within the TB-SMMEs creates opportunities for expansion and employing more hands

t- test	My social group within the tourism-based SMMEs creates opportunities for expansion and employing more hands	S.D	1.084
		Sig (2- tailed)	0.000
		N	183

6.5.2.3 TB-SMMEs have done great in terms of employment generation

Table 6.29 illustrates that one-hundred and thirty respondents representing 71% of the participants agreed to the statement, "TB-SMMEs have been doing great in terms of employment generation". This is the third statement in this section to which, eighteen respondents strongly agreed, constituting 9.8% of the population, twelve respondents constituting 6.6% of the population disagreed, nineteen respondents constituting 10.4% strongly disagreed and four respondents were undecided in their opinion. The results produced a mean of 2.31 and a standard deviation of 1.103. The result conveyed a high range of participants constituting over 80% of the entire population, are in support of the opinion, that tourism-based SMMEs have done great in terms of employment generation. A t-test confirmed a significant agreement ($p < 0.05$). This could mean tourism-based SMMEs have created employment opportunities for many.

Table 6.29 TB-SMMEs have done great in terms of employment generation.

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	18	9.8	9.8
Agree	130	71.0	80.9
Undecided	4	2.2	83.1
Disagree	12	6.6	89.6
Strongly disagree	19	10.4	100.0
Total	183	100.0	

Table 6.30 One sample test on TB-SMMEs have being doing great in terms of employment.

t- test	TB-SMMEs have being doing great in terms of employment.	S.D	1.103
		Sig (2- tailed)	0.000
		N	183

6.5.2.4 The activities of TB-SMMEs have greatly reduced the number of unemployed persons

The results presented in table 6.31 show that one hundred and fifty-two respondents representing 83.1% of the population indicated their agreement to the statement; “TB SMMEs have greatly reduced the number of unemployed people”. However, fifteen respondents, constituting 8.2% of the population disagreed with this statement, five respondents representing 2.7% strongly disagreed and one respondent was undecided in response to this statement. Seventeen respondents representing 7.9% of the population strongly agreed to this statement. The responses to this statement produced a mean of 2.27 and a standard deviation of 0.907. The overall result showed that most participants, represented by over 88% of the entire population are in support of this statement. A t-test validated a significant agreement with the statement. “*TB- SMMEs have greatly reduced the number of unemployed persons*”. This could mean tourism-based SMMEs have contributed substantially to the reduction of unemployment and can be more effective in generating more employment within the proposed Durban Aerotropolis if given necessary support.

Table 6.31 TB-SMMEs have greatly reduced the number of unemployed persons

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	10	5.5	5.5
Agree	152	83.1	88.5
Undecided	1	.5	89.1
Disagree	15	8.2	97.3
Strongly disagree	5	2.7	100.0
Total	183	100.0	

Table 6.32 One sample test on TB-SMMEs have greatly reduced the number of unemployed persons.

t- test	TB- SMMEs have greatly reduced the number of unemployed persons.	S.D	0.907
		Sig (2- tailed)	0.000
		N	183

6.5.2.5 The structure and formation of the Durban Aerotropolis will greatly affect the tourism-based sector positively for continued employment generation

The result presented in Table 6.33 showed that fourteen participants representing 7.7% of the entire participants strongly agreed to the statement, “*The structure and formation of Durban Aerotropolis will greatly affect the tourism-based sector positively for continued employment generation*”. One hundred and four participants constituting 56.8% of the entire respondents agreed to this statement. However, sixty-two respondents representing 33.9% of the participant

disagreed to this statement and three constituting 1.6% of the total participants strongly disagreed. The responses to this statement produced a mean of 2.71 and standard deviation of 1.148. The results revealed that over 63% of the participants indicated that formation of Durban Aerotropolis would greatly affect the tourism-based sector positively for continued employment. A t-test confirms a significant agreement with the statement. “The *structure and formation of Durban Arotropolis will greatly affect the tourism-based sector positively for continued employment.* “The result could mean most tourism-based SMMEs are optimistic that Durban Aerotropolis will bring a positive impact for generation of employment within the tourism sector.

Table 6.33 The structure and formation of the Durban Aerotropolis will greatly affect the tourism-based sector positively for continued employment.

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	14	7.7	7.7
Agree	104	56.8	64.5
Disagree	62	33.9	98.4
Strongly Disagree	3	1.6	100.0
Total	183	100.0	

Table 6.34 One sample test on the structure and formation of Durban Aerotropolis will greatly affect the tourism-based sector positively for continued employment.

t- test	Structure and formation of Durban Aerotropolis will positively affect the tourism-based sector for continued employment.	S.D	1.148
		Sig (2- tailed)	0.000
		N	183

6.5.2.6 The number of persons working in the TB-SMMEs will increase with the Durban Aerotropolis

Table 6.35 shows that ten respondents representing 5.5% respondents strongly agreed to the statement “*the number of persons working in the tourism-based SMMEs will increase with Durban Aerotropolis*”. Eighty-seven respondents representing 47.5% agreed, while one respondent was undecided. However, sixty-one respondents representing 33.3% respondents disagreed to the statement and twenty-four respondents representing 13.1% strongly disagreed. The responses from participants on this item produced a mean of 3.07 and standard deviation of 1.286. The overall results showed 53% of the participants agree to the statement. A t-test indicated a significant agreement with the statement “*The number of persons working in the TB-SMMEs will increase with Durban Aerotropolis*” The results showed that a number of tourism-based SMMEs are expecting an increase in the number of persons working in the tourism sector with the commencement of Durban Aerotropolis.

Table 6.35 The number of persons working in the TB-SMMEs will increase with Durban Aerotropolis

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	10	5.5	5.5
Agree	87	47.5	53.0
Undecided	1	.5	53.6
Disagree	61	33.3	86.9
Strongly disagree	24	13.1	100.0
Total	183	100.0	

Table 6.36 One sample test on the number of persons working in the TB-SMMEs will increase with Durban Aerotropolis

t- test	Number of employed persons within TB-SMMEs will increase with Durban Aerotropolis	S.D	1.286
		Sig (2- tailed)	0.000
		N	183

6.5.2.7 The level of awareness and importance of the Durban Aerotropolis has attracted more job opportunities to the TB-SMMEs

Table 6.37 presents a summary of the results of the opinion of the respondents regarding the statement, “*The level of awareness and importance of the Durban Aerotropolis has attracted more job opportunities to the tourism-based SMME*”. From the result, thirteen respondents representing 7.1% strongly agreed with the statement, sixty-nine respondents representing 37.7% of the participants agreed. Seventy respondents constituting 38.3% of the participants disagreed, twenty-five respondents representing 13.7% strongly disagreed to this statement and six respondents were undecided in their response. The result produced a mean of 2.69 and standard deviation of 1.324. The overall result indicated a total of 52% respondents were in disagreement with this statement. A t-test validates a significant disagreement ($p < 0.05$) the result could mean the level of awareness of Durban Aerotropolis is not high enough to generate high level of job opportunities within the tourism sector.

Table 6.37 The level of awareness and importance of the Durban Aerotropolis has attracted more job opportunities to the TB-SMMEs

		Frequency	Valid Percent	Cumulative Percent
	Strongly Agree	13	7.1	7.1
	Agree	69	37.7	44.8
	Undecided	6	3.3	48.1
	Disagree	70	38.3	86.3

	Strongly disagree	25	13.7	100.0
	Total	183	100.0	

Table 6.38 One sample test on the level of awareness and importance of the Durban Aerotropolis has attracted more job opportunities to the TB-SMMEs.

t- test	Level of awareness and importance of the Durban Aerotropolis has attracted more job opportunities to the tourism-based SMMEs	S.D	1.324
		Sig (2- tailed)	0.000
		N	183

6.5.2.8 The growth of the TB-SMMEs have been a safety net for unemployed persons

Table 6.39 represents the results of the respondents on the statement; the growth and importance of the tourism-based SMMEs have been a safety net for unemployed persons. Forty-seven respondents, constituting 25.7% respondents strongly agreed to this statement, sixty-six respondents representing 36.1% of the participants agreed to this statement. Sixty-two respondents constituting 33.9% of the entire respondents disagreed to this statement, five respondents strongly disagreed and three respondents were undecided in their response. The responses from this item produced a mean of 2.62 and a standard deviation of 1.278. The overall result showed a total of 61% respondents agree with this statement. A t-test establishes a significant agreement with the *growth of tourism-based SMMEs have been a safety net for unemployed persons*. The results may imply that the growth and importance of tourism-based SMMEs have been a safety net for the unemployed.

Table 6.39 The growth of the TB-SMMEs have been a safety net for unemployed persons

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	47	25.7	25.7
Agree	66	36.1	61.7

Undecided	3	1.6	63.4
Disagree	62	33.9	97.3
Strongly Disagree	5	2.7	100.0
Total	183	100.0	

Table 6.40 One sample test on the growth of the TB-SMMEs have been a safety net for unemployed persons

t- test	Growth of tourism-based SMMEs have been a safety net for unemployed persons	S.D	1.278
		Sig (2- tailed)	0.000
		N	183

6.5.3 Factors that can constrain the growth of TB-SMMEs within the Durban Aerotropolis

Among the objectives of the study is to identify the factors that constrain the growth of tourism-based SMMEs within the proposed Durban Aerotropolis. This section sought the opinion of respondents on how their operation have been affected by government policies, technology available to them, level of education of members of agencies regulating SMMEs and availability of relevant amenities. The responses of participants were measured on a five-point Likert scale, according to which they had to strongly agree, agree, undecided, disagree and strongly disagree with the statement in the questionnaire. The research results of this section are presented in Table 6.41- 6.58.

6.5.3.1 Poor government monitoring and routine assessment.

The results presented in Table 6.41 revealed that thirty-nine respondents representing 21.3% responding strongly agreed to the statement, “*Poor government monitoring and routine assessment as part of the factor that can constrain the growth of tourism-based SMMEs*”. Sixty participants representing 32.8% of the total participants agreed with the statement. However, seventy respondents constituting 38.3% participants disagreed, eleven participants representing 6% of the total participants strongly disagreed with this statement and three participants

representing 1.6% of the participants were undecided in their response. The responses from participants produced a mean of 2.80 and a standard deviation of 1.374.

Highest number of respondents disagreed, but the overall result illustrates that over 54% of the total participants agreed to this statement. A t- test validates a significant ($p < 0.05$). This could mean poor government monitoring and assessment have hindered the growth of tourism-based SMMEs.

Table 6.41 Poor government monitoring and routine assessment.

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	39	21.3	21.3
Agree	60	32.8	54.1
Undecided	3	1.6	55.7
Disagree	70	38.3	94.0
Strongly Disagree	11	6.0	100.0
Total	183	100.0	

Table 6.42 One sample test on poor government and routine assessment

t- test	Poor government and routine assessment	S.D	1.374
		Sig (2- tailed)	0.000
		N	183

6.5.3.2 Most TB-SMMEs lack innovation for creative ideas

Table 6.43 illustrates the result of respondents on the statement, “*Most tourism-based SMMEs lacks innovation for creative ideas*”. Thirty-eight respondents representing 20.8% of the participants strongly agreed with this statement, forty-eight respondents representing 26.2% of

the participants agreed. However, seventy-six respondents representing 41.5% of the entire group of respondents disagreed with this statement, while twenty-one respondents representing 11.5% strongly disagreed. The result produced a mean of 3.02 and a standard deviation of 1.447. The result showed that most respondents disagreed with this statement. A t-test indicated a significant disagreement ($p < 0.05$) the result could mean tourism-based SMMEs do not lack innovation for creative ideas and this may not have hindered the growth of tourism sector.

Table 6.43 Most TB-SMMEs lacks innovation for creative ideas

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	38	20.8	20.8
Agree	48	26.2	47.0
Disagree	76	41.5	88.5
Strongly Disagree	21	11.5	100.0
Total	183	100.0	

Table 6.44 One sample test on most TB-SMMEs lacks innovation for creative ideas

t- test	Most TB-SMMEs lack innovation for creative ideas.	S.D	3.02
		Sig (2- tailed)	0.000
		N	183

6.5.3.3 Poor knowledge sharing and weak understanding of environmental challenges

The result displayed in Table 6.45 delineates forty-four respondents representing 24% of the participants strongly agreed to the statement, “*Poor knowledge sharing and weak understanding*

of environmental challenges". Seventy respondents representing 38.3% agreed to this statement. Forty-eight respondents constituting 26.2% disagreed and twenty-one respondents constituting 11.5% of total participants strongly disagreed with this statement. The responses from respondents on this item produced a mean of 2.69 and standard deviation of 1.447. A t-test confirmed a significant agreement ($p < 0.05$). The overall result showed most participants were in agreement with this statement and shared a view that this can be a limiting factor to the growth of TB- SMMEs.

Table 6.45 Poor knowledge sharing and weak understanding of environmental challenges

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	44	24.0	24.0
Agree	70	38.3	62.3
Disagree	48	26.2	88.5
Strongly Disagree	21	11.5	100.0
Total	183	100.0	

Table 6.46 One sample test on poor knowledge sharing and weak understanding of environmental challenges

t test	Poor knowledge sharing and understanding of environmental challenges.	S.D	1.447
		Sig (2- tailed)	0.000
		N	183

6.5.3.4 Delayed or non-access to loan facility

The result presented in Table 6.47 shows that forty respondents constituting 21.9% of the participants strongly agreed to the statement, " *Delayed or non- access to loan facility as a constrain to the growth of tourism-based SMMEs*". Eighty-eight respondents representing 48.1% of the participants agreed to the statement, thirty-two respondents representing 17.5% disagreed, twelve respondents representing 6.6% of the participants strongly disagreed and eleven respondents were undecided. The responses from the result produced a mean of 2.32 and a standard deviation of 1.133. A t-test deduces a significant agreement to *delay or non-access to loan facility*. The result reveal delay in loan facility has being a limiting factor to the growth of TB-SMMEs.

Table 6.47 Delayed or non-access to loan facility

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	40	21.9	21.9
Agree	88	48.1	69.9
Undecided	11	6.0	76.0
Disagree	32	17.5	93.4
Strongly Disagree	12	6.6	100.0
Total	183	100.0	

Table 6.48 One sample test on delayed or non-access to loan facility

t- test	Delayed or non-access to loan facility	S.D	1.133
		Sig (2- tailed)	0.000

		N	183
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6.5.3.5 Ineffective understanding of structures and arrangement in the workings of the TB-SMMEs

Table 6.49 illustrates the result of the responses from the statement, " *Ineffective understanding of structures and arrangement in the workings of the tourism-based SMMEs*". Forty-seven respondents representing 25.7% of the participants strongly agreed to this statement, eighty-seven participants constituting 47.5% participants agreed to this statement. Thirty-five respondents representing 19.1% of the participants disagreed, to this statement as a factor that has constrained the growth of tourism-based SMMEs. Two respondents strongly disagreed to this statement and twelve respondents representing 5.6% of the participants were undecided in their response .The responses of the respondents to this item produced a mean of 2.09 and a standard deviation of 1.013. A t-test establishes a significant agreement *with ineffective understanding of structures and arrangement in the workings of the tourism-based SMMEs* ($p < 0.05$). In conclusion ineffective understanding of structures and arrangement in the workings of the tourism-based SMMEs has been a factor that has constrained the growth of tourism-based SMMEs and this can equally affect the growth of this sector within the Durban Aerotropolis.

Table 6.49 Ineffective understanding of structures and arrangement in the workings of the TB-SMMEs.

		Frequency	Valid Percent	Cumulative Percent
	Strongly Agree	47	25.7	25.7
	Agree	87	47.5	73.2
	Undecided	12	6.6	79.8
	Disagree	35	19.1	98.9

	Strongly Disagree	2	1.1	100.0
	Total	183	100.0	

Table 6.50 One sample test on ineffective understanding of structures and arrangement in the workings of the TB-SMMEs

t- test	Ineffective understanding of structures and arrangement in the workings of the tourism-based SMMEs	S.D	1.013
		Sig (2- tailed)	0.000
		N	183

6.5.3.6 Low understanding of tourist needs and preferences

The analysed result of responses on the statement, low understanding of tourist needs and preferences is presented in Table 6.51 below. The result revealed thirty-nine respondents strongly agreed, representing that 21.3% of the participants agreed to this statement. Eighty-six respondents constituting 47% of the participants agreed to this statement. Fifty-two participants constituting 28.4% of the respondents

disagreed to this statement, five respondents constituting 2.7% strongly disagreed and one respondent was undecided. The responses to this statement produced a mean of 2.10 and standard deviation of 1.102. A t-test indicates a *significant with low understanding of tourist needs and preferences* ($p < 0.05$). The overall result indicated that the majority of the participants were in agreement with this statement. This showed a low understanding of tourist needs has been a limiting factor to the growth of tourism-based SMMEs and this factor, if not checked, will further inhibit the growth of tourism-based SMMEs within the Durban Aerotropolis.

Table 6.51 Limited understanding of tourist needs and preferences

	Frequency	Valid Percent	Cumulative Percent
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Strongly Agree	39	21.3	21.3
Agree	86	47.0	68.3
Undecided	1	.5	68.9
Disagree	52	28.4	97.3
Strongly Disagree	5	2.7	100.0
Total	183	100.0	

Table 6.52 One sample test on low understanding of tourist needs and preferences

t- test	Low understanding of tourist needs and preferences.	S.D	1.102
		Sig (2- tailed)	0.000
		N	183

6.5.3.7 Poor range of infrastructural amenities

Table 6.53.1 illustrates the responses of respondents on the statement, " *Poor range of infrastructural amenities*". Thirty-seven respondents constituting 20.2% of participants strongly agreed to this statement. Eighty-one respondents representing 44.3% agreed to the statement. However, fifty-three participants constituting 29% disagreed, nine respondents strongly disagreed and three respondents were undecided in their response. The responses to this statement from participants produced a mean of 2.63 and a standard deviation of 1.380. Overall result show over 64% of the total respondents are of the opinion that poor range of infrastructural amenities have negatively affected the growth of the tourism-based SMMEs. A t-test confirmed a significant agreement with this statement ($p < 0.05$). The result implied infrastructural amenities are not adequate.

Table 6.53 Poor range of infrastructural amenities

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	37	20.2	20.2
Agree	81	44.3	64.5
Undecided	3	1.6	66.1
Disagree	53	29.0	95.1
Strongly Disagree	9	4.9	100.0
Total	183	100.0	

Table 6.54 One sample test on poor range of infrastructural amenities

t- test	Poor range of infrastructural amenities.	S.D	1.380
		Sig (2- tailed)	0.000
		N	183

6.5.3.8 The factor of rural confinement of most TB- SMMEs

The Table below represents the result of respondents on the statement, “*The factor of rural confinement of most tourism-based SMMEs*”. From the result twenty-three respondents which comprise of 12.6% of participant strongly agreed to this statement. Fifty-one respondents representing 27.9% of the participants agreed to the statement. Fifty-three respondents representing 30.1% of participants disagreed, fifty-three respondents representing 29% strongly disagreed and one respondent was undecided. The responses of participants to this statement produce a mean of 3.26 and standard deviation of 1.517. A t-test validates a significant disagreement with factor of *rural confinement of most tourism-based SMMEs* ($P < 0.05$). The result establishes that most respondents hold the opinions that tourism-based SMMEs are not rurally confined.

Table 6.55 The factor of rural confinement of most TB-SMMEs

Response	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	23	12.6	12.6
Agree	51	27.9	40.5
Undecided	1	.5	41.0
Disagree	55	30.1	71.1
Strongly Disagree	53	29.0	100.0
Total	183	100.0	

Table 6.56 One sample test on the factor of rural confinement of most TB-SMMEs

T test	Factor of rural confinement of most tourist based SMMEs	S.D	1.517
		Sig(2- tailed)	0.000
		N	183

6.5.3.9 Lack of quality education and sensitization efforts on the part of institutions and agencies

This is the last statement in this section of the questionnaire. The result of the response of respondents to this statement, Lack of quality education and sensitization efforts on the part of institutions and agencies is illustrated in Table 6.57 below. Fifty-two respondents representing 28.4% of the participants strongly agreed to this statement. Forty-seven respondents constituting 25.7% agreed to this statement. Thirty-nine respondents constituting 21.3% disagreed, forty-three respondents constituting 23.5% participants strongly disagreed, one respondent was undecided and one did not give any opinion. The responses to this statement from respondents

produced a mean of 2.46 and a standard deviation of 1.561. A t-test validates a significant agreement with *lack of education and sensitization efforts on the part of institutions and agencies* ($p < 0.05$) The overall result delineate most of the respondents agree that lack of education and sensitization on the part of institutions and agencies is a limiting factor to the growth of tourism-based SMMEs.

Table 6.57 Lack of quality education and sensitisation efforts on the part of institutions and agencies

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	52	28.4	28.4
Agree	47	25.7	54.1
Undecided	1	.5	54.6
Disagree	39	21.3	76.0
Strongly Disagree	43	23.5	99.5
Missing	1	.5	100.0
Total	183	100.0	

Table 6.58 One sample test on lack of quality education.

t- test	Lack of quality education	S.D	1.561
		Sig (2- tailed)	0.000
		N	183

6.5.4 Enhancing TB- SMMEs for improved employment generation within the Durban Aerotropolis.

One of the key objectives of this study was to ascertain various ways the operation of tourism-based SMMEs can be aided for increased job generation. This is the last section of the questionnaire and the major focus was on the relevant conditions that can enhance tourism-based SMMEs for improved employment generation. The responses of the participants were measured on a five-point Likert scale, according to which respondents had to strongly agree, agree, undecided, disagree and strongly disagree. The research results of this section are presented in Tables 6.59-6.72.

6.5.4.1 Establishment of an independent financial system to access loans and credit facilities

The result relating to, Establishment of an independent financial system to access loans and credit facilities are presented in Table 6.59 below. According to Table 6.59, one hundred and twenty respondents representing 65.6% of the total number of participants strongly agreed, fifty-one respondents representing 27.9% agreed. Six respondents representing 3.3% disagreed to this statement and also six respondents strongly disagreed. The responses to this item by respondents produced a mean of 1.44 and a standard deviation of 0.917. The overall result establish an agreement to this statement with over 93% of respondents supporting the idea of establishing independent financial system to make access to credit easier. A t-test confirms a significant agreement with *establishment of an independent financial system to access loans and credit facilities* ($p < 0.05$). The result could mean access to loan and credit facilities has been limited.

Table 6.59 Establishment of an independent financial system to access loans and credit facilities

		Frequency	Valid Percent	Cumulative Percent
	Strongly Agree	120	65.6	65.6
	Agree	51	27.9	93.4

	Disagree	6	3.3	96.7
	Strongly Disagree	6	3.3	100.0
	Total	183	100.0	

Table 6.60 One sample test on establishment of an independent financial system to access loans and credit facilities.

t- test	Establishment of an independent financial system to access loans and credit facility	S.D	0.917
		Sig (2- tailed)	0.000
		N	183

6.5.4.2 Increase in knowledge and awareness of the myriads of opportunities in the tourism-based sector for employment generation

Table 6.61 illustrates the result of the statement, increase in knowledge and awareness of the myriads of opportunities in the tourism-based sector for employment generation. Most of the participants expressed a positive opinion to this item. One hundred and thirty-eight participants representing 75.4% strongly agreed to this statement. Forty-five respondents representing 24.6% agreed to this statement. The responses from participants on this item produced a mean of 1.18 and a standard deviation of 0.386. A t-test indicates a significant agreement to *increase in knowledge of opportunities within the tourism sector* ($p < 0.05$). This implied there is a need for increase in knowledge of all the opportunities in the tourism-based sector in order for more employment to be generated.

Table 6.61 Increase in knowledge and awareness of the myriads of opportunities in the tourism-based sector for employment generation.

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	138	75.4	75.4
Agree	45	24.6	100.0
Disagree	0	0	0
Strongly Disagree	0	0	0
Total	183	100.0	

Table 6.62 One sample test on increase in knowledge and awareness of the myriads of opportunities in the tourism-based sector for employment generation

t- test	Increase in knowledge of myriad of opportunities within the tourism-based sector	S.D	0.386
		Sig (2- tailed)	0.000
		N	183

6.5.4.3 Enacting of effective and efficient policies and frameworks for the effectiveness of the Durban Aerotropolis towards generation of employment among the TB- SMMEs.

The result of the responses to the statement, enacting effective and efficient policies and frameworks for the effectiveness of the Durban Aerotropolis toward employment generation among the tourism-based SMMEs is illustrated in Table 6.63 below. From the result, one hundred and forty-four respondents representing 78.7% of the participants strongly agreed to this statement and thirty-nine respondents, constituting 21.3% respondents agreed to this statement. The responses to this item produced a mean of 1.15 and standard deviation of 0.356. A t-test confirmed significant agreement to *enacting of robust policies and framework for the effectiveness of the Durban Aerotropolis towards employment generation* ($p < 0.05$) this implied enacting of robust policies and framework for the effectiveness of Durban Aerotropolis will enhance employment generation among the tourism-based SMMEs.

Table 6.63 Enacting of robust policies and framework for the effectiveness of the Durban Aerotropolis towards employment generation among the TB- SMMEs

Responses	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	144	78.7	78.7
Agree	39	21.3	100.0
Disagree	0	0	0
Strongly Disagree	0	0	0
Total	183	100.0	

Table 6.64 One sample test on enacting of robust policies and framework for effectiveness of the Durban Aerotropolis towards employment generation among the TB- SMMEs

t- test	Enacting of robust policies and framework for effectiveness of the Durban Aerotropolis towards employment generation among the tourism-based SMMEs	S.D	0.356
		Sig (2- tailed)	0.000
		N	183

6.5.4.4 Emphasis on prompt education and training to keep TB-SMMEs abreast of trends for expansion.

Table 6.65 displays the result of respondents on the statement; “Emphasis on prompt education and training to keep tourism-based SMMEs abreast of trends for expansion”. From the result, one hundred and forty-eight respondents representing 80.9% strongly agreed to the statement and thirty-five respondents representing 19.1% agreed. The responses from respondents on this item produced a mean of 1.13 and a standard deviation of 0.332. A t-test validates a significant agreement with *emphasis on prompt education and training to keep tourism-based SMMEs abreast of trends for expansion* ($p < 0.05$). The result could mean regular training and education

of the tourism `based sector will aid the growth of tourism-based SMMEs for effective generation of employment within the Durban Aerotropolis.

Table 6.65 Emphasis on prompt education and training to keep TB-SMMEs abreast of initiatives and trends for expansion.

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	148	80.9	80.9
Agree	35	19.1	100.0
Disagree	0	0	0
Strongly Disagree	0	0	0
Total	183	100.0	

Table 6.66 One sample test on emphasis on prompt education and training to keep TB-SMMEs abreast of initiatives and trends for expansion

t- test	Emphasis on prompt education and training to keep tourism-based abreast of trends for expansion	S.D	0.332
		Sig (2- tailed)	0.000
		N	183

6.5.4.5 Promotion of TB-SMMEs' activities

The results for the statement, Promotion of tourism-based SMMEs' activities are presented in Table 34 below. According to Table 6.67, one hundred and forty-eight respondents representing 80.9% strongly agreed to this statement. Thirty-four respondents representing 18.6% of the entire population agreed to this statement and one respondent was undecided. The response to this

statement produced a mean of 1.13 and a standard deviation of 0.354. A t-test indicates a significant agreement with *promotion of tourism-based activities* ($p < 0.05$). The result could mean promotion of tourism-based SMMEs' activities will enhance growth within the sector that will lead to increase in employment generation opportunities.

Table 6.67 Promotion of TB- SMMEs' activities

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	148	80.9	80.9
Agree	34	18.6	99.5
Undecided	1	.5	100.0
Dis agree	0	0	0
Strongly Disagree	0	0	0
Total	183	100.0	

Table 6.68 One sample test on promotion of TB- SMMEs' activities

t- test	Promotion of tourism-based SMMEs' activities	S.D	0.354
		Sig (2- tailed)	0.000
		N	183

6.5.4 Promotion of the Durban Aerotropolis

Table 6.69 presents the result of respondents to the statement, Promotion of the Durban Aerotropolis. One hundred and forty-eight respondents representing 80.9% of the total

participants strongly agreed to this statement, thirty-four respondents representing 18.6% of the total participants agreed to this statement and one respondent was undecided. The responses from respondents on this item produced a mean of 1.13 and a standard deviation of 0.354. A t-test expresses a significant agreement to *promotion of Durban Aerotropolis* ($P < 0.05$) the overall result indicates majority of the participants agree with this statement. This result could mean Durban Aerotropolis has not received adequate promotion.

Table 6.69 Promotion of the Durban Aerotropolis

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	148	80.9	80.9
Agree	34	18.6	99.5
Undecided	1	.5	100.0
Disagree	0	0	0
Strongly Disagree	0	0	0
Total	183	100.0	

Table 6.70 One sample test on promotion of Durban Aerotropolis

t- test	Promotion of Durban Aerotropolis	S.D	0.354
		Sig (2- tailed)	0.000
		N	183

6.5.4.7 Creating measures for easy accessibility to TB- SMMEs

The results for creating measures for easy accessibility to tourism-based SMMEs are presented in Table 6.71 below. According to Table 6.71, one hundred and forty-eight respondents representing 80.9% of the participants strongly agreed to this statement, thirty-four respondents

representing 18.6% of the total participants agreed and one respondent was undecided. The responses from respondents on this item produced a mean of 1.13 and a standard deviation of 0.354. A t-test confirms a significant agreement with *creating measures for easy accessibility to tourism-based SMMEs*. The overall result produced an agreement by majority of the respondents. The result could mean more measures need to be put in place for tourism-based SMMEs to be easily accessible.

Table 6.71 Creating measures for easy accessibility to TB- SMMEs

	Frequency	Valid Percent	Cumulative Percent
Strongly Agree	148	80.9	80.9
Agree	34	18.6	99.5
Undecided	1	.5	100.0
Disagree	0	0	0
Strongly disagree	0	0	0
Total	183	100.0	

Table 6.72 One sample test on creating measures for easy accessibility to TB- SMMEs

t- test	Creating measures for easy accessibility to TB- SMMEs	S.D	0.354
		Sig (2- tailed)	0.000
		N	183

6.6 Analysis of Qualitative Data

The section presents the analysis of qualitative data that were collected using open-ended questions. The section comprises of items that were structured in order to gather participant's perception. An interview is a conversation that takes place between the interviewer and the respondent for a definite objective (Saunders et al., 2012). The aim of an interview in research is

to gather required data. This was explained by Woods (2011), who expressed that an interview is initiated by the interview for the main objective of getting relevant research information and it is centred on content specified by research questions and objectives. The questions asked in an interview are therefore determined by the objectives the research aims to achieve. It is in this context that Saunders express that interviews are significant element of field research. Interviews have been in use for a period of time and have proven to be effective. Interviews can be conducted face- to-face, telephonically or through other virtual means such as Zoom meetings, Google meets, etcetera. Face- to- face interview gives the opportunity for both researcher (interviewer) and interviewee to meet physically for the aim of carrying out interview that will result to data collection. This can take place in the interviewee's office or at any other venue agreed by both the interviewer and interviewee at a stipulated time. Dunne (1995) viewed face-to-face interviews as one of the most satisfying methods of interview; it gives the opportunity to discuss the subject in detailed and collect relevant information. Open- ended questions are utilised in this method of interview. This method also allows the interviewer and the interviewee to build rapport with one another. There are some disadvantages of face-face-interviews, these include, occurrence of distractions in the environments where the interview is being conducted, and it requires more time and travel expenses.

Virtual interview is another means of data collection through virtual means such as zoom meetings, google meets, was app video meetings, skype, etcetera. This is face-to -face without physical contact. This method of interview allows the interviewer to gather relevant data without physically meeting the interviewee. The disadvantages of this type of interview includes; disruptions can occur due to interruption in network, more time might be required were answers are not clear and data expenses. In this study, open ended questions were used, it is in this perspective that face-to face-interview method and Zoom meetings became the most appropriate method of interview. Zoom meetings becomes relevant when face-face-interview becomes impossible in some instances due to the COVID-19 pandemic.

Collection and organising of relevant of documentation is an inexpensive way of gathering data. This method is more effective if combined with other methods of data collection (Saunders et al., 2012) and as a means of achieving triangulation (Bowen, 2013). The section presents the analysis of qualitative data that were collected using open-ended questions. The section

comprises of items that were structured in order to gather respondent's perceptions. Significant themes that were used in the collection of data included:

(1) Challenges of TB-SMMEs.

(2), factors that can restrict the growth of TB-SMMEs in the proposed Durban Aerotropolis, (3) necessary conditions for the improvement of TB- SMMEs.

(4) enhancing TB-SMMEs to propel continued employment generation within the proposed Durban Aerotropolis. These points constituted the main themes in the analysis of data. The respondents were allowed to make their responses without any restriction. This section aimed to adopt methodological triangulation and equally provide more information that was difficult to assess through the quantitative data collection. The following sections present and interpret non-numeric data collected in this study.

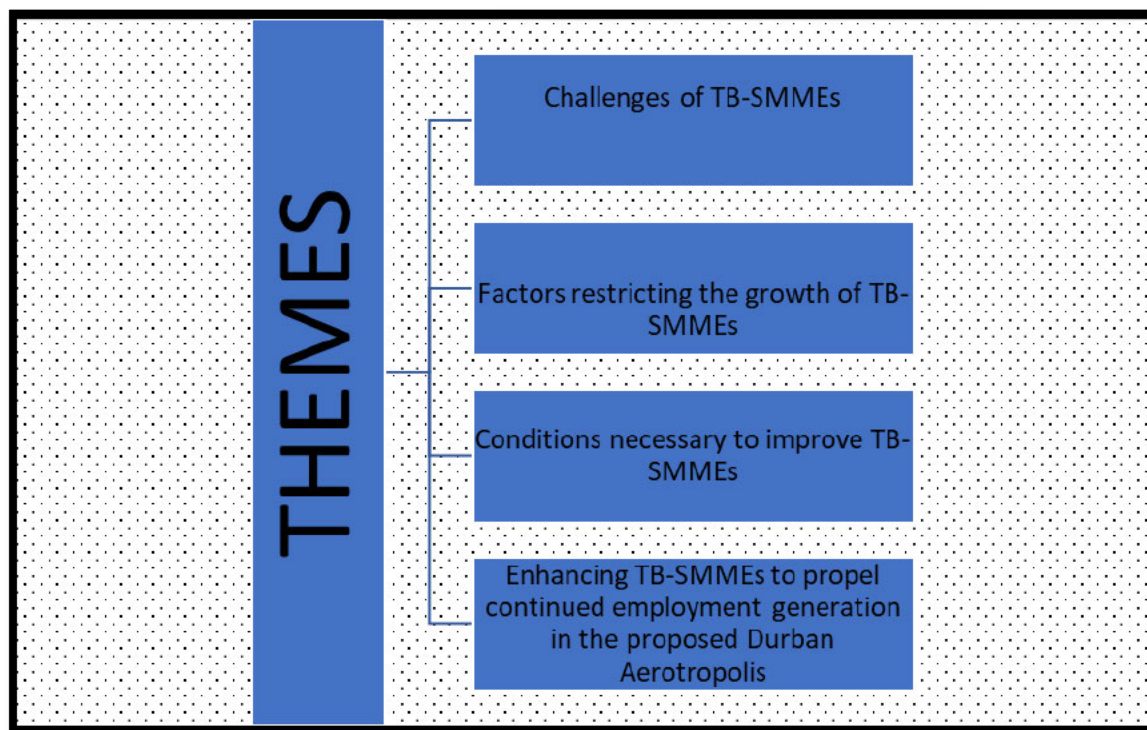


Figure 6.7 Research related themes

6.6.1 Challenges of TB-SMMEs

This section addresses the research objectives which seek to recognize the challenges facing the TB-SMMEs in Durban. The review of literatures reveals that financial limitation, have pose a

restriction to the growth of TB-SMMEs. Infrastructure and administrative challenges attest to high rate of failure among the TB-SMMEs. Furthermore, inadequate managerial and technical skills have revealed to limit the growth of TB-SMMEs. Stringent government regulations and laws have also hindered the growth of TB-SMMEs in Durban. High rate of tax and high rate of inflation have limited the growth of TB-SMMEs in Durban. This theme was extracted from questions that seek to identify the challenges affecting tourism-based SMMEs. The sixth, twelfth and thirteenth questions address this theme. Below is a diagrammatic summary of the subthemes emanating from the main theme of challenges of tourism-based SMMEs.

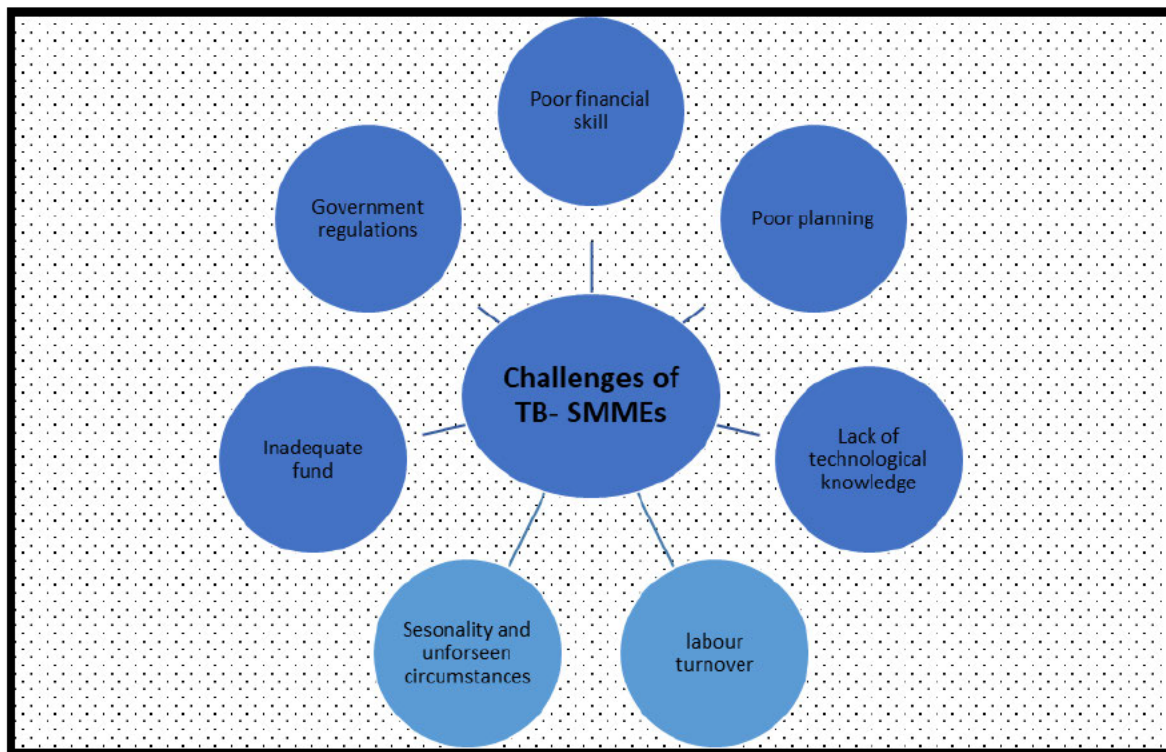


Figure 6.8 Subthemes on challenges of TB-SMMEs.

- **Poor financial skills**

The research findings further indicated that there are inadequate financial skills among the TB-SMMEs. This has been confirmed by one of the interviewees who had the following to say:

“Poor financial skills among the tourism-based SMMEs has limited the growth of the tourism sector” (Participant 1, Supervisor, 2020).

This response suggests that financial skills are lacking among the tourism-based SMMEs. This can pose a challenge to the operation of tourism-based SMMEs and further hinder the growth of this sector within the Durban Aerotropolis. This challenge was further reaffirmed by another participant as highlighted below:

“Poor record keeping is a challenge among the TB-SMMEs, most SMMEs keep little or no record. This is partly because some are sole proprietors. This challenge has hindered some in their applications for fund.” (Participant 4, Supervisor, 2020)

Furthermore, the study of Mugobi (2019) attest that financial management which includes proper record keeping is one of the internal challenges affecting the growth of TB-SMMEs (Mugobi, 2019).

- **Government regulations**

The research findings revealed that certain policies have restricted the growth and operations of TB-SMMEs. SMMEs have to comply with various regulations and laws, dealing with government procedures can be costly and time consuming. These policies are, but not limited to: high interest rate on loan, income tax rate, law relating to licenses and permits, aviation, custom, political, labour law etcetera. Some of the interviewees attested to this as recorded below:

“Government policies occasionally limit the mode of operation of TB-SMMEs, while some of such policies might appear beneficial to the economy, it has restricted the opportunity of TB-SMMEs in generating higher revenue.” (Participant 2, Manager, 2020).

Government regulations relating to high rate and taxes have been a major concern among the TB-SMMEs for businesses that are already faced with low and seasonal turnovers. Another interviewees remark reflects the negative impact government regulation have had on TB-SMMEs as expressed below:

“Most SMMEs are failing to meet up their tax obligations. The high rate of income tax has not been favourable to TB-SMMEs. The mode of operation is seasonal in nature and may not give opportunity for revenue all through the year. However, TB-SMMEs are compelled to meet certain monthly and annual expenses. It will be good for the government to consider downward review of income tax” (Participant 4, Officer, 2020).

This response expressed that certain policies such as income tax rate may limit the profitability of TB-SMMEs thereby reducing their opportunity for expansion. Other government regulations relating to labour law have been revealed in this study to be another major challenge of TB-SMMEs as highlighted below from the response of one of the participants.

“Labour law needs to be reviewed with respect to employees working within the tourism sector. Law revolving the hiring and dismissal of workers has not been flexible enough to support and favour the operation of TB-SMMEs” (Participant 6, Event planner, 2020).

The above response indicated that labour law pose a limitation to the mode of operation of the TB-SMMEs. These challenges are similar to those discussed in the literature. Compliance issues and regulations are crucial but may hinder the growth of TB-SMMEs if not properly structured to accommodate the peculiarity of this sector (Kontsiwe & Visser, 2019).

- **Inadequate funds**

Funding has been a major issue among SMMEs in general. This study has revealed that SMMEs within the tourism sector are not exempted from this challenge. Some initiatives to curb this challenge have been instituted by the government. Nonetheless, inadequate fund among TB-SMMEs have been expressed by one of the participants as one of the many challenges confronting the TB-SMMEs as stated below.

“Most TB-SMMEs have shut down operations due to lack of sufficient funds. Some TB-SMMEs wait endless for approval of loan applications. Lack of adequate fund continues to pose a threat to the growth of TB-SMMEs. (Participant 3, Officer, 2020).

Adequate availability of financial resources is a key to the growth and sustainability of any entrepreneur. Financial institutions attending to loan applications may be limited in advancing adequate fund to TB-SMMEs due to certain regulations that may not have been fully complied with by such applicants or lack of fund by some of those institutions. A number of financial organisations such as, National Empowerment Fund (NEF), National Credit Regulator, Small Enterprise Finance Agency (SEFA) as examples, have been set up to reduce this challenge, nevertheless, this continue to pose a limiting factor to the growth of TB-SMMEs as confirmed by another participant below.

“A number of TB-SMMEs have experienced decline in loans applications due to lack of financial statements and as a result of stringent government policies. This has hindered operations and further limited several opportunities for expansion by such SMMEs”
(Participant 5, Supervisor, 2020).

Necessary financial accounting and management skill is a concern among the TB-SMMEs. Outsourcing such skills has not being fully embraced by all TB-SMMES. Deficient of these skills and unavailability of proper financial requirements for loan application have hindered access to adequate funding (Yoshino & Taghizadeh-Hesary, 2016).

- **Seasonality and unforeseen circumstance**

Tourism sector is a sector whose operation can be positively or negatively impacted by the various seasons of the year. Some TB-SMMEs particularly those whose core operations are largely related to services rendered to tourists experience low revenue during the winter and partly during the autumn season. The study revealed this to be a limiting factor to the profitability and growth of certain TB-SMMEs as confirmed from the statement of a participant below.

“A number of SMMEs within the tourism sector experience low revenue during off peak periods. These periods are usually during the winter period of the year, the numbers of individuals requiring tourism services are limited at this time. This concern has reduced the revenue of TB-SMMEs affected, thereby dropping their revenues downward. These TB-SMMEs are obligated to meet up with regular expenses like other

SMMEs who enjoy revenue all through the year” (Participant 7, Officer, 2020).

The response from this participant confirms instability in revenue is due to the fluctuations with respect to the demand of this industry. There are seasons whereby the activities of the tourism sector experience high demand and there are other periods whereby certain TB-SMMEs experience low or no demand resulting in low profitability and consequently hampering growth. This was further affirmed by Dumsile & Khethiwe (2018).

Tourism as an activity that is largely human based is not immune to negative events and unprepared events such as outbreaks of disease, terrorist activities and natural disasters. The global tourism industry has been experiencing decline as a result of the Covid-19 pandemic. The recent survey on the impact of Covid-19 on the SMMEs in tourism sector has recorded a drastic decline of 80% in revenue (Lewis, Browne & Houdet 2021).

A circumstance that is unpredictable in nature such as natural disaster, pandemic has indicated by the responses below has negative impact on the operations of TB-SMMEs.

“Covid-19 came unannounced, we are not prepared for this, several flights have been cancelled, a number of group bookings have been cancelled. Refunds are been requested for We do not know how to handle this. Will TB-SMMEs come out of this?” (Participant 8, Supervisor, 2020).

“The unprepared covid-19 has affected lots of TB-SMMEs., certain SMMEs within the tourism sector are in debts, unable to meet financial obligations while the ones that are struggling have embarked on salary reduction.” (Participant 9, Manager, 2020)

“We are still in the shock, we are unsure if TB-SMMEs will survive this season. A couple of SMMEs within this sector have shut down. Others hoping to continue in business are in debt, we hope this outbreak will end ASAP” (Participant 10, Manager, 2020).

The responses from participants as highlighted above show how devastating unforeseen circumstances can be. Natural disasters can be a limiting factor to TB-SMMEs that operate

during the period the disaster persist. A significant percentage of SMMEs had to resort to reduction in salary, in some cases employees have been rendered redundant (NDT, 2020).

- **Labour turnover**

Findings have revealed instability in labour adversely affecting the operation of TB-SMMEs. TB-SMMEs do not find it easy to attract high-skilled employees, most employees are on contract appointments with their employers, and this does not give them any entitlement to retirement benefit, medical aids and other benefits a full-term contract enjoy. While this can largely be traceable to the nature and mode of business operations of TB-SMMEs which does not guarantee continued revenue, thereby limiting the financial capacity of employers in TB-SMMEs to accommodate full time contract with all their employees, this has posed to be a limiting factor to growth and expansion for SMMEs that have potential to be on a higher growth path (Bhorat, Lilenstein & Van der Zee. 2018). The response below from certain participants confirmed this.

“SMMEs within the tourism sector are confronted with the challenge of having committed employees due to the nature of remuneration employees receive in this sector. Employees are not stable, there is high rate of labour turnover, and this is not good for operation.” (Participant 5, Supervisor, 2020).

“TB-SMMEs are faced with the challenge of having stable employees. Financial resources invested in training employees’ overtime have proven to be abortive. Employees are not permanent and often resign from employment as soon as they have better opportunity. Some employees refuse to turn up during important event. Recruitment continue to be an ongoing exercise all through the year” (Participant 3, Supervisor, 2020).

The above expressions from interviewees clearly give a picture of the challenge TB-SMMEs are experiencing due to high rate of labour turnover. In stability of employees can be a limiting factor for organisational stability thereby hindering growth. This may be as a result of low level of

income. It may also mean that some employment opportunities in the tourism sector do not have attractive package, this is confirmed with greater employment being on contract basis with no additional benefits, and this factor can affect consistency in terms of service delivery, thereby hindering the growth and development of this sector. (Abraham, 2019).

- **Lack of technological knowledge**

The findings reveal the lack of understanding around social media platforms and its uses has a limiting factor to the growth of TB-SMMEs. Resistance to using social media was discovered, certain TB-SMMEs do not have the knowledge of social media being an effective tool for marketing and for effective operation of their businesses. This study has identified the deficient of technological knowledge of the significant of social media marketing among the TB-SMMEs, this has restricted the results of TB-SMMEs. The following participants confirmed this as indicated in their expressions below.

“SMMEs in tourism are struggling to fully understand the value of social media for their business, there is a need for thorough education to be given in this regard. Tourism-based SMMEs requires proper counseling in understanding the benefits they will enjoy in subscribing fully to social media marketing” (Participant 1, Manager, 2020).

The response from the above interviewee indicates lack of knowledge of the significant of technological knowledge relating to social media among TB-SMMEs. This is due to the absence of comprehension of the significance of social media platforms and their uses as relating to the tourism industry (Rizk, 2018). The response from another participant reaffirms the lack of technological knowledge among TB-SMMEs as stated below.

“A number of SMMEs use social media only for the purpose of displaying their profile, they do not have an understanding of how to use social media to advertise their services, network and connect with the global world” (Participant 6, Event planner, 2020).

This response reveals the absence of technical knowledge and full understanding of the significance of the use of social media among the TB-SMMEs. This can constitute a limiting factor to the growth and development of TB-SMMEs. This has hindered TB-SMMEs in taking full advantage of the use of social media as an effective marketing tool (Haidari, Kabandai & Almukhaylidz, 2021)

- **Poor planning**

Every successful business is built by wise planning, proper planning assists an enterprise in identifying opportunities, alleviating waste and maximising profit. This study shows that sufficient and effective planning is lacking among certain TB-SMMEs. This has restricted the opportunity to generate more revenue, thereby limiting growth. One of the interview participants attest to this as highlighted below.

“Adequate planning is lacking among some SMMEs within the tourism sector. Some do not plan properly for events that can aid their profitability. Some SMMEs sometimes do not have enough hands to serve in major events, others simply plan for event at last minute.” (Participant 7, Officer, 2020).

This response indicates that effective planning is lacking among certain TB-SMMEs. This could be as a result of insufficient fund to, maintain experienced employees that can shoulder this responsibility. Another participant has this to say relating to poor planning among TB-SMMEs as stated below.

“One of the challenges of SMMEs within the tourism sector is poor planning. If SMMEs can discipline themselves and plan ahead of event and seasons, their performance would improve, there is no wisdom in repeating the same failure every year. It’s is foolishness to allow events to dictate your course in life. SMMEs need more education in this light”(Participant 2, Manager, 2020).

The above expression confirms proper planning to be a challenge among the TB-SMMEs. Proper planning must be embraced by TB-SMMEs in order to take advantage of opportunities that can enhance revenue. Insufficient planning due to shortages of resources have restricted the growth

and development of TB-SMMEs, more training and development in this regards will bring about improvement in the result of TB-SMMEs (Hlengwa & Thusi, 2018).

6.6.2 Factors restricting the growth of TB-SMMEs in the proposed Durban Aerotropolis

This heading was extracted from section two of the interview schedule from the question that elicited respondent's opinion on the other factors that can hinder the growth of tourism-based SMMEs in the proposed Durban Aerotropolis. The seventh question addressed this objective. Below are a number of the responses.

The diagram below is a presentation of the sub themes emanating from factors restricting the growth of TB-SMMEs in the proposed Durban Aerotropolis.

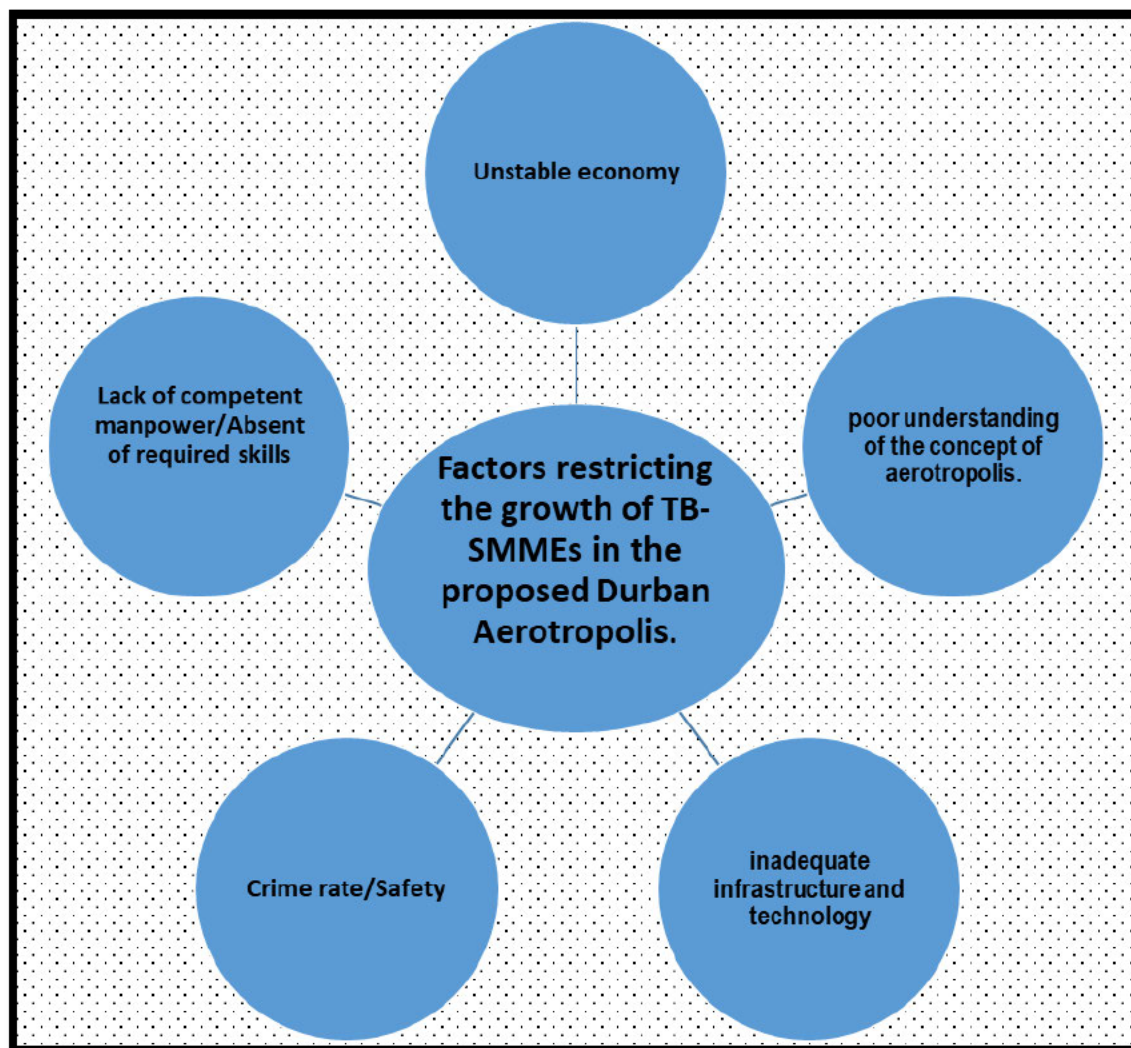


Figure 6.9 Subthemes on factors restricting the growth of TB-SMMEs in the proposed Durban Aerotropolis.

- **Unstable economy**

Unstable economy is a situation where nation experience instability with respect to irregular prices of commodities, unpredictable sales and frequent changes in interest rate on loans, the resultant effect is usually linked with inflation. The tourism-based SMMEs are more vulnerable to instability of the economy than big businesses, rising inflation, high interest rate on loan, unstable nature of the political sector and depreciating trend of the Rand has negatively imparted the growth of TB-SMMEs. Instability can pose threat to the growth of TB-SMMEs in the proposed Durban Aerotropolis as confirmed by the following participants.

“The high rate of inflation within the past 5 years has been alarming. I wonder how TB-SMMEs would survive in the proposed Durban Aerotropolis. Consumers of tourism-based activities are beginning to decline invitation to explore new opportunities” (Participant 1, Supervisor, 2020).

“Revenue from TB-SMMEs is becoming unpredictable in nature. High interest rate on loan is one of the elements of inflation in the economy, increase in prices of commodities, including service fee for tourist remain a major concern” (Participant 4, Supervisor, 2020).

“TB-SMMEs is presently experiencing limitations due to the high interest rate on loans. Some SMMEs who planned to acquire investment properties around the airport region have resulted to another form of investment outside the republic” (Participant 7, Officer, 2020).

The responses above validate high interest rate and increased inflationary rate as some causes of instability in the economy, thereby posing limiting factors to contributions of TB-SMMEs within the Durban Aerotropolis. TB-SMMEs’ operations will be enhanced for improved employment generation in a more stable economy (Abraham, 2019).

- **Lack of competent manpower and absent of required skills**

The competency of an employee will determine his or her level of efficiency, tourism sector is largely a service-oriented sector, and individuals serving in this sector must be well skilled and competent in order to satisfy the demand of this sector. In order for TB-SMMEs to thrive in the proposed Durban Aerotropolis, there is need for training and skills development improvement in certain areas such as marketing, entrepreneur and financial skills. The following participants have this to say, relating to lack of required skills as restricting factors to the growth of TB-SMMEs in the proposed Durban Aerotropolis.

“SMMEs within the tourism sector need to be more competent in order to gain full understanding of what opportunities await them in the

proposed Durban Aerotropolis and how they can take full advantage”
(Participant 4, Supervisor, 2020).

The response above indicates TB-SMMEs are still lacking in their understanding of opportunities within the proposed Durban Aerotropolis. Absence of full understanding will restrict their ability to maximise such opportunities thereby restricting their potential for growth. Another participant has this to say.

“There is need for skills improvement, some SMMEs within the tourism sector lack sufficient marketing skill, others lack entrepreneur and financial skills, these skills are necessary for SMMEs within the tourism sector to effectively function within the proposed Durban Aerotropolis. The inadequacies of these skills have restricted the growth of SMMEs within the tourism sector in the proposed Durban Aerotropolis”
(Participant 8, Supervisor, 2020).

The above response confirmed shortages of necessary skills to be a factor restricting the growth of TB-SMMEs within the proposed Durban Aerotropolis. Continuous skill development is key to success of any entrepreneurship endeavor, necessary training and marketing development programme should be enforced to ensure improvement of skill in this area. It is significant for TB-SMMEs to embrace relevant training and skill development in order to maximize opportunities for growth and development within the proposed Durban Aerotropolis,

- **Crime rate/ Safety**

Tourism sector is a sector that relate mostly to tourists who are not residents of areas that is being visited. The level of safety of a nation will either attract or discourage the option of such a nation being considered as a tourist center. Durban has been a good attraction center for tourists over the years, nonetheless, instability as a result of unrest caused by provincial/ethnic clashes, political unrest, and violence as a result of xenophobia, have pose to be threat to the operation of TB- SMMEs. It discourages the inflow/immigration of intending tourist resulting in reduction of economic activities of this sector, thereby restricting their opportunity for expansion.

Durban Aerotropolis is at its early stage in Durban, TB-SMMEs’ activities will be enhanced for continue growth and employment generation if adequate measures are put in place to curb these

limiting factors of crime and insecurities engendered by hostile activities. The following participants have this to say regarding crime and insecurity as restricting factors to the growth of TB-SMMEs as highlighted below:

“High rate of crime has been alarming. A couple that came for vacation from West Africa were robbed at gun point on their way to the hotel room. I doubt if neither such couples nor their friends would ever have considered Durban as a place to be visited in future” (Participant 8, Supervisor, 2020).

“Increased level of theft and crime remain a concern among the TB-SMMEs. With the proposed Durban Aerotropolis, we hope those charged with governance within the province will give attention to this concern” (Participant 6, Event planner, 2020).

“Most SMMEs within the tourism sector often express their concern over the safety of tourists. The intermittent xenophobia attacks, is not a good image of the country. Such hostile activities send wrong signals to nations and individuals who may be potential future tourist” (Participant 3, Officer, 2020).

The responses from the participants above gave an indication that reveals Durban and South Africa as a nation to be unsafe. Increased level of crime can pose a threat to the growth of TB-SMMEs and can negatively affect their growth within the Durban Aerotropolis. Crime rate continue to rise (South African Statistics, 2020), within the aerotropolis where operations of diverse industries and sectors of the economy will operate within a certain constituency, appropriate safety measures need to be incorporated. This will provide an acceptable level of comfort to tourists that might be considering spending leisure time within this area (Cheng & Zhang, 2020).

- **Inadequate infrastructure and technology**

Infrastructure and up to date technology are lacking among the TB-SMMEs. Some of the infrastructure is external (requires government intervention) while others are lacking internally. Adequate infrastructures and up graded technology are crucial for success within the tourism sector. This study reveals that TB-SMMEs are lacking necessary infrastructures that can aid their operations, while certain TB-SMMEs are using outdated technology in discharging their services, this could be as a result of inadequate fund on the part of such SMMEs. Nonetheless, this can restrict potential for growth. Responses from participants below confirm this.

“Among numerous challenges facing SMMEs within the tourism sector is the concern for power outage. The constant interruption in electricity is not good for operations, clients’ enquiries and bookings do not receive prompt responses, many clients have been lost in the process, this has reduced the productivity of SMMEs” (Participant 2, Manager, 2020).

“SMMEs in tourism sector lack technical skills, they need to embrace the use of up to date technology, and software that can enhance their operations should be encouraged. Also, insufficient supply of basic infrastructural such as inefficient transport system, unreliable electricity supply and inconsistent water supply, slow improvements of municipal supply have restricted the growth of SMMEs in tourism sector in the proposed Durban Aerotropolis” (Participant 9, Manager, 2020).

These responses delineated the level of technology among the TB- SMMEs needs to be enhanced in order to thrive within the Durban Aerotropolis. Inadequate infrastructure will limit the operation of tourism-based SMMEs. There is a need for adequate infrastructure to be put in place in order to aid the operation of TB-SMMEs in the proposed Durban Aerotropolis. Furthermore, Haidari, Kabandai & Almukhaylid, (2021) found that the challenges around technological infrastructures hampers the growth of TB-SMMEs.

- **Poor understanding of the concept of aerotropolis**

This study reveals that certain TB-SMMEs do not have sufficient understanding of Durban Aerotropolis, what it entails, how they can fit in, and how they can put in proper plan in place to take advantage of the possible opportunities Durban Aerotropolis will offer. The responses from the following participants attest to this.

“Quite a number of SMMEs within the tourism sector in Durban are not fully informed of what Aerotropolis is, neither are they making any effort to acquire information regarding this. This will on the long run limit their opportunities to prepare for more revenue avenues that Durban Aerotropolis can offer” (Participant 10, Manager, 2020).

“There is need for the implementation of programmes that can educate SMMEs within the tourism sector of Durban Aerotropolis initiatives and strategy” (Participant 7, Officer, 2020).

The above responses reveal that certain TB-SMMEs are not knowledgeable about Durban Aerotropolis, nor making necessary plan toward obtaining information on how they can benefit from this initiative. TB-SMMEs will benefit from schedule training and development programmes that can adequately educate them on the concept of Aerotropolis in order to enhance the growth and development. Furthermore, Hamadziripi (2015) found that TB-SMMEs need better understanding of Durban Aerotropolis.

6.6.3 Necessary conditions to improve TB-SMMEs

This heading was extracted from the section two of the interview schedule, from the research question seeking the participants’ opinion on possible suggestions and conditions that can help improve TB-SMMEs.

This theme focuses on the first and last objective of the study. Necessary conditions required for improving the TB- SMMEs in the proposed Durban Aerotropolis. This is similar to the fourteenth item in this section. The main aim was to establish possible conditions that can enhance the tourism-based SMMEs in the proposed Durban Aerotropolis for better performance resulting in

more job creation. Sub themes emanating from necessary conditions required to improve TB-SMMEs are presented in the diagram below:

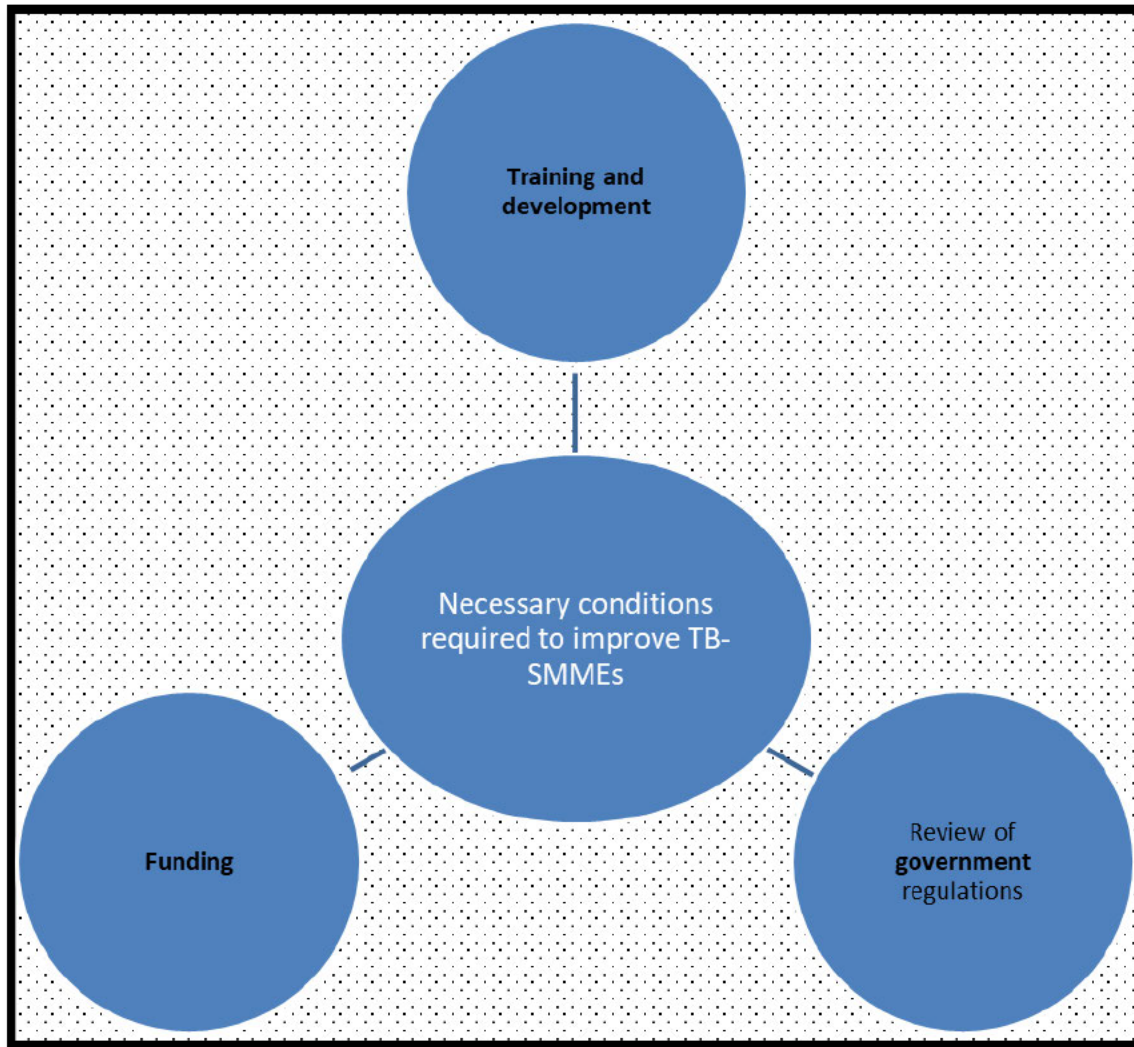


Figure 6.10 Subthemes on necessary condition required to improve TB-SMMEs.

- **Training and development**

Training and development are ways of improving the performance of employees. This study reveals that certain skills such as marketing, entrepreneur, financial and technological skills are

lacking among the TB-SMMEs. The responses from participants suggest more efforts should be concentrated on relevant training and development as expressed below.

“There is need for development of personnel within the tourism sector. Workshops and training programmes that can improve the marketing and entrepreneur skills of SMMEs within the tourism sector should be encourage” (Participant 2, Manager, 2020).

“Skill development is a must for SMMEs in the tourism sector. Relevant skill development training to improve the negotiating skills, micro management skills, record keeping skills and computer skills of SMMEs will improve their performance.” (Participant 5, Supervisor, 2020).

“One of the factors that can improve the growth and development of SMMEs is the provision of mentoring in the area of capacity building, planning and basic business skills, SMMEs in the tourism sector will benefit from business mentoring support.” (Participant 7, Officer, 2020).

The responses from the above participants reveal the need for implementation of development programmes and improvement of existing development programmes in order to aid the efficiency of TB-SMMEs. Relevant mentoring support programmes, training and development programmes (Abraham 2019) are all necessary factors required for the growth of TB-SMMEs.

- **Funding**

Adequate fund and accessibility to fund remain a major factor required for the growth of TB-SMMEs. There is pool of funding institutions such as SEFA, National Department of Tourism, National Empowerment Fund, Umhlanga Tourism Board, Small Enterprise Financial Agency, Department of Economic Development, Department of Trade and Tourism Industry, etcetera. Nevertheless, TB-SMMEs are unable to access funding because of certain criteria such as collateral, profitability of a business and up to date financials, required for them to qualify. The

following participants responses indicate adequate fund as one of the necessary factors required for the growth of TB-SMMEs.

“Accessibility to fund is a major factor required for development of SMMEs, SMMEs within the tourism sector will be able to improve their performance if fund is readily available when needed.” (Participant 6, Event planner, 2020).

“SMME in the tourism sector will be able to increase their productivity and subsequently growth if they can easily get approval for credit required, SMMEs are often referred to as high risk by financial institutions.” (Participant 8, Supervisor, 2020).

“Insufficient fund is one of the major reasons why so many SMMEs have closed down. Adequate fund is a major factor necessary for the growth of SMMEs in tourism sector.” (Participants 4, Supervisor, 2020).

The responses from the participants above gave a clear indication that adequate and easily accessible funding is a key requirement for the growth of TB-SMMEs. This study suggests better cooperation between the government and lending institutions, whereby government guarantee facilitate the development and growth of SMMEs and the adoption of credit guarantee scheme suggested by Mbele & Nyide (2019) whereby fund can be more accessible by reducing the risk attached to SMMEs by financial institution, if credit guarantors offer to absorb part of the fund applied for, in situations where ventures fail. Furthermore, Bvuma & Marnewick (2020) proposed that the government and the private sector combine together for the purpose of financing SMMEs, whereby the private sector provide mentorship.

- **Review of government regulations**

Government regulations have in so many ways assisted in curbing certain activities that can hinder economic development. Nonetheless dealing with government procedures and processes can be burdensome and expensive especially for smaller firms who may not be able to employ the service of another company that can deal with this. Regulations relating to labour, licensing, red-tape and high taxes are factors highlighted by participants in this study that can hinder the

growth of TB-SMMES. The responses stated below by participants reflect suggestions of possible factors that can aid the growth of TB-SMMES in view of government regulations.

“Government regulation relating to tax, permit and licenses should be reviewed in order to relief SMMEs in tourism sector, thereby providing opportunity for increased revenue.” (Participant 7, Officer, 2020).

“Government regulation should adopt proper communication strategy between SMMEs, other agencies and the Department of Tourism in order assist with concern relating to compliance issue. This will foster the level of growth among the SMMEs within the tourism sector.” (Participant 8, Supervisor, 2020).

“Labour regulations relating to compulsory workers insurance, maintaining minimum workers standard and wage remain to be a weight to SMMEs, this need to be reviewed to give flexibility to SMMEs in order to achieve a level of retention among employees, law needs to be reviewed and make flexible in order to accommodate the operation of tourism-based SMMEs. The law should also be flexible in order to accommodate more individuals who may be experienced but not residents but may want to render one form of service or the other. Also, red tape and corruption should be reduced.” (Participant 9, Manager, 2020).

The above indicates licenses, permit and labour regulatory cost relating to compulsory worker insurance, maintaining minimum work standard and wages may hinder the growth of SMMEs. Ease of compliance and regulations, reduction of red tapes, reduction of tax rate especially for medium size enterprise and creation of proper communication channels between SMMEs and departments are suggested factors that can enhance the growth of TB-SMMES. Furthermore, Dlala (2019) held that reduction of red tapes and ease of regulation as factors that can improve the growth of SMMEs.

6.6.3.1 Impact of these conditions

The heading was extracted from the respondent's response to the interview question on "how can you describe the impact of these conditions in terms of positive or negative to the statement above". The purpose of this item was to relate the impact of the previous question above to the economy, whether or not it will generate a positive or negative impact.

"Positive" (Respondent 7, Officer, 2020).

This affirmation above expressed that training and development will enhance the activities of tourism-based SMMEs. The level of economic development of a nation is partially influenced by the quality of its higher education in promoting economic development.

"Positive impact" (Respondent 4, Supervisor, 2020)

This response revealed that better means of funding tourism-based SMMEs activities will promote the activities of this sector thereby leading to a positive impact to the economy as a whole.

6.6.4 Enhancing TB-SMMEs to propel continued employment generation in the proposed Durban Aerotropolis.

This theme was extracted from interview question under section two of the interview schedule seeking to ascertain relevant factors that can further promote generation of employment within the Durban Aerotropolis by Tourism-based SMMEs. Sub themes emanating from factors that can propel generation of employments by TB-SMMEs in proposed Durban Aerotropolis are presented in the diagram below:

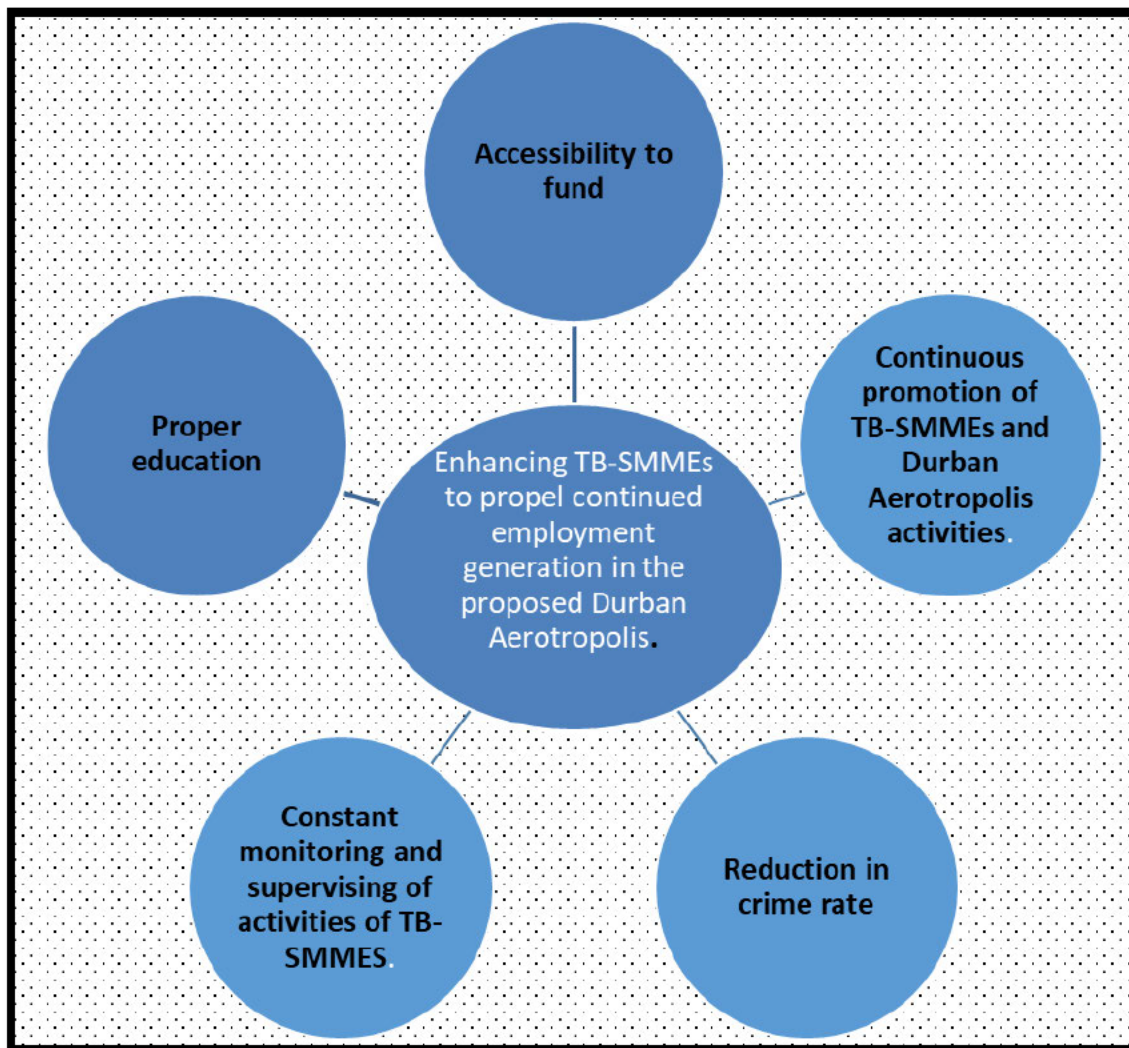


Figure 6:11 Subthemes on enhancing TB-SMMEs to propel continued employment generation in the proposed Durban Aerotropolis.

- **Accessibility to funds**

Lack of access to finance by TB-SMMEs is a major impediment to growth, SMMEs face greater challenges in acquiring credit than bigger enterprises, due to lack of collateral and poor financial records, the key role performed by SMMEs in contributing to the growth and development of the nation will be aided by availability of fund (Bosma, 2019). TB-SMMEs are forced to rely on

personal wealth as a result of decline of loan applications due to lack of credit histories, insufficient profitability, lack of owner's equity, insufficient information, inadequate business plan and collateral (FinScope, 2018). Among the factors that enhance TB-SMMEs in propelling continued employment in the proposed Durban Aerotropolis is the mitigation of the concern for fund. The responses from participants below reflect some suggestions in addressing this concern.

“Most SMMEs fail at the initial stage of start-up, Durban Aerotropolis is at the early stage, TB-SMMEs will increase their chances of accessing finance if they improve their financial record maintenance.” (Participant 5, Supervisor, 2020).

The above response suggests that better record keeping is part of the factor that can facilitate accessibility to loan. The challenge is that certain TB-SMMEs do not have proper accounting systems, keeping financial record is essential as banks check financial statements (Herrington, 2018). Absence of required and adequate financial information is one the reasons why financial institutions decline credit applications made by TB-SMMEs. In order to mitigate this concern, it is suggested that TB-SMMEs maintain proper and accurate financial records, as inaccurate and inconsistent financials can result in financial institutions approving credit applications at a higher interest rate in order to reduce the risk associated with such loans. Another participant made this suggestion on factor that can enhance funding by TB-SMMEs in the proposed Durban Aerotropolis as stated below.

“SMMEs in tourism sector can employ the service of a professional accountant to assist them in preparing their financials, the use of an accountant will have a positive impact in their chances of accessing finance.” (Participant 7, Officer, 2020).

This response suggests the use of professional accountants by TB-SMMEs in order to generate more reliable financial records that can facilitate approval of loans applications. Furthermore, professional accountants are experienced in assisting TB-SMMEs with business plan which form part of the requirements of obtaining loan. Business plans gives better confidence to the bank on the ability of SMMEs being able to service their loans (Nzama & Ezeuduji, 2020). This study

suggest creation of more improved forums constituted by the government and TB-SMMEs where issues relating to non-approval of fund application made by TB-SMMEs to financial institutions and independent bodies, should be constituted in order review and deal with issues on regular and timely basis. Establishment of more independent bodies to address financial needs of the TB-SMMEs is also suggested.

- **Proper education**

This study reveals that certain TB-SMMEs, and individuals employed within the Tourism sector are not aware of Durban Aerotropolis. While the Information that others have is inadequate, they are not well informed of opportunities embedded in Durban Aerotropolis. The following participants suggested creation of avenues for educating TB-SMMEs as expressed below.

“SMMEs within the tourism sector are ignorant about Durban Aerotropolis, platforms for educating them will enhance their growth potentials in Durban Aerotropolis.” (Participant 3, Officer, 2020).

“Durban Aerotropolis is at the introductory stage, SMMEs in tourism will benefit from this initiative, however, most of them require education on what Durban Aerotropolis have to offer in order to prepare themselves for avenues that can enhance their operations.” (Participant 8, Supervisor, 2020).

“Durban Aerotropolis have the potential of increasing productivity of SMMEs within the tourism sector, but it’s quite unfortunate that these SMMEs are still unknowledgeable of how to maximise these opportunities, various platforms for proper education of SMMEs in tourism sector is suggested.” (Participant 9, Manager, 2020).

The above responses reveal that the level of education on Durban Aerotropolis by TB-SMMEs is not impressive, inadequate education will hinder proper planning. Certain TB-SMMEs are not knowledgeable of the existing opportunities that exist in Durban Aerotropolis, more avenues to educate TB-SMMEs on the various revenue opportunities within the Durban Aerotropolis is

hereby suggested. This will prepare TB-SMMEs for growth and expansion, thus resulting in the creation of employment for more persons within the economy. Furthermore, Kontsiwe & Visser (2019) held that proper education is one of the factors that can improve operations of TB-SMMEs thereby resulting in growth.

- **Constant monitoring and supervising of activities of TB-SMMES.**

Regular supervising of the activities of the TB-SMMEs will expose areas that are deficient thereby providing opportunities for improvement, more attention should be focussed on TB-SMMEs in lieu of the proposed Durban Aerotropolis. The following participants suggest constant monitoring of the activities of TB-SMMEs can enhance their opportunities for development resulting in growth as highlighted below.

“SMMES in tourism sector should be given more attention by various bodies within the tourism sector with the sole intention of improving their performances, this will lead to better operation that can lead to more profit. (Participant 3, Officer, 2020)

“The government and other independent bodies within the tourism sector should have a regular visit to the SMMES within the tourism sector in order to identify their areas of concerns and facilitate programs that can solve or reduce such concerns.” (Participant 5, Supervisor, 2020).

These responses indicate regular visit and constant monitoring of the activities of TB-SMMEs can reveal areas of challenges and provide possible remedies. The resultant effect of this is better operation, resulting in increased revenue, consequently, resulting in growth and development that can propel more employment opportunities. From the response above, affording more attention to tourism-based SMMEs will ensure they operate within the required regulatory framework. This process may equally expose other areas of improvement that need to be attended to, by providing avenues for development which will create opportunities for creation of jobs.

- **Reduction in rate of crime.**

High rate of crime can negatively impact business enterprises and the economy as a whole. Such a risk can cause business enterprise to forgo potentially avenues for growth and expansion, as business owners may prefer not to operate in high crime area than to suffer loss. TB-SMMEs are prone to experiencing negative impact from crime, due to the category of individuals they deal with. This study reveal crime to be one of the potential obstacles perceived that can hinder effective operations of TB-SMMEs within the proposed Durban Aerotropolis, curbing the level of crime will enhance the growth of TB-SMMES thereby, propelling them for expansion resulting in creation of employment opportunities. The following responses from the participants below confirm this.

“Among the issues the government need to give attention to is the reduction of crime to the barest minimum. With the proposed Durban Aerotropolis whereby, a lot of businesses activities will be concentrated in one region, mitigation of crime is of great importance. This will give TB-SMMEs confidence to plan for growth.” (Participant 5, Supervisor, 2020).

“The high rate of crime is a discouraging factor for business expansion and growth within the tourism sector, especially among the SMMEs. Adequate measures need to be put in place to curb the crime rate and possibly eradicate it in order to create a safe environment for tourists and SMMEs within the tourism sector thereby encouraging growth.” (Participant 8, Supervisor, 2020).

The responses from the above participants suggest reduction in the rate of crime as one of the measures that can foster the activities of TB-SMMEs, thereby improving their potentials for growth. Perception of crime can impact on TB-SMMEs in making decision relating to continuity of operation or expansion of business. Curbing the rate of crime is one of the factors that can propel increased business operation among the TB-SMMES, thereby resulting in growth that can generate opportunities for more employments (Ngwenya & Zondi, 2019). It becomes a necessity to curb the rate of crime in order to enhance the growth of TB-SMMEs, thereby propelling them for generation of employments within the Durban Aerotropolis.

- **Continuous promotion of TB-SMMEs and Durban Aerotropolis activities.**

Every business venture thrives with increased level of awareness and adverts. Durban Aerotropolis would position Durban as a host for major international events, this will further increase the activities of TB-SMMEs, and thus, creating an expansion that can propel generation of more jobs, nevertheless, their activities need to be promoted in order to achieve this. Among the suggestions made by participants attest to this as expressed below:

Durban Aerotropolis would position Durban as a host for major international events. This will further increase the activities of tourism-based SMMEs, and will lead to growth, creating an expansion that can propel generation of more jobs.”

“More emphasis should be placed on increasing the level of awareness of Durban Aerotropolis in order to increase the level of operations of all operators within the Durban Aerotropolis.” (Participant 1, Supervisor, 2020).

“SMMEs within the tourism sector will benefit more if they can concentrate efforts in creating awareness and promoting their activities through various platforms in order to increase their opportunities for making more revenues within the Durban Aerotropolis resulting in growth that can engender opportunities for employments generation.” (Participant 7, Officer, 2020).

The expressions above indicate continuous promotions of the activities of TB-SMMES will increase their opportunity for expansion resulting in creating more opportunities for employments, this can be achieved through platforms such as trade fairs, attractive exhibitions, social media, etcetera. Furthermore, (Ndlela) 2021 attest regular promotions as one of the factors that can bring growth among the TB-SMMEs

6.7. Comparison of qualitative and quantitative data

A comparison of the results of the quantitative and qualitative data is presented in this section. The main purpose of utilising quantitative and qualitative data sets was to generate detailed data that would produce a comprehensive understanding of the contributions of Tourism-based SMMEs in relation to generation of employment within the Durban Aerotropolis. Major areas were discovered as a result of the presentation, analysis and interpretation of the quantitative and qualitative data and presented as follows:

6.7.1 Challenges affecting TB- SMMEs

Conceptualising the role of tourism-based SMMEs to employment creation are not without shortcomings. There are substantial challenges inhibiting the effectiveness of tourism-based SMMEs to engender robust contribution towards creation of employment opportunities. The analysis of both the quantitative and qualitative results showed that inadequate knowledge and skills is one of the factors confronting the SMMEs within the tourism sector. The role of skills and innovation is particularly relevant in this context. Lack of the appropriate levels of information and skills among the tourism-based SMMEs have impeded their operation and thus limited their opportunities for expansion. Suggestions to address this are dealt with in qualitative responses. Such suggestions include emphasis on early training in order to ensure tourism-based SMMEs are kept abreast of trends for growth and expansion. Both the qualitative and quantitative data indicated most tourism-based SMMEs are not well informed about the Durban Aerotropolis. This has prevented certain of these SMMEs from taking appropriate steps to prepare them for the Durban Aerotropolis. Another challenge identified from the quantitative and qualitative data is the challenge of the pandemic. This challenge has hindered the operation of many SMMEs. However, it is a challenge according to the qualitative data that does not have a measure of control to eradicate it. Many SMMEs had to shut down their operations with the recent COVID-19 pandemic. The challenge of inadequate funding was revealed by both the qualitative and quantitative data. Funds were not readily available and when available, it is not available at the required time. This challenge is one of the major challenges that had brought about termination of operation of certain SMMEs. Requirement for government loans has limited most SMMEs in accessing them. Among the challenges revealed by the qualitative and quantitative data is the issue of crime. The challenge of crime has affected the operation of the tourism-based SMMEs. The crime rate increased by 1.4% in 2019/2020 with 58 people murdered daily (Statistics SA 2020). Safety is one of the main factors an average tourist considered before embarking on a trip.

This challenge needs to be carefully considered with the commencement of the Durban Aerotropolis. Instability brought by constant xenophobia often enhances the perception of insecurity to intending tourists and visitors who want to choose South Africa for vacation.

6.7.2 How TB-SMMEs can be propelled for continued employment generation within the Durban Aerotropolis.

Both the qualitative and quantitative data covers the challenges limiting the effectiveness of the tourism-based SMMEs. Suggestions for strategies and areas that can mitigate these challenges were described by respondents in the qualitative data. Among the suggestions included, the establishment of independent bodies to facilitate easier access to loans and credit facilities in order to deal with the concern of inadequate funding that pose a threat to the growth of tourism-based SMMEs. Regular training and skills development were equally suggested to keep tourism-based SMMEs updated on relevant information that can facilitate trends for expansion for them within the Durban Aerotropolis. Unrest, crime and instability in the economy due to internal and external factors has affected the opportunity for expansion of tourism-based SMMEs, it was suggested that adequate measures be put in place by the government to reduce this. Mitigation of this challenge will, in turn, provide a better atmosphere to enhance the operation of tourism-based SMMEs which will in turn bring growth and development that can create avenues for generation of employment. The government should also consider reviewing of stringent policies relating to labour, removal of red tape that has limited the operation of tourism-based SMMEs. Furthermore, corruption should be reduced; strategic ways of promoting the activities of tourism-based SMMEs within the Durban Aerotropolis is equally suggested.

6.8 Summary

This study focused on factors required for the enhancement of tourism-based SMMEs in generating employment within the Durban Aerotropolis. In order to achieve this, factors that can constrict their operations were analysed and those conditions that can aid their operations for generating more employment opportunities were considered. This chapter presented the results and analysis of the quantitative and qualitative data. The quantitative data was analysed using descriptive and inferential statistics. The descriptive statistics makes use of the following tools; percentage tables, graph, mean and standard deviation. The inferential statistics used in analysing and interpreting the quantitative data is the One sample T test. The qualitative data was analysed using content analysis.

The results of the analysis indicated various challenges constricting the operation of tourism-based SMMEs. Among them are included lack of adequate training and skills, limited fund, high rate of labour turnover, unforeseen circumstances such as disaster, rigid labour laws, inflation, problem of over-regulation, corruption, inadequate infrastructure, instability in the economy and high rate of crime. These factors can impede te effectiveness of the tourism-based SMMEs in generating employment within the Durban Aerotropolis. The questionnaires and the interviews generated suggestions that can be adopted to aid the generation of more employment opportunities among the tourism-based SMMEs within the Durban Aerotropolis. Among such suggestions are: continuous promotion of the activities of tourism-based SMMEs and Durban Aerotropolis by the government, the review of government laws and regulations that inhibit the development of tourism-based SMMEs, promoting opportunities for higher education in relevant study that renders tourism and aerotropolis affordable, constituting independent bodies that can specifically address the need for funding fund of tourism-based SMMEs, creation of avenues and platforms that can educate staff of tourism-based SMMEs on the available opportunities within the Durban Aerotropolis and mitigation of crime.

CHAPTER SEVEN

DESCRIPTION OF FINDINGS

7.1 Introduction

Chapter six conveyed detailed analysis and interpretation of the data generated from this study. This chapter provides a review of the findings, relative to the objectives. This chapter additionally strived to establish the extent to which the research objectives have been accomplished, and if the research questions have been addressed based on the analyses and interpretation of the quantitative and qualitative data. A suggested approach arising from the qualitative data aided the researcher to construct a conceptual framework for the research in order to ask valid questions and produce reliable data in arriving at certain strategies that can be embraced. This approach also points to the relevance of the research problem and the main research objectives within the constructed theoretical framework. The purpose ultimately was to finally generate and propose a policy framework for conveying the elements that can strengthen the creation of employment by TB-SMMEs within the Durban Aerotropolis.

7.2 Description of findings in relation to research questions and objectives

The research questions of this study are linked to the objectives. Accordingly, when research questions are responded to, objectives are included. Explanations associated with research objectives and questions are explained in the ensuing sections. The research objectives and research questions utilised in this study have been connected with each other in a manner such that when the objectives are realised, the research questions have been concurrently answered.

The research objectives of the study are outline below.

- To establish the necessary conditions for employment generation in the TB-SMMEs within the proposed Durban Aerotropolis;
- To access and understand the challenges of the TB-SMMEs;
- To identify and examine the factors that can constrict the growth of TB-SMMEs in the proposed Durban Aerotropolis; and
- To investigate how TB-SMMEs can be enhanced for improved employment generation.

The questions contained in the questionnaire were grouped into two main sections, A and B. section A addresses respondents' socio-demographic characteristics while section B was further sub divided into four sub sections in order to address the research questions and research objectives as follows.

Section one and two addresses the challenges of TB-SMMEs and necessary conditions required for employment generation in the TB-SMMEs within the Durban Aerotropolis. This section attempted to answer research question one and two and meet research objective one and two.

Section three represented the opinions of respondents on the factors constricting the growth of TB-SMMEs in the proposed Durban Aerotropolis, this section attempted to answer research question four and meet the third objective of the study. The research question three was answered in chapter two, three and section dealing with the research questions have been dealt with in chapter six.

Section four represented respondent's opinion as to what they considered necessary on how TB-SMMEs can be furthered enhanced to propel continued employment generation in the proposed Durban Aerotropolis. This section attempted to meet research question five and attempted to meet the fourth research objective.

Discussions on the results related to the research questions and objectives are presented in the subsequent sections.

7.2.1 Conditions necessary for employment generations in the TB-SMMEs within the proposed Durban Aerotropolis

This section address the first research objective that seeks to identify the necessary conditions required for generation of employments among the TB-SMMEs within the Durban Aerotropolis. The quantitative data analysis indicated that certain factors could enhance the level of employment generation of TB-SMMEs within the proposed Durban Aerotropolis. The descriptive statistics and t-test were utilised to analyse the findings on the necessary conditions for employment generations in the TB-SMMEs within the proposed Durban Aerotropolis.

Among the necessary conditions required for employment generation in the TB-SMMEs within the Durban Aerotropolis is accessibility to adequate funding. Over 73% of the respondents

indicated that conditions required to access loans and credit facility has hindered employment generation within the TB-SMMEs, and 70% signal delayed in loans as one of the factors that has constrained the growth of TB-SMMEs. Furthermore, over 90% of the respondents indicated establishment of independent financial system for accessing loans and credit facilities as one of the factors that can aid TB-SMMEs for improved employment generation. A t-test indicated a significant agreement with the conditions required for accessing loans and credit facilities have hindered employment generation within the TB-SMMEs ($p < 0.0005$). These results were attested by the result of the analysis of qualitative data gathered through open-ended questions among some officials of the Dube Trade Port and Durban Tourism Unit. Majority of the participants indicated accessibility to funding as one of the conditions required for employment generation among the TB-SMMES within the Durban Aerotropolis, participants indicated inadequate fund as one the reasons for failure of certain TB-SMMEs because of required criteria such as collateral, profitability of a business and up to date financials, required for them to qualify. Yoshino & Taghizadeh-Hesary (2016) who confirmed financial and accounting skills as a concern among the TB-SMMEs confirm this. Furthermore, the study of Mugobi (2019) attest that financial management which includes proper record keeping is one of the internal challenges affecting the growth of TB-SMMEs (Mugobi, 2019). The availability of financial resources for SMMEs has largely drawn attention from commentators as one of the trails to enhancing the SMMEs for efficiency. The kernel of these suppositions uncovered the shortcomings of government-failed policy in prioritising financial supports for tourism-based entrepreneurs for expansion of their enterprises (Abrahams, 2019) In support of this, Adinolf, Jacobs and Tichaawa (2018) explained that within the context of Sub-Saharan Africa, it is evident that the trend of poverty is a major indicator hindering sustainable development. Similarly, Bhorat, Asmal. Lilenstein & Van der Zee (2018) in their study expressed accessibility to adequate funding as one of the factors necessary for the growth of SMMEs resulting in a positive impact in the capacity to generate employment.

Another condition necessary for employment generation revealed from the results of quantitative data is availability of required infrastructures. Over 64% of the respondent indicated that necessary infrastructures are not adequate to engender business growth within the TB-SMMEs. More than 63% of the respondents of the results of the quantitative data gathered indicated that poor range of infrastructural amenities as one of the factors containing the growth of TB-

SMMEs. A t-test confirmed a significant agreement that inadequate infrastructures has restricted the growth of the TB-SMMEs ($p < 0.0005$). The result implied infrastructural amenities are not adequate and has restricted growth of TB-SMMEs. It suffices therefore to say that availability of adequate infrastructure is one of the necessary conditions required for the growth of the TB-SMMEs. Furthermore, the results of the qualitative data gathered confirmed that inadequate infrastructures and lack of up to date technology as factors restricting the growth of TB-SMMEs. Adequate and upgraded technology is crucial for success of TB-SMMEs within the proposed Durban Aerotropolis. The results of the qualitative data gathered indicated interruption of supply of electricity, inconsistent water supply as factors that has affected the growth of TB-SMMEs. In addition, other conditions necessary for the growth of the TB-SMMEs as depicted from the results of the qualitative data is the need for upgrade of technology and software that can enhance the operations of TB-SMMEs. The study of Haidari, *et. al.*, (2021) revealed inadequate infrastructures including technology as one of the factors that has hampered the growth of TB-SMMEs. The survivalist theory depicts SMMEs as business operators constantly struggling for sufficient amenities, availability of electricity characterised with load shedding and black out has pose as one of the greatest threats to operations of businesses including TB-SMMEs (Ayandibu *et al.*, 2019). The study of Anderson & Juma (2017) confirmed availability of basic infrastructures as one of the conditions necessary for the growth of TB-SMMEs.

The result of quantitative data also indicated continuous promotion of tourism-based activities and Durban Aerotropolis as a necessary factor for improving the growth of TB-SMMEs within the Durban Aerotropolis. The result of the quantitative data showed that the Durban Aerotropolis has not generated significant job opportunities within the TB-SMMEs due to the level of awareness. A t-test confirmed a significant agreement with the level of awareness of the Durban Aerotropolis being not adequate to attract and generate employment opportunities among the TB-SMMEs ($p < 0.005$). This is further confirmed by the result of the qualitative data, which revealed poor awareness of the Durban Aerotropolis among the TB-SMMEs and low information on the opportunities that exist within the Durban Aerotropolis for TB-SMMEs. The result of the quantitative data revealed that promotion of tourism-based activities would aid growth of the sector, over 90% of the respondents indicated promotion of TB-SMMEs activities as one of the conditions necessary for growth. Similarly, more than 94% of the respondents indicated that promotion of the Durban Aerotropolis is a factor required for growth. The result of the qualitative

data further confirmed promotion of the activities the Durban Aerotropolis as a necessary factor for growth. Participants indicated awareness of Aerotropolis is not adequate among the TB-SMMEs. The study of Ncamphalala & Vyas-Doorgapersad, (2019) revealed that creation of awareness of business endeavours is one of the elements that foster business growth. Furthermore, Afriyie *et al.*, (2019) in their study indicated marketing of SMMEs' activities as an essential factor that can enhance growth. Continuous promotion of TB-SMMEs activities and the promotion of the Durban Aerotropolis is a necessary factor required for the growth of TB-SMMEs within the proposed Durban Aertropolis.

The review of government regulation and the role of government assistant is another necessary condition required for employment generation among the TB-SMMEs within the Durban Aerotropolis. Over 63% of the respondents confirmed that the condition of governmental rules and regulation are stiffer for the growth of TB-SMME's. 78% of the respondents confirmed that TB-SMMEs are not relishing appropriate governmental policy as a condition for employment generation, this implies that most TB-SMMEs are not benefitting from appropriate governmental policy as a precondition for employment generation. A t-test confirmed a significant agreement with government regulations too stiff to stimulate and enhance growth of the TB-SMMEs ($p < 0.0005$). These results were confirmed by the analysis of the qualitative data with some of the officials of Dube Trade Port and Durban Tourism Unit. Participants indicated that government regulation revolving around the hiring and dismissal of workers has not being flexible enough to enhance growth of TB-SMMEs. Interviewees further confirmed that government regulations relating to rate and tax have posed major threats to the growth of TB-SMMEs whose businesses are faced with seasonality. The result is in accord with (Hlengwa & Thusi, 2018) who showed that unbending government regulations have most times discouraged the establishing and sustaining of SMMEs. The study of Kontsiwe & Visser (2019) furthermore confirmed that compliance issues and regulations are crucial but may hinder the growth of TB-SMMEs.

Similarly, the role of government assistance is another essential success factor for TB-SMMES (Khoase & Ndayizigamiye, 2018). Mokoena's (2019) study highlighted the significance of investment strategy and business implementation. Results from the study explained that small businesses, with dominance in the tourism sector would benefit from government assistance. The justification for government assistance is predicated on the complexity of tourist products

(Moise, Khoase & Ndayizigamiye, 2020). In addition, interview participants have indicated that government assistance programmes is one of the necessary conditions for the growth of TB-SMMEs within the proposed Durban Aerotropolis. This is validated in the study of Chiliya, Nieuwenhuizen & Groenewald (2017) which revealed a practical approach involving legislative control is required for sustainable development of TB-SMMEs, and government assistance programmes can upturn the tourism industry due to the consistent fragmentation and irregular flow of business.

7.2.2. Challenges of the TB-SMMEs

This section addresses the research objectives that seek to identify the challenges of the TB-SMMEs. The quantitative data analysis displays that TB-SMMEs are experiencing varied challenges, the descriptive statistics and t-tests were utilised to analyse the findings on the challenges of the TB-SMMEs.

Among the challenges of TB-SMMEs include poor financial skills, financial skill, which implies adequate financial literacy, is lacking among the TB-SMMEs, this skill is essential to accessing funds including credit facility. The result of the quantitative data indicated most TB-SMMEs have not been able to access credit facility with confirmation from 73% of the respondents. A t-test likewise confirmed a significant agreement to TB-SMMEs having difficulty in accessing credit facility ($p < 0.0005$). This result was confirmed by the results of the qualitative data analysis, participants confirmed that poor financial skills and inadequate record keeping remain a concern among the TB-SMMEs. Furthermore, the study of Hlengwa & Thusi (2019) attest that financial management which includes proper record keeping is one of the internal challenges affecting the growth of TB-SMMEs.

Another challenge confronting the TB-SMMEs is financial limitation, the result of the quantitative data analysis confirmed that conditions required to accessing loans and credit facility are difficult to be met by the TB-SMMEs. Over 73% of the respondents indicated that the conditions of accessibility to loans and credit facility has hindered employment generation among the SMMEs within the tourism sector. A t-test confirm significant agreement with conditions of accessibility to loans and credit facility has hindered employment generation ($p < 0.0005$). The analyses of the qualitative data further revealed financial limitation as one of the challenges confronting the TB-SMMEs, majority of the participants confirmed inadequate

finance as one of the challenges affecting the growth of TB-SMMEs, some TB-SMMEs have had to close down operations due to insufficient finance. The study of Mukwarami & Tengeh (2020) confirmed the incapability of SMMEs's owners in obtaining financial resources as a major challenge.

Another challenge of the TB-SMMEs is the condition of the tourism sector. Over 68% of the respondents confirmed that most TB-SMMEs have had to discontinue business due to the condition of the tourism sector. A t-test indicated significant agreement to most TB-SMMEs have had to discontinue operation due to the condition of the tourism sector ($p < 0.0005$). The analyses of qualitative data furthermore confirmed certain conditions surrounding the tourism sector have posed a challenge to the TB-SMMEs. Participants confirmed that seasonality and unforeseen circumstances such as outbreak of diseases, natural disaster as challenges which in turn has limited the profitability of the TB-SMMEs. The study of Lewis, Browne & Houdet (2021) revealed tourism to be an activity that is largely human based and not immune to negative events and unforeseen events, leaving a negative impact on the sector, as confirmed with a drastic decline of 80% in revenue due to covid-19 pandemic. Halim *et al.*, (2019) in their study attested the tourism sector as a sector surrounded with condition with high and low demand period resulting in low profitability at certain period. The analyses of the qualitative data furthermore reveal high level of labour turn over as a challenge to TB-SMMEs due to the condition of the sector. Participants confirmed that the TB-SMMEs find it difficult to attract and retain employees for a long period due to the absence of benefits such as medical aid and retirement benefits. The condition surrounding the TB-SMMEs does not guarantee continued revenue that can accommodate these benefits.

Lack of adequate infrastructures is another challenge confronting the TB-SMMEs. The result of the quantitative data analysis indicated over 64% of the respondents confirmed TB-SMMEs are lacking adequate infrastructure for business growth. A t-test confirm significant agreement to TB-SMMEs are lacking access to adequate infrastructures ($p < 0.0005$). The results of the qualitative data analyses likewise confirm deficient in infrastructure as a challenge confronting the TB-SMMEs. Participants indicated absence of infrastructure such as uninterrupted supply of electricity has restricted the operations of TB-SMMEs, most TB-SMMEs do not have the affordability to acquire alternative technological infrastructure that can substitute for the supply of electricity from government. The results of qualitative data analysis furthermore confirmed

lack of appropriate technology among the TB-SMMEs to be a challenge. The study of Domi *et al.*, (2019) postulates the absence of appropriate technology as a challenge that can impair the service delivery of SMMEs.

7.2.3. Factors that can constrict the growth of TB-SMMEs in the proposed Durban Aerotropolis.

This section represents the opinion of respondents as to what they considered to be constricting the growth of the TB-SMMEs. This section attempts to meet the third research objective. The quantitative data analysis indicated that certain factors could restrict the growth of the TB-SMMEs within the proposed Durban Aerotropolis. The descriptive statistics and t-test were utilised to analyse the findings on factors that can constrict the growth of TB-SMMEs within the proposed Durban Aerotropolis.

One of the factors that can restrict the growth of the TB-SMMEs is poor knowledge sharing and weak understanding of environmental challenges. More than 62% of the respondents confirmed that there is poor knowledge sharing and weak understanding of the environmental challenges among TB-SMMEs. A t-test confirmed significant agreement with poor knowledge sharing and weak understanding of the environmental challenges ($p < 0.0005$). The result of the qualitative data analysis conducted with certain officials of Dube Trade Port and Durban Tourism Unit likewise confirmed poor knowledge sharing among the TB-SMMEs. The result of qualitative data analysis confirmed that TB-SMMEs are weak regarding the flow of information, which has resulted in individual growth dependent on other region. The result of the qualitative data analysis further reveals innovation as a factor that can restrict the growth of TB-SMMEs in the proposed Durban Aerotropolis. The study of Augustie & Saad (2019) indicated innovation as one of the vital element required for effective operations of entrepreneurs. The study of Ibarra *et al.*, (2019) suggested the adoption of strategic innovative policies by SMMEs, while relating with the economic environment in order to facilitate strategic innovation links with other economic institutions.

Another factor that can constrict the growth of TB-SMMEs within the proposed Durban Aerotropolis is lack of sufficient education, insufficient knowledge and lack of set of skills. The

result of the analysis of the quantitative data showed that over 54% of the respondents indicated inadequate education among agencies operating within the tourism sector. A t-test confirms a significant agreement with lack of sufficient education among the agencies operating within the TB-SMMEs ($p < 0.0005$). In addition, more than 68% of the respondents confirmed low understanding of tourist needs. A t-test additionally confirms a significant agreement with low understanding of tourist needs ($p < 0.0005$). 73% further confirmed lack of understanding of structures in the TB-SMMEs. A t-test confirm a significant agreement with lack of understanding of structures and arrangements among the TB-SMMEs ($p < 0.0005$). The result of the qualitative data reveals that full comprehension of the needs of tourist is not adequate among the TB-SMMEs. Participants of the qualitative data gathered through interview further confirmed inadequacy of set of skills including managerial, financial, marketing and entrepreneur skills. These findings correlate with Cant & Wild (2021) explaining shortness of managerial skills as one of the reasons for frustration in business. The result of the qualitative data additionally confirmed that TB-SMMEs do not have full understanding of what Durban Aerotropolis entails and the opportunities embedded in Durban Aerotropolis for them. The study of Refiloe *et al.*, (2020) confirmed managerial and competences skills as essentials skills required for daily running of the enterprise. The study of Alshanty & Emeagwali (2019), further revealed lack of marketing and accounting skills and deficiency of training among employees within the SMMEs. Kontsiwe & Visser (2019), in their study confirmed inadequate training and development among the TB-SMMEs. Additionally, the study of Luthuli & Houghton (2019) revealed that essential skills including managerial, entrepreneurship and technological are skills required for TB-SMMEs to enhance their productivity within the Durban Aerotropolis.

Poor range of infrastructural amenities is another factor that can constrict the growth of TB-SMMEs in the proposed Durban Aerotropolis. The result of the quantitative data analysis show 64% of the respondents confirmed poor range of infrastructural amenities among the TB-SMMEs as a factor that can constrict the growth of the TB-SMMEs in the proposed Durban Aerotropolis. A t-test further confirmed significant agreement to poor range of infrastructural amenities among the TB-SMMEs ($p < 0.0005$). The result of the qualitative data analysis confirmed that appropriate technological infrastructures is lacking among TB-SMMEs, participants indicated that appropriate technology is often too expensive for TB-SMMEs. Participants further indicated that certain TB-SMMEs are not utilising social media marketing and tourism infrastructure are out

dated in certain locations. The study of Matshusa, Leonard & Thomas (2021) confirmed poor range of infrastructural amenities as a constricting factor among the TB-SMMES. Their study further suggested advance infrastructure, regular supply of electricity and good communication systems as factors that can enhance TB-SMMES.

Another factor that can constrict the growth of TB-SMMES revealed from the result of the analysis of qualitative data is crime and insecurity. Participants confirmed that increased level of theft and crime remains a concern in the tourism sector. Another participant of the interview expressed their concern over the safety of tourists, intermittent xenophobia attack has pose to be threat to tourists. Economic instability due to racism and Xenophobia are factors that have negatively affected the operations of TB-SMMES. The result concurs with Mofokeng et al. (2018) noting the peculiarity of South Africa in terms of race and historical policies. The study of Borat *et al.*, (2018) revealed inadequate security as a limiting factor to the growth of TB-SMMES. Their study additionally confirm that the development of SMMEs should consider how these enterprises will safely function in order to yield economic development, mitigation to curb crime needs to be enforced in order to boost the operations of SMMEs.

7.2.4. Factors that can enhance TB-SMMES for improved employment generation

This section reflects the opinions of respondents as to what they consider as factors that can enhance the TB-SMMES for improved employment generation. This section meets the last research objectives. The result of the quantitative data showed that certain factors could enhance the activities of TB-SMMES for further employment generation. The descriptive statistics and t-test were utilised to analyse findings on how TB-SMMES can be enhanced for improved employment generation.

Among the factors confirmed by the analyses of the results of the quantitative data that can enhance the performance of the TB-SMMES for improved employment generation is the establishment of effective financial system to access loans and credit facilities. Over 90% of the respondents confirmed establishment of effective financial system to access loans and credit facilities as a factor that can enhance TB-SMMES for improve employment generation. A t-test showed a significant agreement to establishment of effective financial system to access loans and credit facilities ($p < 0.0005$). The result of the analysis of the qualitative data gathered from the interview with certain officials of the Dube Trade Port and Durban Tourism Unit additionally

confirmed the establishment of effective financial systems to access loan and credit facilities as a factor that can enhance TB-SMMEs for continuous employment generation. Participant indicated that TB-SMMEs lack adequate financial literacy, most do not have proper financial records and this has limited their access to finance from financial institution. The study of Herrington (2018) further revealed proper accounting system, proper financial keeping record as factors that can enhance TB-SMMEs resulting in growth and further employment generation. Bosma (2019) further postulates availability of fund as a factor that can enhance the operation of SMMEs. Establishment of more independent financial institutions that can intermediate between financial institutions and TB-SMMEs will further enhance the activities of TB-SMMEs resulting in further employment generation.

Another factor that can enhance the TB-SMMEs for improved employment generation is adequate knowledge of opportunities that exist within the Durban Aerotropolis for TB-SMMEs. More than 90% of the respondents indicated that increase in the knowledge of the opportunities that exist for the TB-SMMEs within the Durban Aerotropolis would facilitate opportunity to further generate employment. A t-test showed a significant agreement to increase in the knowledge of opportunities within the Durban Aerotropolis for TB-SMMEs, ($p < 0.0005$). 98% of the respondents further indicated that promotion of the activities of Durban Aerotropolis could enhance the growth of TB-SMMEs resulting in improved employment generation. A t-test further confirmed a significant agreement to promotion of Durban Aerotropolis activities. Furthermore, the result of the qualitative data analysis confirmed emphasis on increasing the level of awareness of Durban Aerotropolis through various platforms in order to fortify TB-SMMEs with the knowledge of opportunities that exist within the Durban Aerotropolis for TB-SMMEs thereby increasing opportunity for more revenue resulting in further employment creation. In addition, the result of the qualitative data analysis indicated that Durban will benefit from hosting more international events as a result of Durban Aerotropolis, this is expected to create avenue for generating more revenue for the TB-SMMEs resulting in growth of this sector, thereby propelling them for more employment generation. The study of Ndlela (2021) further reveals regular promotion as one of the factors that can foster growth.

In order to manage the concern on government policies, the quantitative data analysis revealed the need for the enacting of relevant policies and frameworks for operational effectiveness of the Durban Aerotropolis towards generation of employment among the TB-SMMEs. Over 78% of

the total participants strongly agreed with this statement. The t-test exhibited significant agreement ($p < 0.0005$). The qualitative data depicted more emphasis on implementation of applicable government policies. Among the relevant proposals included government policies that can turn down the cost of operation of TB- SMMEs. A number of the proposed policies should include a more favourable tax rate, for example, duration of a tax holiday can be adjusted to ease the burden. Among the avenues for income that will emerge with the commencement of Durban Aerotropolis according to one of the respondents from Dube Trade Port are opportunities for sales of leather skins and the macadamia nut. Government policies with respect to exportation was suggested to be flexible in order to encourage generation of income for TB- SMMEs that so desire to explore this avenue.

One of the factors that enhance TB-SMMEs for improved employment is constant promotions of TB-SMMEs activities, the result of the quantitative data showed that 98% of the respondents confirmed promotion of TB-SMMEs' activities as a factor that enhance the TB-SMMEs for improved employment. A t-test showed a significant agreement to promotion of the activities of the TB-SMMEs as a factor that can enhance the TB-SMMEs for further employment generation ($P < 0.0005$). The studies of Hlengwa & Thusi (2018) further confirmed promotion of TB-SMMEs as one of the elements required for growth of the tourism sector.

Among the measures put in place to manage the needs of existing infrastructures was confirmed by the Dube Trade Port Corporation's acting CEO Hamish Erskine who attested that the organisation has invested considerable efforts on driving cargo by creating main infrastructure including the state-of-the-art Dube Cargo Terminal. Durban has experienced a network boost with the addition of four airlines, namely, Qatar Airways, Turkish Airlines, Ethiopian Airlines and Proflight Zambia. In addition to this is, a route development committee established to manage programmes directed towards attracting new direct international flights

In order to deal with the need for education among the SMMEs, the quantitative data analyses proposed more emphasis directed to be directed at education and training. Emphasis on education and training is another factor that can enhance the performance of TB-SMMEs for improved employment generation. The result of the quantitative data analysis indicated that over 90% of the respondents confirmed education and training among the TB-SMMEs as factors that can enhance the operation of this sector. A t-test showed a significant agreement to emphasis on

education and training as factors that can enhance the performance of TB-SMMEs ($P < 0.0005$). The results of the qualitative data analysis additionally reveal shortages of set of skills among the TB-SMMEs. Participants of the qualitative data analysis further confirmed that TB-SMMEs would benefit from training and skills development in certain areas including but not limited to financial, entrepreneurship, managerial and marketing skills. In addition, the result of the qualitative data confirmed that more avenues to educate TB-SMMEs on opportunities within the Durban Aerotropolis would enhance the operations of TB-SMMEs. The study of Rogerson (2018) confirmed that regular training and development is one of the factors that can increase productivity in the tourism sector. With the emergences of the Durban Aerotropolis, it is essential that TB-SMMEs, embrace relevant technological skills on how to link with foreign travellers in order to take advantage of globalisation connected with Aerotropolis. Hubbard (2017) furthermore, confirmed human capital development as an essential tool needed for growth within the Durban Aerotropolis.

7.2.5 Summary of qualitative analysis

From the review of literature and analysis of data, challenges confronting the TB-SMMEs can be described using the Knowledge-Based Theory, this study reveals the inadequacy of required knowledge among the TB-SMMES to support growth and development. This study depicts communication channels within the TB-SMMEs need to be improved to enable knowledge sharing within the Durban Aerotropolis. A gap regarding knowledge among certain TB-SMMES within the local region, was identified in this study, some TB-SMMEs are still deficient in the area of information related to the pyramid of opportunities that await them within the Durban Aerotropolis.

The Resource Based-Theory was equally employed in studying the challenges confronting the TB-SMMEs, the study revealed, relevant resources for the growth and development of SMMES are deficient. The TB-SMMEs experience inadequate resources necessary to improve their operations (Mkhize & Cele, 2017). These resources can be categorised into internal and external. Internal inadequate resources include, unrealistic goals, shortages of finances, shortages of required skills such as dynamic marketing skills, good managerial and administrative skills, entrepreneurial skills, advanced technical know-how, and social media marketing skills. Not all the TB-SMMEs are embracing all social media platform to enhance their operations. External

factors include infrastructure, availability of infrastructure that are key elements for the growth and success of SMMES. This is of particular significance to TB-SMMES whose time and financial amount spent utilising this infrastructure is proportionate to the income generated (Dladla, 2019). Basic infrastructure such as water and electricity are major factors for the success of the operations of TB-SMMES. Uninterrupted supply of electricity is becoming rare in South Africa. The availability of electricity characterised with load shedding and black-outs has posed a major challenge to business operations. This study of literature revealed pro-longed power-outages as one of the greatest threats to business. This study has also revealed inadequate security as a limiting factor to the growth of TB-SMMES. This study also reveal finance as a main challenge confronting the TB-SMMES. There is a financial gap among the TB-SMMES. This mostly is due to poor financial literacy. Regular and easy access to required funds is essential for business expansion. The study of Radebe (2019) indicates lack of sufficient finance as a focal factor limiting the growth and development of SMMES. Concern for finances remain a major constraint among the TB-SMMES, quite a number of TB-SMMES still suffer rejected loan approvals due to poor credit history, insufficient financial information required by the banks to facilitate processing of as a result of poor record keeping, and lack of collateral, among others. Innovation remain a concern among the TB-SMMES, accordingly comprehension of how the TB-SMMES absorb, activate and make knowledge financial productive is essential for development of effective knowledge transfer and implementation resulting in productivity. Furthermore, Dom et al (2019) postulate that market innovation supported by technological innovation has been indicated as a focal propeller that can enhance the activities of SMMES. TB-SMMES will enhance their productivity within the Durban Aerotropolis by being more dynamic in innovating better measures for expansion and development.

7.3 Determining the effectiveness of TB- SMMES in terms of employment contributions

The quantitative data analysis specified that TB-SMMES did well in terms of employment generation. Over 88% of the respondents agreed to the statement “The activities of TB-SMMES have greatly reduced the number of unemployed persons in the industry. The t-test results depicted a significant agreement percentage. More than 80% of the respondents expressed agreement with the statement “The TB-SMMES have done great in terms of employment generation”. The t- test confirmed a significant agreement to TB-SMMES have done great in terms of employment generation. ($p < 0.0005$). However, the quantitative aggregate pertaining to

the degree of elevation in terms of employment opportunities at the TB-SMMEs as a result of Durban Aerotropolis indicated a disagreement of less than 50% of the entire number of respondents showing a disagreement with the statement” The level of awareness and relevance of the Durban Aerotropolis has attracted more job opportunities for the TB-SMMEs. With more training and educating platform, the awareness of Durban Aerotropolis is expected to be improved among the TB-SMMEs.

Increased employment opportunities is anticipated to emanate through the initiative of Durban Aerotropolis as a result of productive centralities on the urban edge of huge metropolitan municipalities, advancing northern eThekweni (Durban) region which has produced major retail and office complexes since the 1990s, and more recently a new airport and industrial spaces.

With diverse hubs increasing within the boundary of the airport, increased opportunities in trade, import and export, transportation, retail, housing, communication and tourism will keep on springing up thereby opening more opportunities for SMMEs resulting in generation of further employment opportunities to residents within the neighborhood of the airport. The SMMEs will remain key drives to drive these various business opportunities

7.4. Summary

This chapter has elucidated the major findings of the study in relation to the research question and objectives of the study. The results revealed that TB-SMMEs have been affected by inadequate funding, the majority of the respondents indicated inadequate funding as a challenge, and the majority of the new TB-SMMEs find it difficult to secure credit facilities. This is as a result of the stringent requirements and high interest rates, cost of the operation have been too high for certain TB-SMMEs. Other TB- SMMEs lack the financial management skills required to operate their businesses effectively and efficiently. Inadequate education among the SMMEs, lack of required training and development, lack of necessary information and knowledge that can assist in exploring opportunities available within the Durban Aerotropolis, instability in the economy and government policies, crime, lack of innovation among TB-SMMEs, natural disasters, global pandemic, rapid labour turnover are all factors that have negatively impaired the input of TB-SMMEs.

The results have also shown the need for necessary measures that can propel employment initiation opportunities and expansion. These include creation of more awareness of considerable

opportunities that can be explored among the TB-SMMEs in order to promote advancement of employment opportunities. Implementing the necessary policies directed towards effective and efficient operations of TB-SMMEs within the Durban Aerotropolis in order to create more employment opportunities. The government should continue to place emphasis on education and necessary training and development. Education should be affordable, regular opportunities for training and development of TB-SMMEs should be made available to persons working within the TB-SMMEs. A high rate of labour turnover should be discouraged. The employment packages should be more attractive in order to reduce the rate of labour turnover. The Covid-19 pandemic represented an exceptional shock to the operations of TB-SMMEs. The United Nations World Tourism Organisation (2020) affirmed that the tourism sector is one of the most adversely impacted sectors affected by the COVID-19 outbreak with negative consequences for tourism demand and supply. The Tourism Relief Fund have provided once off capped grant assistance to certain TB- SMMEs such as those in accommodation, hospitality, travel and related services to maintain their sustainability during and post implementation of government measures to reduce the spread of Covid-19 in South Africa. In conclusion, TB-SMMES will benefit from policies that build conducive environment for successful enterprises and facilitate the operations of measures to enhance their productivity within the Durban Aerotropolis through availability of finance, technology transfers, continuous training and development and relevant infrastructures.

CHAPTER EIGHT

RECOMMENDATIONS AND CONCLUDING REMARKS

8.1 Introduction

The previous chapter expounded an explanation on the outcome of the study. These results were explained in accordance with to the research questions and objectives of the study. The principal intention of this study was to establish the contributions made by TB=SMMEs, and examine how SMMEs can be strengthened for improved employment creation within the proposed Durban Aerotropolis. In view of this, consideration of the contributions and challenges of TB-SMMEs were reviewed and suggestions that can further aid the contributions of TB- SMMEs in terms of employment initiation within the Durban Aerotropolis have been provided.

There is a positive link between tourism and economic development, as elucidated by Shakouri et al (2017). Exportation of fuel and food has positively added to the foreign exchange reserves, and consequently improving the balance of payment, generation of jobs, thereby resulting into increased income and further socio-economic development. These developments have to foster the advancement of new technologies for production purposes geared towards industrial development as well as enhancing human competences. As in this study, the study of Rogerson & Rogerson (2019) also attested to tourism as a vehicle for local economic development as evidence in Overstrand local Municipality.

The focus of this chapter is to provide an overview of findings and suggestions in relation to the research objectives. Information collected from the study of literature was integrated with the data generated from respondents and recommendations for the creation of employment within the Durban Aerotropolis were made. A brief report of the main findings from the study of literature, the analysis of the quantitative and qualitative data was undertaken and reported in this study. The recommendations that can enhance the contributions of TB-SMMEs were explained. The limitations of this study and recommendations for future studies were also proffered.

8.2 Summary of findings from the study of literature and the contributions of the study to the development of TB- SMMEs within the Durban Aerotropolis

According to the review of literature (chapters two and three), it was found that multiple studies have been conducted on the contributions of SMMEs to the economy. The 1986 White paper on

the growth and expansion of tourism within the country of South Africa signal tourism as an essential tool for socio-economic enhancement. The study of Browne & Houdet (2021) reveal the tourism sector as sector deliberately targeted for socio-economic development. The Amended Tourism Broad-Based Black Economic Empowerment Amendment Act of Section 9 (1) issued on November, 20,2015 on No. 46 of the 2013 gazette indicate Tourism as the first sector in the nation of South Africa to develop and set a B-BBEE sector Code. The theoretical framework (Chapter four) explained that several studies have been undertaken on the contributions of SMMEs to the growth of the economy. However, these studies were limited to other sectors of SMMEs such as manufacturing, agriculture, oil and gas, transportation, etcetera. This study has pursued further knowledge on the examination of the positive effects of SMMEs within the tourism sector. In addition, this study presents proposals that can add to creation of employment within the Durban Aerotropolis. Previous studies have explained the contributions of SMMEs in sectors such as agriculture, manufacturing, retail and few studies were found on tourism. This study expounded on how TB-SMMEs can be assisted. Challenges that can impede the contributions to employment creation of TB-SMMEs were described. Proposal to alleviate these challenges were advanced.

The contributions of this study centered on the examination of the proposed strategies that can heighten the effectiveness of TB-SMMEs in relation to the generation of jobs within the envisaged Durban Aerotropolis. The TB-SMMEs have been effective in creating employment opportunities. Before the Covid-19 pandemic, one out of every 22 persons engaged by SMME are employed by the tourism sector (Statistics SA, 2018). South African tourism has been identified as an instrument for effecting economic development (Abrahams, 2019). The TB-SMME sector is an essential part of the South African tourism sector. The development of the tourism industry largely depends on the potency of the SMMEs (Dladla, 2019). SMMEs are engaged as means to maintain businesses in order to reduce the effect of the economic meltdown (Mokoena, 2019). This study revealed that SMMEs are struggling to survive, the success rate of new SMMEs is lower than 50% (Refiloe *et al.*, 2020).

The study revealed diverse challenges restricting the efficiency of TB-SMMEs in promoting employment generation within the tourism-based sector. Among the challenges found were poor entrepreneurial skills, lack of administrative skills, inadequate management and financial skills, stringent government policies, limitation to market entry, insecurities of the economy, inadequate

funding, seasonality, deficient understanding of the needs of tourists and poor planning. The development strategy tagged “Integrated Small Business Development strategy” ISBDS which was aimed at reducing the regulatory limitations and ensuring financial and non-financial support has realised the development of large numbers of SMMEs although resulting in a high rate of competition. Despite few of these challenges have been addressed and reduced, all the constraining factors have not been eradicated.

8.3 Outcome of the methodology

The design of the study was described in chapter five. The reason for the selection of the research methods used for this study was confirmed. Mixed methods of quantitative data collection and qualitative semi-structure interviews facilitated improved understanding of the research problem.

8.4 Limitations and Recommendations for future study

This study is limited to the SMMEs that operate within the tourism sector within the Durban metropolitan area. Focused was on the SMMEs within the Durban metropolitan area that operate mainly within the tourism sector. This research dealt with those SMMEs that create direct employment in the sector. The empirical evidence of this study was narrowed to TB- SMMEs that provide direct employment creation within Durban. Future research is recommended to extend beyond this study area, with emphasis on employment creation. Further study can focus on the effectiveness of the stakeholders of Durban Aerotropolis in developing the TB-SMMEs, understanding of the role of stakeholders within the Durban Aerotropolis in developing the growth TB-SMMEs and enhancing them for improved employment generation .Future studies can also cover key challenges faced by government in providing adequate support and development to TB-SMMEs.

This research has revealed that the concept of Aerotropolis is not popularly known among the SMMEs, including TB-SMMEs. It is hereby recommended that intense and elaborate marketing be done to create awareness of the Airport city as becoming a business location in future. This study has provided an understanding of the role of TB-SMMEs and how they can be strengthened for improved operations that can result in expansion. Future research with a focus on how TB-SMMEs will benefit from the envisaged Durban Aerotropolis, and it is suggested that limitations that may arise from the operations of these SMMEs within the environment of the Airport city should be considered for future studies. In addition, in-depth studies on the employment

contributions of TB-SMMEs that operate in the area as indirect services and how they can be enhanced will contribute to the extension of this study by future scholars

8.5 Recommendations

The fundamental objective of this study was to recognise the challenges of the TB-SMMEs, to make recommendations to alleviate the current shortcomings and consider how TB-SMMEs can further be enhanced for employment generation. The preceding chapters, six and seven explained the results of investigation. Some of the challenges that were discovered as issues affecting the SMMEs within the tourism sector included low turnovers, inadequate funding, delayed loan facility, lack of adequate understanding of the needs of tourists, lack of quality education among TB-SMME employees, lack of basic skills such as management skills, financial and administrative skills, high rate of labour turnover, inflation, poor planning, overregulating as a result of government directives such as labour policies, licensing and a high tax rate. A number of these challenges are similar to those explained in the literature review chapters.

Another objective of the research was to identify the factors that can constrict the growth of TB-SMMEs in the proposed Durban Aerotropolis. The result of this objective was presented in chapters six and seven. All the challenges identified if not dealt with successfully can restrict the growth of the TB-SMMEs. Other factors identified in the qualitative data that can limit the growth of these SMMEs are instability within the economy, high rate of crime, insufficient training, inadequate entrepreneurial skills, poor flow of key information that can facilitate the operations of TB-SMMEs within the Durban Aerotropolis.

Other objectives of this study were to identify ways in which TB-SMMEs can be complemented for improved employment generation and identify necessary conditions that can augment the creation of employment within the proposed Durban Aerotropolis. The outcomes of these findings from respondents on the stated objectives were displayed in chapters six and seven.

KZN as a region is known for irregular socio-economic conditions, such as increased unemployment rate of above 50% as quarter 2 of 2022 indicates (Statistics SA, 2022), as well as large inequality as well as increased business cost. With the creation of the Durban Aerotropolis, the socio-economic conditions of the region of KZN is expected to be enhanced in certain areas,

including, employment opportunities. This study reveals increased level of trade in the aeronautical services, of which TB-SMMEs are key players which has also resulted in creation of more employment opportunities. From an education and training perspective, the creation of Durban Aerotropolis has resulted in the establishment of the Aerotropolis Institute Africa (AIA) at UKZN. The main objective of the institute is to serve as an advisory framework for educating and training of personnel for aerotropolis development. This initiative will open opportunities for employment as well as offering more opportunities for education, enhancing the knowledge of TB-SMMEs.

Furthermore, the Durban Aerotropolis has resulted in income generating opportunities for SMMEs including TB-SMMEs. This study revealed a significant increase in business activities within the region of Durban as a result of the Aerotropolis initiatives between 2016-2019. There has been rise in volumes of passengers and cargo from 2016 to 2018, with international travelers rising by 23.6% and domestic passengers rising by 12.7% (Statistics SA, 2019). The KZN region has also witnessed an increase in importation and exportation since the inception of Durban Aerotropolis. The average cargo constitutes of 18.9% rise in seafood, 10.10% rise in fruit and fresh produce, 12.13% rise in computer equipment and 7.7% rise in flowers. The imported and exported markets are equally anticipated to increase. The projections also indicate an increase in the number of markets from which these are imported or exported, and a number of companies such as logistics providers situated around the Durban Aerotropolis area have experienced an increase in demand.

The following recommendations are made as evidence from the study.

8.5.1 Recommendation 1 : Improvement of manpower

In promoting the growth of SMMEs, courses that can expedite SMMEs development should be provided by higher institutions. The analysis of data reveal deficiency of skills and knowledge among TB-SMMEs. Additional centers that can facilitate training on aerotropolis technology should be established. More courses on SMMEs should be integrated in the curriculum of higher education institutions, additional entrepreneurship centres that can promote entrepreneurship education and training should be instituted. Skills development is essential in view of the fact that tourism operation is a service-oriented undertaking, the person rendering the service and the service becomes inseparable. A need exists for basic skills development programmes and

improvement in, but not limited to the following areas: marketing, administrative, financial and managerial skills in order for TB-SMMEs to be effective in the proposed Durban Aerotropolis. Incorporating relevant professional bodies should be encouraged among the SMMEs. The study recommend that more functional programmes and creation of additional ones as required geared toward the improvement of managerial skills, such as, financial, administrative and marketing skills should be put in place. This study further proposes the establishment of additional platforms and avenues that can educate TB-SMMEs on employment opportunities that exist within the Durban Aerotropolis. TB-SMMEs should benefit from specific training programmes that incorporate the functionality of TB-SMMEs within the context of an aerotropolis. Mentorship programmes on how TB-SMMEs can best maximise opportunities within the Durban Aerotropolis is recommended.

8.5.2 Recommendation 2: Review of regulations and reduction of crime

This study recommends, inter alia, a review of regulations with respect to the registration period that should last for not more than seven days. Registration of businesses takes less than five days in some developed nations like the U.S (Gill, 2012). The same system can be considered. The cost and processes of business registration should be reassessed by relevant bodies in order to accommodate more persons. The tourism sector is a sector of the economy that encompasses a high rate of labour turnover (Cant & Rabie, 2018). Some labour policies are in conflict with the interest of TB- SMMEs (Mtshali, Mtapuri & Shamase, 2017). This study proposed a review of labour law regarding the entrance and exit of employees, review of labour law with respect to collective bargaining (Chiliya *et al*, 2017) Government regulations with respect to taxes can either encourage or inhibit the growth of TB-SMMEs; taxes should be reviewed downward and tax exemptions are recommended in some cases in order to aid financial operations of TB-SMMEs. The high rate of crime revealed in the studies of Bhorat and Naidoo (2017) should be curtailed by the government through appropriate measures (Bhorat & Naidoo, 2017).

The Durban Aerotropolis implies more business activities within the Airport area, safety of tourists should be paramount in order to promote the operations of TB-SMMEs. The high rate of crime should be curtailed through appropriate measures by the government. Reports reflect increase in the rate of crime and criminal activities in the region. Recently a German tourist was reported killed on the 5th of October, 2022 at the Kruger National Park.(Daily news,October 5 2022). It is proposed that offenders or anyone committing criminal acts should be prosecuted.

The study also recommends the creation of more programmes by the government that can assist growing firms, programmes should include additional research and development in the area of Aerotropolis.

8.5.3 Recommendation 3: Improvement of infrastructure

The Durban Aerotropolis anticipates to contribute to an increase in air travel. The commencement of the Durban Aerotropolis will aid the region in becoming a competitive metropolitan region in Africa, resulting in more tourism visits. The analysis of the qualitative data indicates infrastructure as one of the limiting factors restricting the effectiveness of the TB-SMMEs. This study recommends that the strategic choices for the air connectivity should focus on increasing the quantity of flights from major regions and developed tourist markets in order to boost better productivity, thereby resulting in growth of the tourism sector within the Durban Aerotropolis. It is recommended that more tour operators should be opened around the KSIA. This study suggests the upgrade of tourist infrastructure within the Durban Aerotropolis in accordance with place-required design that will improve tourism operation as well as ensure specific architectural and environmental necessity. This can be achieved through the privatisation of infrastructures that can be identified with tourism. Also, maintenance of tourist routes is suggested due to potential increase in air travel.

8.5.4 Recommendation 4: Promotion of TB- SMMEs within the Aerotropolis community.

The review of literature and the analysis of data indicates and supports, that there is a need for more promotion of TB-SMMEs' activities within the Durban Aerotropolis. TB-SMME activities within the Durban Aerotropolis will enjoy improved avenues for increasing employment opportunities through the promotion of community-based tourism. The Durban Aerotropolis will create a good platform to achieve this, with an end result that will create direct and indirect benefits for the community. This can be achieved by encouraging the involvement of the immediate community in the airport vicinity in tourism by opening opportunities to community representatives in tourism forums. Other appropriate support structures that can facilitate training and development of TB-SMMEs at the community level is recommended, this can create avenues for employment opportunities to the community. An Aerotropolis information unit and support center is suggested to provide TB-SMMEs with information on business opportunities that can complement their operations.

8.5.5 Recommendation 5: Better funding opportunities

Funding is a major concern for numerous businesses. The analysis of data depicts there is funding gap among the TB-SMMES. It is necessary that a productive working relationship between the government and financial institutions to facilitate the provision of funds for TB-SMMES be enhanced. There are quite a number of lending institutions created to cater for the needs of TB-SMMES, nonetheless, majority of the SMMES are not benefiting from this provision because of criteria required to be qualified in order to access the service (Mashiya, 2018). Some of the complaints from respondents indicate reasons given for the decline and delay of loan applications include government funding is not available, SMMES are high risk borrowers, and financial institution cannot assist. The processing time for the approval of loans needs to be reviewed. A number of the responses showed that certain SMMES do not have the assets required to qualify for approval, while other SMMES lack record based on profitability. Certain respondents explained that the requirements needed for funding were too stringent. It is hereby recommended that the operations and requirement of Credit Guarantee bodies be reviewed and to consider less stringent requirements for loans. The study proposed an upgrade on the existing model that can further advance better working connection links between government departments, financial institutions and TB- SMMES in order to ease the collateral and risk factors connected with evaluation of loan applications. More participation by government will highlight the constraints of TB-SMMES to effect a closer attention resulting in initiatives that can reduce the challenge of funding among these SMMES (Khoase & Ndayizigamiye, 2018).

Periodic appraisal of lending institutions should be conducted on a regular basis and their appraisal should be assessed in accordance with the level of support that has been allocated to TB-SMMES.

8.5.6 Recommendation 6: Continuous promotion of TB- SMMES and Durban Aerotropolis's activities

The analysis of data in this study reveal government as one of the principal agents that need to promote TB-SMMES activities. TB-SMMES and Durban Aerotropolis's activities will benefit from continuous promotion by the government. The TB-SMMES' operations will be enhanced if

their activities can receive continuous promotion. Such promotions can include but not limited to international trade fairs and exhibition.

8.5.7 Recommendation 7: Constant monitoring and supervising of the activities of TB-SMMEs.

The review of literature and the analysis of data for this study indicates constant monitoring of the activities of the TB-SMMEs as a critical element to their success. Giving more attention to TB-SMMEs will ensure they comply and operate within the required regulatory frame work. This process will expose other areas of improvement that needs to be attended to, thereby providing avenue for development which will create employment opportunities.

8.5.8 Recommendation 8: Increase Awareness

The interview conducted for this study revealed that, not all the TB-SMMEs are aware of Durban Aerotropolis. Durban Aerotropolis should be given adequate publicity within the economy and among the TB-SMMEs. Information regarding opportunities that can be explored by this sector should be well articulated at all levels.

8.5.9 Recommendation 9: Better Planning

Review of literature reveals SMMEs lack adequate planning, the analysis of data for this study also indicated poor planning among certain TB-SMMEs. TB-SMMEs are encouraged to adopt a good planning culture. Realistic goals should be set to avoid business failure.

8.5.10 Recommendation 10: Reduction of corruption

Corruption within the economy sector had equally affected the growth TB-SMMEs. In order for this sector to thrive successfully within the Durban Aerotropolis, necessary measures that can curtail corruptions is suggested to be enforce by the government.

8.5.10 Recommendation 10: Development of entrepreneurial and management skills

More development in the area of managerial and entrepreneurial skills is suggested among the TB-SMMEs in order to enhance better performance. The analysis of data indicate TB-SMMEs are lacking managerial and entrepreneurial skills. Development of relevant marketing skills among the TB-SMMEs is suggested in order to promote their productivity. Necessary training and marketing development programmes should be enforced to ensure improvement of skill in

this area. The result of the research revealed financial skill is lacking among the TB-SMMEs. Relevant training and development in this area is encouraged.

8.5.11 Recommendation 11: Reduction in inflationary rate

The high rate of inflation within the economy has negatively impacted business ventures including TB-SMMEs (Molefe, *et al*, 2018). The rate of inflation should be curtailed to enhance increased level of contributions of these SMMEs.

8.5.12 Recommendation 12: Development of entrepreneurial and management skills

More development in the area of managerial and entrepreneurial skills is suggested among the TB-SMMEs in order to enhance better performance. The analysis of data indicate TB-SMMEs are lacking managerial and entrepreneurial skills. Development of relevant marketing skills among the TB-SMMEs is suggested in order to promote their productivity. Necessary training and marketing development programmes should be enforced to ensure improvement of skill in this area. The result of the research further revealed financial skill is lacking among the TB-SMMEs. Relevant training and development in this area is encouraged.

8.6 Conclusion

This study has confirmed the Durban Aerotropolis as a catalytic project that focused on the essential purpose of employing smart airport precincts and related TB-SMMEs as a major strategy for economic development. The Durban Aerotropolis will create an avenue for further employment creation through effective TB-SMMEs.

This study reveals the Durban Aerotropolis vision to be accomplished towards the enhancing of socio-economic development of the KZN Province as expressed by stakeholders and as proposed by Hamadziripi (2015) who is one of the main policy drivers for this project. For instance, the eThekweni Municipality considered the Aerotropolis idea as a measure to alleviating prevailing challenges in logistics and transportation, expanding export efficiencies and tourism development within the region. The Durban Aerotropolis region is currently reviewed as an area piloted for development, and mostly inhabited by communities in its north-eastern region that are less privileged with minimal skills and literacy levels. The commencement of the Durban Aerotropolis will bring opportunities for development in this region resulting in creation of

employment. The Durban Aerotropolis would equally position Durban as the focal point for hosting international events thereby resulting in increased opportunities for tourist activities among the TB-SMMEs. TB-SMMEs have occupied a significant part in economic development at different levels. The success of these SMMEs can be measured by the numbers of jobs created as supported by Abrahams (2019). The need to enhance and support these SMMEs is an essential path to addressing many socio-economic problems. Restructuring of existing development programmes is prioritised as a key strategy in order to support TB-SMMEs towards employment creation within the Durban Aerotropolis.

In summary, this study has contributed to knowledge in providing insight into growth and development of TB-SMMEs in the context of the new airport development termed the Durban Aerotropolis and concurrently contributing to the field. This research will add considerably towards the development of TB-SMMEs within the Durban Aerotropolis. This study provides an assessment of the contributions of SMMEs and the effectiveness of TB-SMMEs within the Durban Aerotropolis in order to enhance them further for employment generation. The study revealed that certain avenues have been in existence to assist SMMEs in accessing fund, but overall these avenues have not been able to fully and successfully meet the financial need of TB-SMMEs. The study proposed an upgrade on the existing model, and contribution to a theory that can further advance better working connection links between government departments, financial institutions and TB-SMMEs in order to ease the collateral and risk factors connected with evaluation of loan applications.

Furthermore, the study extends knowledge on the key challenges confronting the TB-SMMEs and made suggestions on how these challenges can be addressed. Suggested recommendations include establishment of independent financial bodies that can liaise between TB-SMMEs and financial institutions in order to address the concern of inadequate funding. The study also suggests regular monitoring of the activities of the TB-SMMEs in order to ensure funds are utilised for intended purposes. Additionally the study recommend mitigation of crime, promotion of activities of the TB-SMMEs, creation of more awareness of Durban Aerotropolis, upgrade of infrastructural amenities and suggested improvement of set of skills among the TB-SMMEs.

Future research with a focus on how TB-SMMEs will benefit from the envisaged Durban Aerotropolis, should be considered for future studies. Additionally, effectiveness of the stakeholders of Durban Aerotropolis in developing the TB-SMMEs for the growth TB-SMMEs

and enhancing them for improved employment generation will extend this study. Future studies can also cover key challenges faced by government in providing adequate support and development to TB-SMMEs.

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Appendix A: One Sample test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1.	51.793	182	.000	1.721	1.66	1.79
2.	37.303	182	.000	3.142	2.98	3.31
4.	45.228	182	.000	3.536	3.38	3.69
5.	34.958	182	.000	2.923	2.76	3.09
6.	36.023	182	.000	3.077	2.91	3.25
7.	29.267	182	.000	1.907	1.78	2.04
8.	27.944	182	.000	2.153	2.00	2.31
9.	28.172	182	.000	2.202	2.05	2.36
10.	24.933	182	.000	2.328	2.14	2.51
11.	25.939	182	.000	2.710	2.50	2.92
12.	29.028	182	.000	3.175	2.96	3.39
13.	32.730	182	.000	3.093	2.91	3.28
14.	26.739	182	.000	2.678	2.48	2.88
15.	29.394	182	.000	2.661	2.48	2.84
16.	24.911	182	.000	1.973	1.82	2.13
17.	25.987	182	.000	2.082	1.92	2.24
18.	28.360	182	.000	2.311	2.15	2.47
19.	33.805	182	.000	2.268	2.14	2.40
20.	31.952	182	.000	2.710	2.54	2.88

21.	32.236	182	.000	3.066	2.88	3.25
22.	27.533	182	.000	2.694	2.50	2.89
23.	27.708	182	.000	2.617	2.43	2.80
24.	27.549	182	.000	2.798	2.60	3.00
25.	28.204	182	.000	3.016	2.81	3.23
26.	25.129	182	.000	2.689	2.48	2.90
27.	27.665	182	.000	2.317	2.15	2.48
28.	27.888	182	.000	2.087	1.94	2.24
29.	25.825	182	.000	2.104	1.94	2.26
30.	25.761	182	.000	2.628	2.43	2.83
31.	29.039	182	.000	3.257	3.04	3.48
32.	21.357	182	.000	2.464	2.24	2.69
33.	21.274	182	.000	1.443	1.31	1.58
34.	41.418	182	.000	1.180	1.12	1.24
35.	43.653	182	.000	1.148	1.10	1.20
36.	45.812	182	.000	1.126	1.08	1.17
37.	43.183	182	.000	1.131	1.08	1.18
38.	43.183	182	.000	1.131	1.08	1.18
39.	43.183	182	.000	1.131	1.08	1.18

Appendix B: QUESTIONNAIRE

Section A – Respondent’s Socio-Demographic Characteristics

S/N	Socio-Demographic Characteristics	Options
1	Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
2	Age range	<input type="checkbox"/> 18-25 years <input type="checkbox"/> 26-33 years <input type="checkbox"/> 34-41 years <input type="checkbox"/> 42- 49 years <input type="checkbox"/> 50 years and above
3	Nature of business within the tourism based sector	Please specify
4	Highest educational qualification	<input type="checkbox"/> First leaving certificates/primary <input type="checkbox"/> Matric/High school certificate <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor Degree <input type="checkbox"/> Honours Degree <input type="checkbox"/> Master’s Degree
5	How long have you been in this tourism based business?	<input type="checkbox"/> 1-5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-15year <input type="checkbox"/> 16- 20 years <input type="checkbox"/> 21years and above
6	Monthly income	<input type="checkbox"/> 5,000 – 10,000 Rands <input type="checkbox"/> 11,000 Rands- 15,000 Rands <input type="checkbox"/> 16,000 Rands – 20,000 Rands <input type="checkbox"/> 21,000 Rands – 25,000 Rands <input type="checkbox"/> 25,000 Rands and above

SECTION B

This section of the questionnaire requires that you choose one of the options by ticking a response as it applies to your preferences.

Keywords: SA -Strongly Agree, A-Agree, U- Undecided, D -Disagree, SD-Strongly Disagree

(i) Remarks on necessary conditions for employment generation in the tourism based SMMEs within the Durban Aerotropolis

S/N		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
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7	The tourism based SMMEs is relishing appropriate governmental policy as a condition for employment generation					
8	A great number of tourism based SMMEs are denied the conditions of improved business atmosphere for growth needed for employment generation					
9	The conditions of accessibility to loans and credit facility has hindered employment generation among the tourism based SMMEs.					
10	The Durban Aerotropolis has not been given the desired attention to help boost the tourism based SMMEs.					
11	The sector tourism based SMMEs is lacking access to adequate infrastructure for business growth					
12	Most of the tourism based SMMEs are rural confined limiting their growth and employment generation					

	opportunity					
13	Innovation is one of the necessary conditions lacking among tourism based SMMEs for growth and employment generation.					
14	The conditions of governmental rules and regulation are stiffer for the growth of tourism based SMMEs.					
15	Most tourism based SMMEs have had to discontinue business as a result of poor conditions of the tourism sector					

(ii) Remarks on the effectiveness of tourism based Small, Medium and Micro Enterprises in contributing to employment generation within the Durban Aerotropolis

S/N		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
16	The number of people I have been able to employ within my enterprise					
17	My social group within the tourism					

	based SMMEs creates opportunity for expansion and employing more hands					
18	Tourism based SMMEs have being doing great in terms of employment generation within the Durban Aerotropolis					
19	The activities of tourism based SMMEs have greatly reduced the number of unemployed person					
20	The structure and formation of Durban Aerotropolis has greatly affected the tourism-based sector positively for continued employment generation					
21	The number of persons working in the tourism based SMMEs in the Durban Aerotropolis have been on the increase					
22	The level of awareness and importance of the Durban Aerotropolis has attracted more job opportunities to the tourism based SMMEs.					
23	The growth and importance of the tourism based SMMEs have been a safety net for unemployed persons					

(iii)Remarks on the constellation of factors constricting the growth of tourism based Small, Medium, and Micro Enterprises in Durban Aerotropolis

Please indicate to each of these factors how they have been constraining the growth of tourism based Small, Medium and Micro Enterprise in Durban Aerotropolis

S/N	ITEMS	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
24	Poor government monitoring and routine assessment					
25	Most tourism based SMMEs lacks innovation for creative ideas					
26	Poor knowledge sharing and weak understanding of environmental					

	challenges					
27	Delayed or non-access to loan facility					
28	Ineffective understanding of structures and arrangement in the workings of the tourism based SMMEs.					
29	Low understanding of tourist needs and preferences					
30	Poor range of infrastructural amenities					
31	The factor of rural confinement of most tourism based SMMEs					
32	Lack of quality education and sensitization efforts on the part of institutions and agencies regulating SMMEs					

Remarks on enhancing tourism based Small, Medium and Micro Enterprise for improved employment generation within the Durban Aerotropolis

(iv) Please relate with the above theme on how you think the tourism based SMME can be enhanced for improved employment generation

SN	ITEMS	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
33	Establishment of an independent financial system to access loans and credit facilities					
34	Increase knowledge awareness of the myriads of opportunity in the tourism-based sector for employment generation					
35	Enacting of robust policies and frameworks for the effectiveness of the Durban Aerotropolis towards generating employment for persons in the tourism based SMME sector					

36	Emphasis on prompt education and training to keep tourism based SMMEs abreast of trends for expansion					
37	Promotion of tourism based SMMEs activities					
38	Promotion of the Durban Aerotropolis					
39	Creating measures for easy accessibility to tourism based SMMEs					

Thank you for your participation!

Appendix C: INTERVIEW: CONTRIBUTORY ROLES OF THE TOURISM BASED SMMEs IN EMPLOYMENT GENERATION IN THE PROPOSED DURBAN AEROTROPOLIS

INTERVIEW SCHEDULE

Section A SOCIO-DEMOGRAPHICS CHARACTERISTICS

S/N	Socio-Demographics Characteristics	Options
1	Gender	[] Male [] Female
2	Age Range	[] 18-25 years [] 26-33 years [] 34-41 years [] 42- 49 years [] 50 years and above
3	Highest Educational qualification	[] First leaving certificates/primary [] Secondary/High school certificate [] Diploma [] Bachelor Degree [] Honours Degree [] Master's Degree
4	Years of Experience	[] 1-5 years [] 6-10 years [] 11-15year [] 16- 20 years [] 21years and above
5	Monthly income	[] 5,000 – 10,000 Rands [] 11,000 Rands- 15,000 Rands [] 16,000 Rands – 20,000 Rands [] 21,000 Rands – 25,000 Rands [] 25,000 Rands and above

SECTION B

6. What conditions do you think must be put in place for improving the tourism based SMMEs in the proposed Durban Aerotropolis?
7. How can you describe the impact of these conditions in terms of being positive or negative to the above?
8. How can you describe the extent at which the tourism based SMME has contributed to employment generation in the proposed Durban Aerotropolis?
9. Can you quantify the rate of these contributions?
10. How can you explain the role of the tourism based SMME in the growth of the national economy?
11. Are these roles constrained by challenges? Why if yes?
12. In your opinion, what are these different challenges affecting the growth of tourism based SMME in the proposed Durban Aerotropolis?
13. What would you say has been the role of the Durban Aerotropolis in the sustenance of the tourism based SMME sector?
14. To the best of your knowledge, how can you explain the impact of these roles in contributing to employment generation in the tourism based SMME?
15. What can you describe as the SMMEs general level of performance?
16. Do you think this performance, if at all has translated to employment generation for tourism based SMMEs?
17. What factors are you familiar with limiting the effective performance of the tourism based SMMEs?
18. Are there any implications for these factors especially in the area of generating jobs?

19. How do you think the tourism based SMMEs can be enhanced?

20. Do you think there are traces to these enhancement measures? If not, why?

Thank you for your time.

Appendix D: Ethical Clearance



21 May 2019

Mrs Ife Adegunloye (215082633)
School of Management, IT & Governance
Westville Campus

Dear Mrs Adegunloye,

Protocol reference number : HSS/0151/019D

Project title: Tourism-based Small, Medium and Micro Enterprises contributions in generating employments within the Proposed Durban Aerotropolis

Provisional Approval – Expedited Application

In response to your application dated 26 February 2019, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and Provisional Approval have been granted subject to the following:

- Gatekeeper permission letter(s) obtained

Kindly submit your response to Dr Rosemary Sibanda (Chair) Research Office (Ethics Section), as soon as possible.

This approval is granted provisionally and the final approval for this project will be given once the above condition has been met. Research may not begin until full approval has been received from the HSSREC.

Yours faithfully



pp Dr Rosemary Sibanda (Chair)

/ms

Cc Supervisor: Professor Henry Wissink
cc Academic Leader Research: Professor Isabel Martins
cc School Administrator: Ms Angela Pearce
