UNIVERSITY of the WESTERN CAPE

A Critical Investigation of Factors Influencing Ugandan Family-Owned Manufacturing Businesses' Performance

by

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A thesis submitted in partial fulfilment of the requirements for the degree of Doctor of Philosophy Ph.D. in Management in the School of Business and Finance, Faculty of Economic and Management Sciences

UNIVERSITY OF THE WESTERN CAPE

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FEBRUARY 2023

DECLARATION

I, **Tadeo Bwire Kwoba** do hereby declare that this thesis is the result of my investigation and research except where otherwise acknowledged. I also declare that this work is original and has not been previously submitted for any other award or publication, except where otherwise acknowledged.

Tadeo Bwire Kwoba

13th.FEB.2023

Date

DEDICATION

To my beloved parents. Despite all the hardships, they ensured that I got an education. Completing this doctoral degree is a testament of their zeal and courage.

ACKNOWLEDGEMENTS

I wish to acknowledge all the persons who in one way or the other assisted me in the completion of this study.

Special appreciation goes to my supervisors and mentors, Dr. Patrick Ebewo and Prof Pradeep Brijlal for their patience, commitment, and knowledge. I thank them for their assistance and motivation in completing this study.

I particularly thank Professor Richard Shambare for his support and hope when I contemplated quitting my doctoral studies. I am grateful to the University of the Western Cape for funding my study.

I thank all my respondents from Mulwana Group, Crest form, Britannia Allied industries, Luuka Plastic, and Kwera limited for the support and corporation extended to me. Similarly, I wish to thank my research assistant Mr. Moses Okalebo for his tireless efforts in ensuring that this work is in this shape.

However, nothing would have been achieved without the understanding and encouragement of my family, especially my wife who encouraged me to continually search for excellence. My lovely sons Isaiah Bwire, Israel Bwire, and Issachar Bwire whose time I borrowed to concentrate on this work. I praise the almighty God who gives me sufficient grace day by day to keep aiming higher. To my good friends, Mark Otai, Simon Opolot, and Robert Mutebi - thank you for your brotherly support and patience.

Finally, for those not mentioned here, thank you very much for your contribution.

ABSTRACT

This study investigated the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda. Despite the availability of literature on the role of entrepreneurial orientation and stewardship on the performance of business firms, scholarly literature on the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned businesses, especially in the manufacturing sector of Uganda, is lacking. The interpretivism paradigm was adopted for engaging and understanding social phenomena relating to the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda. This was on the account that the study was qualitative and intended to create new and richer understandings (interpretations).

The study adopted an exploratory case study research design, with qualitative approaches to explore the study problem. A cross-sectional study was conducted across six family businesses. A convenience sampling technique was employed to select a sample of eighteen key informants from six family-owned businesses. Semi-structured interviews were used to collect primary data. The collected data was analysed using thematic analysis and ATLAS.ti v8.2020 software.

The study revealed that: General management skills, financial management, marketing management, and technology benefits are key resources and capabilities that enhance the smooth operations of the family manufacturing businesses in Uganda and play a key role in achieving better performance and sustainability. Proactiveness, risk management, and continuous evaluation and appraisals of their performance were practiced among family-owned manufacturing businesses. These practices have enabled family-owned manufacturing businesses to innovate new products, expand markets and increase their revenue base.

A clear chain of command existed to build decision-making systems, and line of authority which enabled them to carry out constant analysis of market trends and knowledge about competitors. They engaged in strategic planning by establishing priorities which helped to identify areas of conflicting objectives. This enhanced competitive advantage. Although there are supporting programs for the

manufacturing industries to help family-owned manufacturing businesses in the acquisition of start-up resources and importation of raw materials, there are still inconsistencies in the implementation of such support programs in Uganda.

Consequently, there is the recommendation of investing in general management skills, financial management, marketing management, and technology benefit. Family owned-manufacturing businesses and the management should inculcate the culture of proactiveness, risk management, and continuous evaluation and appraisals. There should be a clear chain of command within family-owned manufacturing businesses to streamline decision-making systems and lines of authority.

Finally, the government of Uganda should develop and implement policies on industry financing, labour management, small and medium enterprises mobilisation, subsector policies, and standards regulation policies. This study contributes to the body of knowledge that benefits other SMEs and entrepreneurs in Uganda. They may use the findings to inform planning, decision, and policymaking. Other researchers in researching similar variables could use this study's findings to inform further research.

Keywords: *Family business, business performance, entrepreneurial orientation, stewardship, resources and capabilities, systems theory, agency theory, resource-based view, stakeholder theory, social-emotional wealth perspective.*

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LIST OF ABBREVIATIONS / ACRONYMS

AMOS	Analysis of A Moment Structures
ATLAS.ti	Archive for Technology, Lifeworld, and Everyday Language. text interpretation
v8.2020	Version 8, manufactured in 2020
COVID-19	Corona Virus Disease of 2019
CRM	Customer Relationship Management
CSR	Customer Sustainable Relationship
EO	Entrepreneurial Orientation
FP	Firm Performance
FSME	Federation of Small and Medium Enterprises
GDP	Gross Domestic Product
ITC	Information Technology Competence
NC	Network Capability
OLS	Ordinary Least Square
PLS	Partial least squares
R&D	Research and Development
RBV	Resource-Based View
R-GUI	R-Programming Graphical User Interface
RQ	Research Question
SEM	Structural Equation Modelling
SEW	Socio-Emotional Wealth
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
STATA	Statistics Data
UBOS	Uganda Bureau of Statistics

CHAPTER ONE: INTRODUCTION

1.1 Chapter Overview

This chapter introduces the study area, outlines its rationale, and provides the significance of the study. The background to the study is articulated by briefly reviewing the literature, identifying the research gap, and formulating the research problem and question. Thereafter, a description of the methodology employed to answer the main research question is presented, followed by a synopsis of the dissertation structure, limitations, and scope of the study. Key concepts of the study are also defined.

1.2 Introduction

Scholarly research into family-owned businesses have taken Centre stage in recent times (Casillas, López-Fernández Meroño-Cerdán & Corona, 2017). This can be attributed to the fact that family-owned businesses constitute up to 80% of private businesses globally (Mugalu, 2019), and contribute an estimated Gross Domestic Product (GDP) of more than 70% to global economy (Osunde, 2017). In Uganda family-owned businesses account for 90% of the private businesses in the country, and these businesses are becoming more attractive to foreign investors because the rate of return-on-investment ranges between 20% and 25% (Kamukama, 2018). However, despite their global popularity, only a few remain sustainable in the long term (Asoko, 2019). A survey result revealed that globally 30% of the family-owned businesses survive to the second generation, 12% transit into the third generation and only 3% reach the fourth generation (Fernández-Aráoz, Iqbal, & Ritter, 2015).

Although there is vast scholarly literature on family-owned businesses relating to various dimensions, most of it is from developed countries (Shi, Shepards & Schmidts, 2015). Scientific research on family-owned manufacturing businesses especially in Uganda is lacking (Sanchez-Famoso, 2015), but there are a few studies by Nuwagaba (2011), Kahunga (2013), Sebaggala, Cheromoi, Kyagulanyi, and Nakimuli (2018), Monteitha and Camfield (2019).

The study by Monteitha and Camfield (2019) focused on understanding the relationship between entrepreneurship and family through a longitudinal study of the experiences of female entrepreneurs in Kampala, Uganda. It revealed that the volatile relationship between entrepreneurship and marriage, poses a challenge to the spatial and temporal stability of the family business. Nuwagaba's (2011) study investigated why family firms in Uganda collapsed when the owners pass on. The study indicated that whereas family businesses in other cultures, like Europe have been observed to stand the test of time, in Africa and especially Uganda, the trend is different. There is lack of proper, timely, and coordinated succession planning which aggravates the problem.

In the study by Sebaggala, Cheromoi, Kyagulanyi and Nakimuli (2018), the focus was on family business succession in Uganda, with a view on a practical succession model. This study demonstrated that the role of family businesses in the growth and development of an economy is undisputable globally. However, there are numerous evidence that many family businesses in Uganda do not survive into the first, second, and third generation. This study was carried out in the education sector in Uganda. Furthermore, Kahunga's (2013) study examined government's role in industrialisation. It showcased that there is a need to promote manufacturing by building reputable brands. This will involve the private sector in Uganda's development agenda. It emphasised that the government should provide clear legislation for seamless manufacturing invest by indigenous business people.

Against this background, the researcher assessed the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda. The researcher found this study justified since family-owned businesses are considered a crucial source of economic growth and expansion in developing countries (Rahman *et al*, 2017).

1.3 Background to the Research

The performance of family-owned businesses about longevity, sales growth, revenue base, and a range of manufactured products is considered by as crucial in creating business stability, sustainability, and long-term employment for both family and the general public (Nabuzale, 2017). Although extensive research has been carried out on family-owned businesses across multiple sectors (Shi, Shepards & Schmidts, 2015), these studies have focused on developed countries. Scanty scholarly research work exists in developing countries (Sanchez-Famoso, 2015), yet family-owned businesses provide a crucial source for economic growth and expansion among developing countries (Rahman, Galván, and Martínez, 2017).

Additionally, Ferreira and Fernandes (2017) point out that the rarer the resource/capability combination, the greater the probability of attaining competitive advantage. This raises a critical need to understand how a firm can identify the rare and valuable resources that simultaneously enable better levels of performance and competitive advantage. This was the motivation for this study. In the next section, the author reviews the key concepts of the study and the theories underpinning the study.

1.3.1 Family Business Performance

According to Gulzar and Wang (2010, p.124), a family business is "a company where the voting majority is in the hands of the controlling family; including the founder(s) who plan to pass the business on to their successors". Osunde (2017) considers a family business as a business in which two or more members of a family are involved and most of the ownership and control lies within the family.

Rangus and Slavec (2017) suggest metrics such as sales growth, growth in the number of employees, market share, and competitive position against the major competitors in the industry for measuring business performance. However, there is a lack of consensus among entrepreneurship scholars (Neely, Kennerly and Adams, 2007) on the metrics for measuring business performance because other parameters such as customer satisfaction and employee loyalty form part of business performance (Myint, 2014). This dissensus is mainly on the metrics for measuring business performance. Similarly, Williams, Pieper, Kellermanns, and Astrachan (2018), Ramírez-Pasilla, Brundin and Markowska (2017:48), and Madison *et al* (2016) indicate that to have a holistic measurement of performance, both the economic (or financial) and non-economic factors need to be considered. The economic factors are revenue growth and profit, the non-economic factors are quality service and customer satisfaction. The consideration of the economic and non-economic factors are pertinent in family businesses, as these businesses tend to pay more attention to financial aspects such as profit maximisation.

In Uganda, a country characterised by a soaring unemployment rate – currently noted as 9.2% with the unemployment rate for youth aged 18-30 years is estimated as 13.3% (Nabuzale, 2017; Kempner, 2020). Efforts to support the development of family-owned businesses can go a long way in addressing the challenges of the soaring unemployment rate, amid a lack of foreseeable and ambitious measures to abate this trend (Nabuzale, 2017). Family businesses in Uganda are the leading employers of labour. For example, Madhivani group employs over 10,000 people.

This study attempts to provide a scholarly solution to the unemployment problem by articulating the needed knowledge to support policy formulation. This study is an investigation of Ugandan family-owned manufacturing businesses' performance with a focus on resources and capabilities entrepreneurial orientation and stewardship. Calabrese, Golooba-Mutebi, and Mendez-Parra (2019) reveal that given the rapid population growth in Uganda, there is a need to create large-scale employment through labour-intensive manufacturing. This study is situated in the scope of family manufacturing businesses.

1.3.2 Entrepreneurial Orientation

Ketchen and Short (2012) define entrepreneurial orientation as "a process, practice, and decision-making style of organizations that act entrepreneurially". Miller (1983) considers it as: "an entrepreneurial firm engages in product-market innovation, undertakes somewhat risky ventures, and is first to come up with 'proactive' innovations, beating competitors to the punch". Accordingly, in this study, it was understood as the degree of innovativeness, proactiveness, and risk-taking of the family-owned manufacturing businesses.

Entrepreneurial orientation (EO) is increasingly becoming an important topic in entrepreneurship research (Wales, 2016; Covin and Miller, 2014). This could be attributed to the critical role played by EO in unveiling market opportunities, generating innovative business ideas, building competitive advantage, and eventually promoting rapid business growth (Gupta, 2015). Although several scholars have examined the constructs of innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy and found a significant relationship with business performance, a section of other scholars find no obvious relationship between EO and business performance (Elumah, Shobayo & Akinleye, 2016).

Factors such as product development and market development contribute a significant moderating effect in the process of EO's impact on business performance (Boso, Adeola, Danso, & Assadinia, 2017; Zhang & Yang, 2018). This implies that entrepreneurial orientation and business performance are affected by additional variables such as product development and market development. For-instance, findings by Boso,et al (2017) indicate that the joint effect of market responsiveness and product innovativeness on firm performance is positive, however, this positive effect is weakened (and become negative) when levels of unfair competition increase in magnitude.

Whereas, Entrepreneurial orientation is gaining more and more attention in entrepreneurship research, even though studies on the role of resources and capabilities, entrepreneurial orientation on the performance of family-owned manufacturing businesses are currently rare (Rezaei & Ort, 2017). It is along these lines that this study attempted to examine the roles of resources & capabilities, EO & Stewardship business performance. It is also because current research efforts to extend the literature on the role of resources & capabilities, EO & stewardship on the performance of Ugandan businesses are still at an early stage (Monteith & Camfield, 2019).

1.3.3 Theoretical underpinnings

In this study, in order to understand the key concepts under investigation, and how they relate with other, the Systems Theory, Agency Theory, Stakeholder Theory, Stewardship Theory, The Resourced-Based View of the Firm, and the Socio-Emotional Wealth Perspective were reviewed. This was done with a view of determining a suitable theoretical framework in which the study can be anchored on. Brief description of the assumptions and principles of each theory is presented in the next sub sections.

1.3.3.1 Systems Theory

The systems theory describes a system as a collection of interrelated and interdependent components, which may be natural or human-made (Lai & Lin, 2017). The proponents of systems approach management hold the notion that the synergy of a system is more than the sum of its components parts, and that a change in one component of the system may cause an effect on other parts or of the whole system (Morris & Adams, 2015).

In the context of family-owned businesses, available scholarly literature shows how a family, which is equally a system, and constitutes the shareholders of the business, relates, and co-exists with the employees that are mandated to run the business on its behalf ((Lai & Lin, 2017; Barret, 2014). According to Jennings, Breitkreuz, and James (2012), systems theory views a family as a whole, usually perceiving it as a relatively closed set of interactions between individual members.

Bertalanffy (1940), Ashby (1964), and Morris and Adams (2015) hold the notion that the synergy of a system as a whole is more than the sum of its parts, and that a change in one component of the system may cause an effect on other parts or the whole system .This implies that the synergy of the constructs of entrepreneurial orientation such as innovativeness, proactiveness, risk-taking, opportunity recognition and self-efficacy among family members would substantially benefit the business more than would individual entrepreneurial orientation. Research focusing on the role of key elements of resources and capabilities, entrepreneurial orientation, and stewardship, among family members on the performance of family-owned manufacturing businesses in terms of longevity, revenue base growth, sales growth, and range of products manufactured remains significant.

1.3.3.2Agency Theory

The agency theory was proposed in the 1970s by Stephen Ross and Barry Mitnick. The theory arose out of economics and institutional theory disciplines. According to Gauld (2016), the principal, and the agent reflects the interaction between an agent and the principal for whom they act, the point being to structure incentives so that the agent will act to benefit the principal .Furthermore, Keil (2005) articulates the principles of the agency theory as the agent and the principal having rational behaviour and rational expectations and depending on basis of institutions like freedom of contract and private property. Also, the work of the agent and the results of his activities impact the principal's profit and success. The agent has discretionary freedom due to incomplete and asymmetric information and monitoring costs. Additionally, Keil (2005) pointed out that the agent's autonomy results into uncertainty (since the principal cannot rely on any motivation like loyalty or conscientiousness) and exposed to concrete disadvantages. The smaller the ability to control the agent's activity, the bigger is the principal's uncertainty, and a divergence of interests exists (Keil, 2005).

Contextually, Payne and Petrenko (2019) explain that agents are company executives like the general manager and other managers who run the family manufacturing business on behalf of the shareholders (Figure 1). The fundamental assumptions of the agency theory are that agents are self-inflicted, rationally bounded, and differ from principles in terms of goals and risk preferences. In other words, while firm owners are driven by the need to increase their wealth through returns on investment, managers focus on benefits they gain from their employment such as salary, bonuses, status, power, and other incentives.

In business and management research, agency theory has extensively been applied to explain how best the relationships between the principal and the agent are organised (Payne & Petrenko, 2019). Agency theory has been applied as a framework for governance design and organisational control (Schroeder et al, 2011). Contextually, although the agency theory can be relevant for many business environments, especially the corporate owner-manager relationship, diverging voices are of the view that in a family-owned business, sometimes shareholders and managers are members of the same family, implying that there are no agents in the business, hence no agency problems.

In family-owned manufacturing businesses, the agency problem impacts in a number of ways like affecting the firm's goal of maximising wealth, especially when management is inclined to taking projects that are less risky and financed internally. This implies that taking less risky projects produces lower returns (Massey, 2019). Massey (2019) show this reduces the shareholders wealth to a greater extent. Taking projects that earn lower returns will not increase the wealth of the owners.

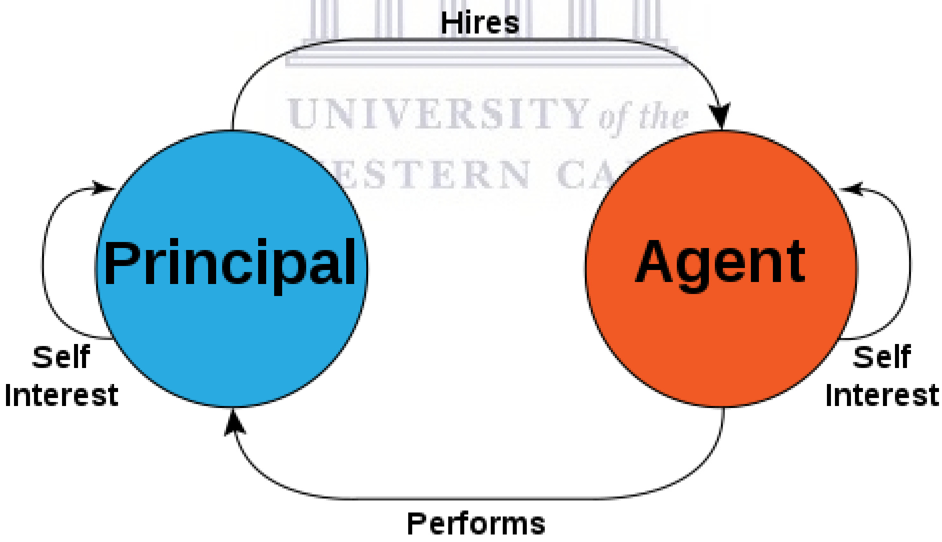

Figure 1. 1:Basic idea of the agency theory

Source: Ross and Mitnick (1974)

From figure 1.1 above, the principal (business owner) with self-interest appoints an agent to perform delegated responsibility. It views the family-owned manufacturing businesses as a set of contracts among self-interested individuals. An agency relationship is created when a person (the principal) authorises another person (the agent) to act on his or her behalf.

1.3.3.3 Stewardship Theory

The stewardship theory has over time been associated with family-owned businesses, and it is considered the most practical family business theory (Craig, 2017). According to Pastoriza and Ariño (2009), stewardship was developed by Donaldson and Davis between 1991 and 1993. It is a relatively new theory in the family business, which assumes that the manager is a steward of the business with behaviours and objectives consistent with those of the owners (Karns, 2011). It further assumes that managers behave in the best interests of shareholders and that they are not motivated by individual goals, but act as stewards of the principal to pursue the objectives of the business (Forsyth, 2016; Madison, 2014). Although several entrepreneurship scholars have employed the concept of stewardship to describe the behaviour of family businesses, there is still no consensus on the valid and reliable metric for measuring stewardship (Craig, 2017; Pastoriza & Ariño, 2009). Additionally, although collective culture in a stewardship climate yields positive benefits for the business owners (Madison, 2014), empirical evidence on such findings on family-owned manufacturing businesses, especially in Uganda remain scarce (Nuwagaba, 2011; Kahunga, 2013; Sebaggala et al, 2018; Monteitha & Camfield, 2019). As such, the role of other factors such as resources and capability in the performance of family-owned manufacturing businesses require investigation. This was the motivation behind this study.

1.3.3.4 The Resourced-Based View of the Firm

Resource-based view (RBV) is a design or strategy, which gives priority to resources as a firm identifies distinctive competence in realising sustainable competitive advantage. These resources are either tangible or intangible in nature. Tangible resources are those that have physical attributes, such as land, capital, equipment, plant, and machinery. Intangible resources have no physical appearance; however, the company still owns them. for instance, intellectual property, brand reputation and trademarks (Stone, 2011).

According to Rothaermel (2013), the two major and critical assumptions of RBV are that resources must be heterogeneous and immobile – with heterogeneous referring to resources, skills, and capabilities that significantly vary from one business to another (Smallwood & Ulrich, 2004). This implies that if businesses possessed similar resources and capabilities such as tangibles – physical and financial assets like machinery like, offices, warehouses, and intangible – skills like reputation, brand names, human resources, and skilled employees, they would not be able to adopt different strategies to favourably compete against each other (Rothaermel, 2013). On the other hand, Madhani (2010) describes immobile resources as those that are unable to move freely from one business to another, at least over a short period. As such, business entities are not able to reproduce similar resources in a short period to compete with others. Madhani (2010) and Rothaermel (2013) concur that intangible assets such as knowledge, processes, and intellectual property are more likely to be immobile than tangible assets.

Contextually, in family-owned businesses, resources such as human and financial, as well as technological and social capital can be regarded as inputs which the family-owned manufacturing business may need to gain sustainable advantage over its competitors. These internal resources significantly contribute to the performance of the family business firm in relation to longevity, revenue base, range of products and sales growth while operating in a competitive and dynamic environment. The entrepreneurial abilities of the family business such as innovativeness, proactiveness, risk taking, opportunity recognition and self-efficacy allow it to add value in customer value chain, develop new products or expand in new marketplace.

1.3.3.5 Stakeholder Theory

The key concept of the stakeholder theory is that a business takes into consideration the interests of other entities, in addition to the shareholders, who influence the business (Larson, 2013; Emerson, Alves & Raposo, 2011). The other entities are the workforce, suppliers, clients, governments, and the environment of operation (Tse, 2011). In effect, a business entity is considered successful only when it delivers value to its stakeholders, when the delivered values come in various forms beyond financial benefits (Emerson et al., 2011). It is argued that business entities that adopt the stakeholder theory tend to generate higher revenue since clients will be willing to pay more for services and products (Tse, 2011). Furthermore, according to Blackburn (2019), if employees are treated as stakeholders, they feel valued and will work harder and be more productive. The relevance of the stakeholder theory is that it provides a basis for recognising capabilities, knowledge, and skills among family members and employees. This is extremely empowering, as it is these individuals who are positioned to identify market demands that would help the business entity compete favourably in a dynamic business environment. Stakeholder theory can provide a basis for explaining the link between the participation of family members and the performance of the family business.

Although a significant amount of research and studies have been conducted by numerous researchers since the introduction of the theory, in an attempt to measure its impact on the business environment, it has generated discussion among entrepreneurship authors and professionals. This debate began due to a lack in grounded conceptual definitions, measurement capabilities, and implementable constructs of business performance (Emerson, Alves, & Raposo, 2011). In this study, the stakeholder theory was considered as a suitable theoretical framework for understanding how the actors in the family-owned manufacturing business contribute to the performance of the business.

1.3.3.6 Socio-Emotional Wealth Perspective

Ever since Gómez-Mejía, Haynes, Núñez-Nickel, Jacobson, and Moyano-Fuentes (2007) introduced the concept of socio-emotional wealth (SEW) to the family business environment, its construct has gathered momentum (Murphy, Huybrechts & Lambrechts, 2019). To date, academic research into family-owned businesses has revealed the importance of the next generation in enhancing the continuity and sustainability of family-owned businesses and their contribution to succession (Murphy et al., 2019). Socio-economical wealth was defined by Gómez-Mejía et al (2007) as the non-financial aspects of the business that meet the family's affective needs, such as identity, the ability to exercise family influence, and the perpetuation of the family dynasty.

Whereas earlier studies (Gómez-Mejía, Haynes, Núñez-Nickel, Jacobson, and Moyano-Fuentes (2007); Gómez-Mejía, Cruz, Berrone, & De Castro, (2011); Berrone, Cruz, & Gomez-Mejia, 2012) on SEW mainly asserted that family business owners are focused on trying to avoid the loss of SEW, later studies such as Murphy, Huybrechts & Lambrechts, 2019) acknowledged that they could also be motivated by potential gains to their stock of SEW (Gómez-Mejía *et al.*, 2014). This study provides an opportunity to contribute to the growing body of knowledge on SEW.

Gottardo and Moisello (2015) denotes that in the first generational stage, family firms outperform non-family businesses. A family executive director, together with a board including numerous family members, positively affects firm performance in the first generational stage, but this is reversed in the later generational stages. This observation calls for further critical investigation, which is a motivation for this study. Berrone, Cruz, and Gómez-Mejía, (2012) anticipates that SEW will dominate the family business theory and research. However, little is known about the dynamic nature of SEW, nor is it known how SEW originates and develops within individual family members (Kabbach de Castro, Crespi-Cladera, & Aguilera, 2016). To explain inconsistencies in the literature, this study builds on the socio-emotional wealth perspective to argue that family management plays a role on the performance of the business in later generations of the family, especially when a decreased need for socio-emotional wealth preservation induces family managers to focus more on increasing financial wealth.

1.4 Macro-Policy on Industrialization in Uganda

Much as Uganda's Industrial Policy was developed in 2008, its implementation has been haphazard (Ggoobi, Wabukala & Ntayi, 2017). Scholars and professionals on government macro policies attribute this to a lack of supporting policies to effectively implement macro policy on industrialisation in Uganda. Specifically, they point out the lack of policies on industry financing, labour management, small and medium enterprises mobilisation, subsector policies, and standards regulation policies among others (Ggoobi et al, 2017).

Currently, the industrial strategy operates within a liberalised policy framework, particularly supporting food processing, sugar, dairy, and leather products, textiles and garments, and value addition in niche exports (UBOS, 2015). This was expected to provide a favourable environment for family-owned manufacturing businesses to thrive, however, much as policy framework implementation has been achieved up to 30%, none of the set targets have been met (Breman & van der Linden, 2014). Similar studies (Ssewanyana, Matovu, and Twimukye, 2011; National Planning Authority, 2015; Muwanguzi, Olowo, Guloba and Muvawala, 2018) have found that industrial policy has had no tangible impact. According to Ggoobi et al (2017), there is no evidence indicating that the agencies mandated to implement the policy framework were ready and equipped to kick-start implementation. This could be a critical factor contributing to the dismal performance of family owned-manufacturing businesses in Uganda (Nuwagabam 2011; Sebaggala, Cheromoi, Kyagulanyi and Nakimuli, 2018). This study attempted to investigate this issue further by focusing on family-owned businesses.

Breman and van der Linden (2014) opine that the dismal performance in the implementation of the industrial policy in Uganda can be attributed to a set of tensions within the Ugandan political economy. Particularly, how short-term macro-financial priorities have dominated longer-term imperatives of growth and structural transformation. Additionally, the ad-hoc and fragmented nature of many policy initiatives target specific sectors. This in a long run has consolidated “the regime of informality” as opposed to sustained improvements in employment outcomes.

1.5 Theoretical Framework

The theoretical framework defines the key concepts in the research, proposes relations between them, and discusses relevant theories based on a literature review (Viniz,2015). Based on the literature, the role of the resources and capabilities, entrepreneurial orientation, stewardship is summarised in Figure 1.1 below. In this study, it was conceived that resources and capabilities, entrepreneurial orientation, stewardship plays a role in the performance of family-owned manufacturing businesses.

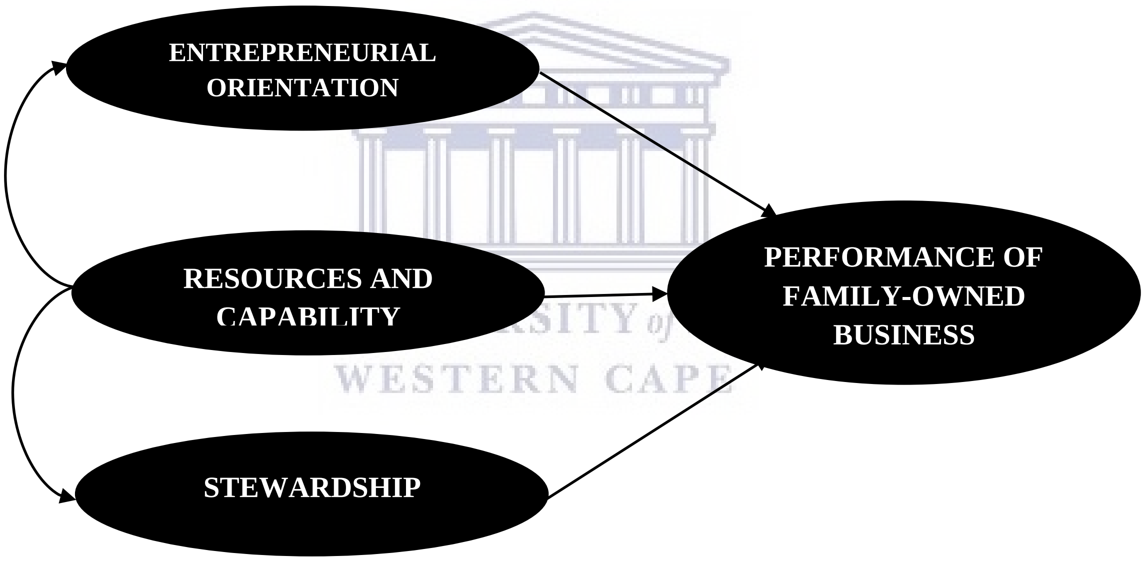

Figure 1. 2: Theoretical Framework

Source:(Shi, Sherpards & Scgmidts,2015;Rahman,Galvan & Martinez,2017)

1.6 Development of the Research Problem / Question

Available records show that family-owned businesses account for 90% of the private businesses in Uganda (Kamukama, 2018). However, despite their popularity, only a few remain sustainable in the long term (Asoko, 2019). A survey result revealed that 30% of the family-owned businesses survive to the second generation, 12% transit into the third generation and only 3% reach the fourth generation (Fernández-Aráoz, Iqbal, & Ritter, 2015) . Theoretical discussions and empirical research on the factors responsible for the low survival rate of family-owned businesses point out succession crisis as one of the key factors (Kamukama, 2018).

Additionally, entrepreneurship practitioners and scholars cite poor strategic planning, family conflict, and difference in visions between generations as some of the key factors contributing to the poor performance and eventual collapse of family-owned businesses (Nabuzale, 2017). Although family business theories such as systems, agency, stewardship, the resource-based view of the firm, stakeholder, and socio-emotional wealth have extensively explained how businesses can achieve sustainability, empirical evidence on the role of resources & capabilities, entrepreneurial orientation, stewardship on the performance of family-owned businesses, especially in the manufacturing sector of Uganda, remains insignificant.

1.6.1 Statement of the Research Problem

The study research problem was expressed as:

> Despite the availability of literature on the role of entrepreneurial orientation and stewardship on the performance of business firms, scholarly literature on the role of resources and capabilities, entrepreneurial orientation, stewardship on the performance of family-owned businesses, especially in the manufacturing sector of Uganda, is lacking. In addition, Ferreira and Fernandes (2017) point out that the rarer the resource/capability combination, the greater the probability of attaining competitive advantage. This raises a critical need to understand how a firm can identify the rare and valuable resources that simultaneously enable better levels of performance and competitive advantage

1.6.2 Research Question

To resolve the above-stated problem, the main research question was formulated as follows:

> What are the roles of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda?

1.6.3 Investigative Questions/Research Issues

Accordingly, the following research questions assisted in identifying and investigating the research question:

1. What is the role of resources and capabilities on the performance of family-owned manufacturing businesses in Uganda?
2. What is the role of entrepreneurial orientation on the performance of family-owned manufacturing businesses in Uganda?
3. What is the contribution of stewardship on the performance of family-owned manufacturing businesses in Uganda?
4. What is the contribution of government macro-policy on the performance of family-owned manufacturing businesses in Uganda?
5. How can the performance of family-owned manufacturing businesses in Uganda be improved?

1.7 Aim of The Study

The main aim of the study was to explore the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda.

1.7.1 Research Objectives

1. To explore empirically, within the context of Uganda, the set of peculiar resources and capabilities that are vital for enhancing family-owned manufacturing businesses' performance.

2. To examine how entrepreneurial orientation practices, affect the performance of family-owned manufacturing businesses in Uganda.

3. To explore the role of stewardship on the performance of family-owned manufacturing businesses in Uganda.

4. To investigate the effectiveness of government macro-policy towards family-owned manufacturing businesses in Uganda.

5. To provide recommendations on how the performance of family-owned manufacturing businesses in Uganda can be improved.

1.8 Significance of The Study

The study generated scholarly knowledge that will guide family manufacturing businesses in ensuring increased longevity of the family business, sales growth, revenue base, and range of products manufactured by the family business.

1.8.1 The study findings may be utilised as a benchmark by other family businesses in Uganda.
1.8.2 Other SMEs and entrepreneurs in Uganda may use the study findings to inform planning, decision, and policymaking.
1.8.3 Scholars, academicians, and university students interested in carrying out research within similar variables could use the findings to inform further research.
1.8.4 The findings of the study will benefit the general society, considering that in recent times, entrepreneurship plays a pivotal role in reducing unemployment and poverty.
1.8.5 Institutions of higher learning that will apply recommendations of this study will be able to train entrepreneurship students better.
1.8.6 Finally, this study will provide recommendations to family owned-manufacturing businesses in Uganda on how technology can be utilised to achieve competitive advantage and business sustainability.

1.9 Research Design and Methodology

This study adopted the interpretivism research philosophy, which aims to increase general understanding of a situation and considers the researcher as part of the object of observation (Dudovskiy, 2012). Interpretivism is regarded as a popular paradigm for understanding and explaining human behavior and social phenomenon (Pulla & Carter, 2018). It emphasizes that humans are different from physical phenomena because they create meanings, and that reality can only be derived through social constructs such as language, consciousness, shared meanings, and instruments (Myers, 2008). The rationale for adopting this philosophy was that it provides the researcher with an understanding of behaviour, allows for deeper analysis of the explanation of phenomena studied, and permits the use of a qualitative research technique and case study as a research strategy.

1.9.1 Research Design

Creswell (2002:293) describes a research design as a procedure for collecting, analysing, interpreting, and reporting data in scientific research. This study employed an exploratory multiple case study research strategy. According to Yin (2014), case study research is an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between the phenomenon and the context are not evident.

Given that the boundaries between family members of the manufacturing business and management are not clear, the use of the case study approach was justified for this study.

To investigate the research problem within the limited period, the researcher conducted a cross-sectional study across the identified cases. Cross-sectional studies are studies that take place at a single point in time. They gather data on what is happening currently in the population under study (Cherry & Gans, 2019).

1.9.2 Research Method

There are three key research methods – quantitative, qualitative, and mixed methods (Kumar, 2011; Amin, 2005; Mugenda and Mugenda, 2003). Based on the research philosophy, approach, design, and strategy of the study, a qualitative method was adopted for this study. The qualitative approach entails understanding and interpreting social interactions, with a view of uncovering deeper meaning and significance of human behaviour, and experience (Amin, 2005). Rahman (2017) indicates that qualitative research generates a detailed description of respondents' feelings, opinions, and experiences, and enables better interpretation of meanings to human actions holistically, particularly in specific settings. Accordingly, Queiros, Faria, and Almeida (2017) noted that qualitative studies are concerned with aspects of reality that cannot be quantified, and since family-owned manufacturing businesses are built around family structures, there was a need for an approach that was able to capture meanings, motives, aspirations, beliefs, values, and attitudes that cannot be reduced to the operationalisation of variables.

1.9.3 Population and Sampling

According to records from the Federation of Small and Medium Enterprises in Uganda (FSME), there are 1,000 SMEs registered with the Uganda Revenue Authority that are tax compliant (FSME, 2018). Out of these, about 70% are family-owned businesses (Kamukama, 2018:2). Thus, the estimated study population was *N*=700. However, the sample frame only consisted of family-owned manufacturing businesses established between 1914 and 2020, equating to six businesses. These were considered for the study because they are family-owned and actively engaged in the Uganda manufacturing sector. Considering that this study was qualitative, the researcher adopted a non-probability sampling method (Gentles, Charles, Ploeg & McKibbon, 2015; Trochim, 2020). Specifically, the convenience sampling method was used to select the respondents. Ilker, Sulaiman, & Rukayya (2016) describe convenience sampling as a technique where members of the target population meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate in the study. Considering that members of the selected manufacturing businesses were accessible at the time of the study, convenience sampling became a feasible method.

1.9.4 Data Collection

This study used a semi-structured interview guide to obtain its primary data. Queiros, Faria, and Almeida (2017) noted that qualitative studies are concerned with aspects of reality that cannot be quantified, and since family-owned manufacturing businesses are built around family structures, this called for an approach that was able to capture meanings, motives, aspirations, beliefs, values, and attitudes that cannot be reduced to the operationalisation of variables.

The semi-structured interview was most suitable as it is more flexible, upholds participation, and encourages dialogue with participants (De Jonckeere & Vaughn, 2018). These enabled respondents to openly contribute to the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda. This interview instrument captured the views of the sample on their perceived role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda.

1.9.5 Data Analysis

Since the study was seeking to find out views, opinions, knowledge, experience, and values from six different family businesses, the thematic analysis technique was used. According to

Braun and Clarke (2012), thematic analysis entails identifying, organising, and offering insight into patterns of themes across a dataset. Specifically, it allows the researcher to explore and generate a sense of collective meanings and experiences (Alhojailan, 2012). In agreement, Javadi and Zarea (2016) point out that thematic analysis not only provides a flexible method of data analysis in qualitative research, it establishes the more systematic and explicit form of it without threatening the depth of analysis. To arrange, reassemble and manage the collected qualitative material in a creative yet systematic way, ATLAS.ti v8.2020 version 8 was utilised. It was chosen for the study because, according to Friese (2016), it can uncover and systematically analyse complex phenomena hidden in unstructured data such as text, multimedia, and geospatial.

In executing the data analysis for the research project, a three-process approach was followed, and these included: descriptions of cases, which is a well-documented and systematic examination of the process, decision-making, and outcomes of a project, which is undertaken to inform future practice, policy, theory, and/or education. Within-case analysis is the in-depth exploration of a single case as a stand-alone entity (Albert J. Mills, Gabrielle Durepos & Elden Wiebe 2010). It involves an intimate familiarity with a particular case to show the processes or patterns that are revealed in and cross-case analysis which involves the in-depth exploration of similarities and differences across cases to support empirical generalisability and theoretical predictions.

1.9.6 Trustworthiness

In qualitative research, validity or trustworthiness and reliability or consistency are described as credibility, transferability, dependability, and reflexivity of the data collection tools and the study results (Roberts et al, 2006). Trustworthiness of research is established by indicating that the evidence for the results reported is comprehensive (Korstjens & Moser, 2018). To ensure the credibility, transferability, dependability, and confirmability of the study, the researcher maintained a high level of objectivity in the discussions with research participants and subsequent analyses of data. The researcher implemented the research methods, data collection methods, and data analysis methods as stated in the study to ensure that the study tests what it intended to do. Although limited, the researcher aligned the findings of the study to studies previously done in a similar setting. All documentation of the study was kept (from the initial stage to the final stage) for audit purposes to confirm dependability and confirmability.

1.9.7 Ethical Consideration

In this study, the researcher focused on the following ethical aspects: obtaining permission, informed consent and voluntary participation, anonymity and confidentiality, and protection from harm.

1) *Obtaining permission*: The researcher obtained a letter of introduction from the University of the Western Cape. Thereafter, this letter was presented to the Chief Executive of the organisation under study, seeking permission to interview the respondents. The researcher then made appointments to meet with potential respondents.

2) *Informed consent and voluntary participation:* The participants were approached individually. The purpose of the study and the data collection process were then explained to them. The researcher allocated sufficient time for them to seek clarity where necessary. The researcher informed the participants that the study was voluntary, and that participants had a right to withdraw their participation at any given time.

3) *Confidentiality and Anonymity:* Details of participants such as names and other identity measures were not revealed either during the data collection process, analysis, or reporting of study findings. Data protection was ensured by storing data in encrypted digital storage devices, with secure passwords. Hard copies or written datasets were transported and kept in secure boxes and cabinets respectively. Both hard and soft copies of the collected data will be kept for five years before disposal. However, audio recordings from face-to-face interviews will be disposed of as soon as the final report has been approved.

4) *Protection from harm:* Respondents were given the liberty to skip questions that they felt would harm them emotionally and psychologically.

1.10 Chapters Outline

Chapter 1: Introduction: introduced the research, rationale of the research, and theoretical background to the research. It included a theoretical framework of the research, the research problem, question, aim, and objectives of the study. The significance, methodology, chapters outline, and key concepts are included.

Chapter 2: Literature Review: analysed the existing body of literature and identified research gaps in the previous research. This chapter evaluated previous research and highlighted the works of authors.

Chapter 3: Methodology: outlined the methodology used in this research. The chapter sought to justify the use of the exploratory case study research strategy as the best means of resolving the research problem. Evaluation of research design and methodology, as it pertains to the research questions and ethical issues, were also discussed.

Chapter 4: Data Analysis: analysed data gathered from the literature and interviews. Within-case and cross-case analysis form the basis of data analysis. ATLAS.ti v8.2020 qualitative analysis software was used to analyse data.

Chapter 5: Conclusions and Recommendations: concluded the research by providing a detailed discussion on the implications of the study within academic and practical contexts.

1.11 Key Definitions

i. **Stewardship:** Cossin, Hwee, Ong and Coughlan (2015) describe stewardship as "the process by which a firm can best create value over time, through its relationships with both internal and external key agents". Stewardship theory posits a tight alignment between the values of the organisation and the values of managers (Deckop, Mangel, & Cirka, 1999). In this study, it was understood as the responsibility of the planning, implementing, and monitoring business operation deliverer results, guided by a shared vision.

ii. **Business Performance**: Whereas Rangus and Slavec (2017) suggest metrics such as sales growth, growth in the number of employees, market share, and competitive position against the major competitors in the industry for measuring performance, in this study, the longevity of the business, sales growth, range of manufactured products and the revenue base are employed.

iii. **Resources and Capability:** Zacca (2014), Ferreira and Fernandes (2017) consider resources and capability as disparate clusters of assets both physical and intangible that determine the efficiency and effectiveness of firm activities. According to Madhani (2010), Rothaermel (2013) Tangible assets are human resources, technology, financial capital, and environment, while intangible assets including skills, knowledge, processes, and intellectual property are certainly more likely to be immobile than tangible assets. In this study, resources and capability included human capital, technology, financial capital, and environment.

iv. **Entrepreneurial orientation:** Morris et al., (1996), Rauch and Frese, (2009). Describe Entrepreneurial orientation as the willingness of a business firm to generate and absorb new opportunities and ideas while taking responsibility to implement them, with a view of gaining a competitive advantage.

1.12 Limitations of the study

The researcher identified the issue of the sample and its selection procedure. The sample could not reflect the general population being investigated. Inadequate previous research on the roles of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda. Due to time constraints and the COVID-19 pandemic, there was limited access to key informants and data.

1.13 Conclusion

The research problem, research question, and investigative questions were introduced in this chapter. In addition, justifications for undertaking the research and definitions of key terms as they pertain to this study were also been presented. Finally, the research design and methodology, ethics, and research limitations were explained. The next chapter is a review of the relevant literature.

CHAPTER TWO: LITERATURE REVIEW

2.1 Chapter Overview

The chapter presented existing literature related to the study. To identify the research gap, the researcher reviewed previous research studies and related theories. Table 2.1 highlights the key fields and theories that guided the review of literature. Specifically, key concepts and theories underpinning the study were reviewed.

Table 2. 1: Key fields and theories of the study

Field/ Theory	Key elements	Authors
Family Business Performance	Critical success factors metrics for measurement	Busatlic and Knezovic, 2015; Acquaah, 2011; Rangus and Slavec, 2017; Williams, Pieper, Kellermanns, and Astrachan, 2018; Nabuzale, 2017
Entrepreneurial Orientation	Critical role constructs mediating effect	Covin and Miller, 2014 ; Wales, 2016; Jeffrey and Lumpkin, 2011; Gupta, 2015; Elumah, Shobayo and Akinleye, 2016; Rahman, Civelek and Kozubíková, 2016; Fadda, 2018 ; Linton, 2019; Steward, Lumpkin, and Katz, 2010; Boso, Adeola, Danso, and Assadinia, 2017; Zhang and Yang, 2018; Grande, Madsen and Borch, 2011; Lee and Chu, 2013.
Stewardship	Key assumptions applications	Craig, 2017; Pastoriza and Ariño, 2009; Karns, 2011; Forsyth, 2016; Madison, 2014
Systems Theory	Definition Components Assumptions Application	Barret, 2014; Lai and Lin, 2017; Rhodes, 2012; Jennings, Breitkreuz and James, 2012; Morris and Adams, 2015; Laudon and Laudon, 2012
Agency Theory	Fundamental assumptions Applications Criticism	Payne and Petrenko, 2019; Mitnick, 2013; Kopp, 2019; Schroeder et al., 2011, Grundel , 2018; Boshkoska, 2015
Resource-Based View of the Firm	Critical assumptions Applications limitations	Madhani, 2010; Smallwood & Ulrich, 2004; Rothaermel, 2013; Barney, Wright and

		Ketchen, 2001; Jetter, Satzger and Neus, 2008; Joyce and Winch, 2004
Stakeholder Theory	Key assumptions Relevance limitations	Emerson, Alves, and Raposo, 2011; Larson, 2013; Tse, 2011; Blackburn, 2019
Socio-emotional wealth perspective	Definition Link to the family business Criticism	Gómez-Mejía, Haynes, Núñez-Nickel, Jacobson, and Moyano-Fuentes, 2007; Murphy, Huybrechts and Lambrechts, 2019; Zellweger and Astrachan 2008; Berrone, Cruz, and Gómez-Mejía, 2012; Schulze and Kellermanns, 2015.

2.2 Background of Uganda

This section presented background details of Uganda and its economy, business environment, Major economic sectors, how businesses are formed in Uganda, family businesses and their governance structure, and the importance of the manufacturing sector and the landscape.

2.2.1 History of Uganda

Uganda is in southeast Africa between 1° N and 4° N latitude, and between 30° E and 35° E longitude. Its geography is very diverse consisting of volcanic hills, mountains, and lakes (GOU report, 2021). The country sits at an average of 900 meters above sea level. Uganda gained its independence on October 9th, 1962. However, before independence, since 1894 Uganda was a British protectorate that was put together from some very organised kingdoms and chieftaincies that inhabited the lake regions of central Africa (GOU report,2021).

According to world Bank report (2020), economic indicators of Uganda showed that Uganda's Gross domestic product in 2020 was 37.37 billion USD, Gross Domestic Product (GDP) per capita of 817.04 USD, Gross National Income (GNI) per capita was 2,260 Purchasing Power Parity (PPP) dollars, Internet users: 3.7% of the population, GDP growth rate was 2.9% annual change, and Gross national income was 103.3 billion PPP dollars. However, the Uganda's economic activity stalled during the latter part of FY20 due to a domestic lockdown of over four months, border closures for all but essential cargo, and the spill over effects of disruptions to global demand and supply chains. This resulted in a sharp contraction in public investment and deceleration in private consumption, hitting the industrial and service sectors hard, especially the informal service sector (World Bank, 2022).

2.2.2 Major Economic Sectors in Uganda

Uganda’s economy is made up of agriculture (24.2%), industry/manufacturing (25.5%) and services (50.3%) sectors. The agricultural sector includes fisheries, animal husbandry, dairy, and crop sub-sectors (GOU report, 2021). The Industrial sector includes manufacturing, construction, and electricity supply sub-sectors. The services sector is made up of wholesale and retail trade, telecommunications, hotels and restaurants, transport, communications, and tourism sub sectors. Uganda has a sustained economic growth at an average rate of 7% per annum (GOU report, 2021).

Prior to the COVID-19 outbreak, structural transformation was driving a decline in poverty, despite a slowdown in average economic growth over the last decade. The transformation was characterised by a reduction in the total workforce employed in agriculture and a take-off in industrial production, largely in agro processing. Notwithstanding shifts to higher productivity jobs, per capita real GDP growth decelerated to 1.3% in the five years prior to the COVID-19 crisis, from 2.2% between 2010 and 2015, as population growth climbed further to 3.7% per year. Furthermore, poor people remain highly vulnerable to shocks, as seen in the temporary rise in poverty line following the 2016/17 drought in Uganda (World Bank 2022).

2.2.3 Importance of Family Businesses and Governance in Uganda

Given the well-recognised significance of family firms in developed economies, particularly in the U.S. economy, it is informative to consider the operating advantages of these enterprises. Lanarelli (1996) points out that family businesses generally have a long-term orientation, a strong commitment to quality which is related to the soundness of the family name, care, and concern for employees. According to Sebaggala, Cheromoi, Kyagulanyi, Leticia Nakimuli, (2018), the operating philosophy of family firms is often guided by a personalised mission related to the integrity of the family name. Successful family companies offer family members prestige and prominence in their communities. To preserve their reputation, family firms are more involved with customer service and committed to quality than their non-family counterparts (Lyman, 1991). These enterprises provide a unified management-shareholder group since managers and shareholders are one and the same. Hence, there are fewer conflicts of interest (termed agency conflicts) between the firm's managers and shareholders. Financial theory suggests that firms experiencing lower levels of agency costs usually provide superior financial performance (Nuwagaba, 2011; Sebaggala, Cheromoi, Kyagulanyi, & Nakimuli, 2018).

Family plays a crucial role in the governance of these businesses. When the family business is still at its initial founder(s) stage, very few family governance issues may be apparent as most decisions are taken by the founder(s) and the family voice will still be unified. Over time, as the family goes through the next stages of its lifecycle, newer generations and more members join the family business. Corporate governance is always achieved through main corporate governance elements such as board supervision, auditing process and financial disclosure as well as institutional and societal arrangements. (Sarbah and Xiao 2015).

2.2.4 Why Manufacturing in Uganda

Uganda Vision 2040 (Republic of Uganda, 2013) envisages a transformed Ugandan society from a predominantly peasant and low-income country to a competitive upper-middle-income country within 30 years. In this regard, industrial sector development in Uganda occupies a central position in the government's Vision. Specifically, the objective of the National Industrial Policy (Republic of Uganda, 2008) is to build a modern, competitive, and dynamic industrial sector that is fully integrated into domestic, regional, and global economies. Key strategic priorities in the 5-year National Industrial Sector Strategic Plan are to exploit and develop natural resource-based industries, promote agro-processing for value addition in niche markets, and support engineering for capital goods, agricultural implements, construction materials, and fabrication operations. With high population growth rates and many youths entering the labour market each year, industrialisation remains crucial for Uganda. Additionally, because of Uganda's landlocked position and its very high costs of transport, but also due to a focus on improving the trade balance by decreasing imports, strategies to support the manufacturing sector have paid more attention to value addition to domestic inputs rather than to embedding Uganda in global value chains (Calabrese, Golooba, Mutebi & Parra, 2019).

2.2.5 Uganda Manufacturing Landscape

The Uganda manufacturing sector is dominated by agro-processing, food, beverages, household products, construction materials and fast-moving consumer goods. Subsectors that have experienced the highest level of growth in recent years include (i) paper, publishing, and printing; (ii) chemical products; and (iii) furniture manufacturing (AfDB, 2014). In employment terms, the manufacturing sector is dominated by SMEs - most firms have between five and nine workers, more than half of which are in Kampala and in the Central region (Obwona et al., 2014). Most of the manufactured products produced in Uganda are aimed at domestic consumption, and exports are limited to the regional markets (which include Rwanda, Burundi, South Sudan, Eastern DRC and the regions of Kenya and Tanzania bordering Uganda).

In this sense, Uganda has taken advantage of the high transport costs of these poorly connected countries, using these costs as a natural protection for producers. Regional markets have become increasingly important export destinations for Uganda, in terms of both manufactured and primary products. Both foreign and domestic firms invest in manufacturing. Many firms involved in manufacturing are owned by Ugandans. The Census of Business Establishment conducted in 2010/11 by the Uganda Bureau of Statistics (UBOS) shows that Ugandans owned 98% of the 30,000-manufacturing business surveyed (most of which were micro and small). The sector sees the presence of several Ugandan firms, and of a handful of large Ugandan–Asian conglomerates, which tend to have very diversified investment ranging from agriculture to manufacturing to services. Domestic firms have been very active and dynamic in the face of an extremely challenging environment.

2.2.6 How businesses in Uganda are formed

Company Registration in Uganda is done by The Uganda Registration Services Bureau (URSB), an autonomous statutory body established by chapter 210 laws of Uganda in 1998 under Section 4(2) of URSB Act the Bureau is mandated to carry out all registrations required under the relevant laws. The information required for the incorporation of a local company is as follows*:*

> The proposed name of the Company's business and the proposed principal place of business, The full names, address, age, nationality, position, and other occupations of all members/ shareholders and directors of the

proposed company. For foreign companies, the formation requires three certified copies of the company's certificate of registration from the Country of origin. Three certified copies of the Memorandum and Articles of Association/ Constitution of the company. A complete list of all the directors and the secretary of the company, their names, postal addresses, nationalities, business occupations, and dates of birth. The Investment Code Act provides that the business enterprise of an investor which is licensed shall not be compulsorily taken possession of or acquired except in accordance with the Constitution of Uganda" (URSB,1998).

2.3 Family Business Performance

Whilst previous research on the influencing factors of business performance have focused on multi-dimensional aspects such as individual, organisational, and environmental characteristic (Busatlic & Knezovic, 2015), there is increased focus on critical determinants such as resources and capability. Acquaah (2011) points out that family-owned businesses have for decades graced the business landscape of Africa and play a pivotal role in the economic development of these countries, yet not much has been ventured into assessing the influence of resources and capability, entrepreneurial orientation and stewardship concerning business performance on family manufacturing businesses.

Rangus and Slavec (2017) suggested metrics such as sales growth, growth in the number of employees, market share, and competitive position against the major competitors in the industry for measuring performance. However, there is a lack of consensus among entrepreneurship scholars on the metrics for measuring business performance because other parameters such as customer satisfaction and employee loyalty form part of business performance. Ramírez-Pasilla, Brundin and Markowska (2017:48), Madison et al (2016), Williams, Pieper, Kellermanns, and Astrachan (2018) indicate that to have a holistic measurement of performance, both the economic factors and non-economic factors need to be considered, especially in family owned- manufacturing business, because given the rapid population growth in Uganda, there is need to create large-scale employment through labour-intensive manufacturing (Calabrese, Golooba-Mutebi & Mendez-Parra, 2019).

2.4 Resources and Capabilities

Dakare, Adebiyi, and Amole (2019) point out that resources and capabilities continue to be one of the most significant influencing factors on firm performance. Resources such as technological, financial, human, physical and organisational resources are the hallmark for competitive advantage (Helfat & Peteraf, 2003; Bakar & Ahmad, 2010; Loane & Bell, 2006). Capabilities refer to the firm's ability to perform a coordinated set of tasks, using organisational resources to achieve a specific result (Helfat & Peteraf, 2003). Thus, the underlying aspect here is the ability of an organisation to mobilise resources, generally in combination, using organisational processes, to a desired end effect attaining best competitive results (Ferreira & Fernandes, 2017).

Capabilities, entail adaptation and change, because these capabilities can be regarded as a transformer for converting resources into improved performance while creating competitive advantage (Khan et al., 2019). However, Ferreira and Fernandes (2017) point out that possessing resources is not enough for superior performance, organisations need a set of capabilities to combine, develop, and exploit those resources. Earlier studies by Dhanaraj and Beamish (2003) reveal that entrepreneurial orientation, organisational resources and technological intensity, influence and reinforce corporate strategy in external markets, thus positively impacting on firm Performance.

A Multivariate Analysis by Carmelia and Tishler (2004) on whether resources, capabilities, account for variations in firm performance of industrial firms in Israel indicated that superiority of an industrial enterprise, in terms of return on sales, return on equity, market share change, and customer satisfaction can be explained by a core organisational resources and capabilities such as managerial skills, organizational culture, organisational communication, and perceived organisational reputation. Kariaa, Wong and Asaari (2012) assessed whether firms' resources and capabilities are essential for firms' sustainable competitive advantage. Based on cluster analyses of survey responses from Malaysian LSPs, Kariaa et al (2012) reveal that basic technology and equipment, advance technology and equipment, knowledge, organisational and relational resources were most likely to perform better in terms of both customer service innovation and cost leadership

A related study by Masood, Aktan, Turen, Javaria and El Seoud (2017) investigated the impact of both tangible and intangible resources, together with capabilities of Malaysian listed firms on their performance. The findings of the study revealed that tangible resources such as machinery, offices, warehouses, had no impact on firm performance, while intangible resources such as skills, reputation and brand names had positive and significant impact on firm performance. Masood et al (2017) further pointed out that efficient allocation of intangible resources such as skills, reputation, and brand names, was crucial for achieving better firm performance. According to Dakare, Adebiyi and Amole (2019), a supportive and conducive firm climate is the most significant criterion in the adjustment of resource and capability factors of entrepreneurial ventures. As such, prioritising a supportive and conducive firm climate among entrepreneurial ventures can enhance other resources and capabilities factors which, in turn, will improve the overall performance of entrepreneurial ventures and small businesses.

2.5 Entrepreneurial Orientation

Entrepreneurial orientation is the willingness of a business firm to generate and absorb new opportunities and ideas while taking responsibility to implement them (Morris et al., 1996; Rauch & Frese, 2009). This is done with a view of gaining a competitive advantage (Frese, 2009). Several studies on organisational strategy have investigated entrepreneurial orientation (EO) on firm performance. For instance, a study by Zehira, Canb, and Karaboga (2015) on the mediating role of innovation performance and differentiation strategy on the relationship between entrepreneurial orientation and firm performance revealed that both differentiation strategy and innovation performance mediate the relationship between EO and firm performance. The study was quantitative in nature surveying some 991 middle and senior managers of 331 middle and large-scale firms operating in manufacturing industry in Turkey. Whereas the findings of Zehira et al (2015) highlight issues on entrepreneurial orientation and firm performance which are in line with the objectives of the study, the results were based solely on quantitative approaches, which according to Maxwell (2013) cannot capture aspects of reality that cannot be quantified, especially relating to understanding the dynamics of social relations such as meanings, motives, aspirations, beliefs, values, and attitudes.

Although most studies on EO have pointed out existence of a positive effect on business performance, Filser and Eggers (2014) state that the individual contribution of each of the dimensions of innovativeness, proactiveness and risk-taking remains a subject of discussion. According to Covin and Miller (2014), Wales (2016), entrepreneurial orientation (EO) is increasingly becoming a key factor in entrepreneurship research. This is evidenced by the availability of intense publications on EO in the last three decades (Jeffrey & Lumpkin, 2011; Gupta, 2015). This could be attributed to the critical role played by EO in unveiling market opportunities, generating innovative business ideas, building competitive advantage, and eventually promoting rapid business growth.

Although several scholars have examined the constructs of innovativeness, proactiveness, risk taking, competitive aggressiveness and autonomy and found a significant relationship with business performance, a section of other scholars find no obvious relationship between EO and firm performance (Elumah, Shobayo & Akinleye, 2016). Innovativeness, reflects the tendency to engage in and support new ideas, novelty, experimentation and creative processes resulting in newness, while proactiveness reflects organisations' actions in exploiting and anticipating emerging opportunities by developing, introducing and making improvement towards a product (Rahman, Civelek & Kozubíková, 2016). Similarly, risk-taking is the willingness to commit resources to undergo activities and projects which result in uncertainty of the outcomes (Fadda, 2018; Linton, 2019).

Some scholars have argued that other factors such as product development and market development contribute a significant moderating effect in the process of EO's impact on business performance (Boso, Adeola, Danso, & Assadinia, 2017; Zhang & Yang, 2018). Besides, studies on the influence of resources and capability on the relationship between entrepreneurial orientation and performance of family-owned manufacturing businesses are also rare (Grande, Madsen & Borch, 2011; Lee & Chu, 2013). It is along these lines that this study attempts to examine the effect of resources and capability on the relationship between entrepreneurial orientation and performance.

Scholarly investigations on entrepreneurial orientation, resources and capabilities and stewardship and their impact on firm performance have dominated entrepreneurship research in the last two decades. For instance, Abaho, Aarakit, Ntayi and Kisubi (2016) carried out a quantitative study on 314 SMEs in Uganda with a view of establishing how firm capabilities, entrepreneurial competency contributes to performance of Ugandan SMEs. Abaho et al (2016) showcased that an increase in the level of a firm's capabilities through competent management, market linkages and marketing capabilities leads to enhanced SME performance. As such, they recommended to SME owners and managers, through their entrepreneurial competences, to use firm capabilities as tools to influence their firms' operations to enhance their performance. Although Abaho et al (2016) findings seem to be in line with the assumptions of this study, findings generated based on a quantity approach only are limited in the sense that reliability of data is very dependent on the quality of answers and on the survey's structure, and does not capture emotions, behavior, and changes of emotions of respondents (Queirós, Faria & Almeida, 2017). In a bid to provide in-depth understanding of the problem at hand, this study therefore utilised a qualitative approach to gain an in-depth analysis of how entrepreneurial orientation, resources and capabilities and stewardship influence performance of family owned-manufacturing businesses in Uganda.

In Kenya, Ndungu, Wanjau,Gichira, Mwangi (2017) adopted mixed methods research guided by cross-sectional survey design to examine the moderating role of entrepreneurial orientation on the relationship between information technology competence and firm performance. Ndungu *et al* (2017) found out that information technology competence was positively related with firm performance. However, entrepreneurial orientation did not significantly moderate the relationship between information technology competence and firm performance in Kenya. Nonetheless, Basco, Hernández-Perlines and Rodríguez-García (2019) observe that an overall positive effect of entrepreneurial orientation on firm performance exists regardless of the context of a firm. Basco et al (2019) recommended an in-depth study on moderating effect of firm context especially in developing countries. As such, this study sought to investigate this phenomenon further by employing purely qualitative study, which according to Queirós et al (2017:378) is adequate to get very detailed data.

Entrepreneurial orientation positively influences small business performance, competitive aggressiveness, and proactiveness tend to vary independently of each other, and their effect on performance is contingent on moderating variables (Lumpkin & Dess, 2001; Wiklund & Shepherd, 2004; Grande, Madsen & Borch. 2011). As such financial position, unique competence and entrepreneurial efforts are significant to the long run performance in the investigated firms.

Furthermore, in line with resources and capabilities effects on firm performance, Ferreira and Fernandes (2017) concluded that it cannot be inferred that the rarer the resources and capabilities combination, the greater the probability of attaining competitive advantage. Other studies by Zacca, Dayan, and Ahrens (2013) showed that network capability is positively related to knowledge creation and that competitive aggressiveness and innovativeness are key mediators between knowledge creation and firm performance. Zacca et al (2013) recommended further investigation into the moderators between EO and performance, such as managerial or entrepreneurial competences. This was a motivation for this study.

2.6 Stewardship

In relation to stewardship, Sciascia, Mazzola and Kellermanns, (2014) examined the relationship between family management and firm profitability from the socioemotional wealth perspective. The study covered 233 Italian family firms and was based on data collected on profitability ratios, family management and the leading generation. Family management was found to have a positive interaction with generational stage (in both earlier and later generation stage firms). Family management had a higher positive affect on firm profitability. As such, Sciascia et al (2014) concluded that family managers may contribute positively to firm performance even at later generational stages. Thus, even in later generation family firms there is no need to exclude family members from the firm's management as they can have a positive impact on firm profitability.

Earlier study by Madison, Holt, Kellermanns, Ranft (2016) on the Global viewing of family firm behaviour and governance through the lens of Agency and Stewardship Theories posted similar findings. Madison et al. (2016) reviewed 107 family firm articles grounded in agency and/or stewardship theory, published between 2000 and 2014 in 24 journals across several disciplines. The findings revealed that Governance influences the actual behaviour of the manager and subsequently firm-level outcomes. The findings further showed that relationship between behaviour and governance is dynamic; meaning, governance mechanisms may be implemented based on the actual behaviour of the manager, rather than based only on the behavioural assumptions the principal has of the manager. Madison et al. (2016) study was based on secondary data, whose findings may not reflect the situation among family-owned manufacturing companies in Uganda. This study sought to use primary data to examine the problem.

In their study, Alves, Gama, & Augusto (2020), examined how stewardship might mediate the influence of family ownership on firm financial performance.

Alves et al. (2020) assumed that differences in financial performance may reflect not only the family's influence but also the prevalence of a stewardship-oriented culture, across varying degrees of family influence. The focused on the aspect of family influence in terms of power, experience, and culture. while employing structural equation modelling and measuring the meditating effects of stewardship, Alves et al. (2020) revealed that a mediating effect of stewardship; family firms achieve better performance when they take advantage of and encourage stewardship attitudes among owners and leaders. Factors associated with stewardship behaviour, including stewardship motivation and stewardship culture, help explain why some family firms perform better than others.

Furthermore, available literature has provided inconclusive evidence on the effects of family involvement in management on family business performance (Mucci, Frezatti, Jorissen & Bido, 2020). However, so far in the literature, there have been very few attempts to investigate family involvement in management and family essence simultaneously as antecedents of firm business performance (Mucci et al., 2020). This prompted Mucci et al. (2020) to undertake a study examining stewardship-oriented culture and family firm performance in Brazilian business firms. With the guidance of Structural Equation Modelling technique using survey data in combination with archival data on a sample of 69 medium and large private Brazilian Firm Businesses, the study carried out data analysis. Study findings revealed that a stewardship-oriented culture makes the relationship between a family Chief Executive Officer (CEO) and Firm Business performance weaker and observe that a stewardship has no moderating effect on the relationship between family involvement in management and Firm Business performance. It is noted that Mucci et al. (2020) findings contradict prior literature on the beneficial role of stewardship in family-managed Firm Businesses. Mucci et al. (2020) observe that only in case of a non-family CEO, a stewardship-oriented culture positively moderates the relationship with FB performance. Could this be the case with family-owned manufacturing companies in Uganda? This study sought to examine this further.

Gaur,S.S., Bathula, H., & Singh, D. (2015) advanced the understanding of the relationship between firm-level governance mechanisms and firm performance using a contingency framework. According to Gaur et al. (2015), the contingency framework is based on an integration of agency theory, stewardship theory, resource dependence theory and stakeholder theory of firm governance. T a study was undertaken on a sample of all the listed firms on the New Zealand Stock Exchange between 2004 and 2007. Using random effects, generalized least square estimation, Gaur et al. (2015) ran the regression models, and the findings showed that the presence of internal directors, CEO duality, board size and presence of professional directors leads to superior firm performance. Furthermore, a lack of ownership concentration leads to agency problems resulting in inferior performance (Gaur et al., 2015). However, the positive effect of board independence on firm performance reduces in firms that have a high-ownership concentration. Additionally, a high-ownership concentration attenuates the positive effects of board size and board competence (Gaur et al., 2015). Could this be the case with family-owned manufacturing companies in Uganda? This study sought to examine this further.

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2.7 Government Macro-policy towards family-owned manufacturing businesses in Uganda

Industrialisation is critical in the transformation into a modern industrial economy (Ggoobi et al, 2017). Manufacturing (both formal and informal) critically impacts on the performance of the industrial sector in a country. As such, Uganda has pursued a Private Sector-led approach to its economic policy and management over the last three decades (MoFPED, 2017).

In a bid to promote industrialization, the government of Uganda focused on the following; Electricity infrastructure development through large new hydroelectric power stations, coupled with cross-subsidisation to allow low power tariffs for large industries; Transport infrastructure development, particularly through expanding the paved road network, as well as early-stage or planned efforts to upgrade the port, airport, and railway infrastructure (Walter, Lebdioui, Bourque, Foster, Kasirye, Kamp, Reismann & Sahai, 2020). Additionally, the government of Uganda instituted targeted tax holidays, exemptions, and rebates for a range of large investors, notably those located in industrial parks and free zones, mostly negotiated on a case-by-case basis; free or subsidised land in a handful of now active industrial parks, but also provided to individual selected firms outside parks; and protective import tariffs on a range of value-added products (Walter et al., 2020). Other incentives include; public investment and subsidised credit into pioneer firms through the recently reconstituted Uganda Development Bank and Uganda Development Corporation, and the promotion of local content through ad-hoc efforts under the Buy Uganda Build Uganda policy. The government also passed two Acts targeting the oil and gas sector, and prospectively through the National Local Content Bill, 2019, in parliament in June 2020.

This was expected to provide a favourable environment for family-owned manufacturing businesses to thrive, however, much as policy framework implementation has been achieved up to 30%, none of the set targets have been met (Breman & van der Linden, 2014). Similar studies (Ssewanyana, Matovu, and Twimukye, 2011; National Planning Authority, 2015; Muwanguzi, Olowo, Guloba and Muvawala, 2018) have found that industrial policy has had no tangible impact. According to Ggoobi et al (2017), there is no evidence indicating that the agencies mandated to implement the policy framework were ready and equipped to kick-start implementation. This could be a critical factor contributing to the dismal performance of family owned-manufacturing businesses in Uganda (Nuwagabam 2011; Sebaggala, Cheromoi, Kyagulanyi and Nakimuli, 2018). This study attempted to investigate this issue further by focusing on family-owned businesses.

Much as Uganda's Industrial Policy was developed in 2008, its implementation has been haphazard (Ggoobi, Wabukala & Ntayi, 2017). Scholars and professionals on government macro policies attribute this to a lack of supporting policies to effectively implement macro policy on industrialisation in Uganda. Specifically, they point out the lack of policies on industry financing, labour management, small and medium enterprises mobilisation, subsector policies, and standards regulation policies among others (Ggoobi et al, 2017). Ggoobi et al. (2017) reveal that the five leading constraints undermining domestic manufacturing are limited access to affordable credit, infrastructure bottlenecks particularly relatively expensive electricity and bad roads. Other obstacles are a skills-gap in certain key areas of manufacturing, competition from low-cost producer countries and production of sub-standard products. (MoFPED, 2017). In terms of policy implementation, the five main hurdles are corruption, poor management, non-coherence in policy implementation, inadequate government financial support and political interference (Walter et al., 2020). Breman and van der Linden (2014) opine that the dismal performance in the implementation of the industrial policy in Uganda can be attributed to a set of tensions within the Ugandan political economy. Particularly, how short-term macro-financial priorities have dominated longer-term imperatives of growth and structural transformation. Additionally, the ad-hoc and fragmented nature of many policy initiatives target specific sectors. This in a long run has consolidated "the regime of informality" as opposed to sustained improvements in employment outcomes.

The matrix below provides a summary of previous related and relevant studies in the last 20 years, particularly the theoretical frameworks used, the methodologies employed, the data analysis methods, findings, conclusions, and its implications for future research.

Table 2. 2: Theoretical review of literature

This section introduces a matric table that summarises the related and relevant studies in the last 20 years, particularly the theoretical frameworks used, the methodologies employed, the data analysis methods, findings, conclusions, and its implications to future research.

Author/ Date/ Location	**Theoretical/ Conceptual Framework**	**Methodology**	**Analysis & Results**	**Conclusions**	**Implications for future research**
Ferreira & Fernandes (2017) Portugal	Resources and capabilities effects on firm performance	A quantitative research method. Data collected came from a sample of footwear firms	The hypotheses assessed by multivariate analysis. Results show that it cannot be inferred. The rarer the resources and capabilities combination, the greater the probability of attaining competitive advantage.	The rarer the resource/capability combination, the greater the probability of attaining competitive advantage	There arises a critical need to understand how a firm can identify the rare and valuable resources that simultaneously enable better levels of performance and competitive advantage.
Abaho, Aarakit, Ntayi,Kisubi (2016) Uganda	Firm capabilities, entrepreneurial competency, and performance of Ugandan SMEs	Quantitative and cross-sectional research design. The study used stratified random sampling to derive a sample of 314 SMEs. Data was collected using self-administered questionnaires	An increase in the level of a firm's capabilities through competent management, market linkages and marketing capabilities leads to enhanced SME performance. As entrepreneurial competences and firm capabilities predict 30.4 percent of the variance in SME performance	SME owners and managers, through their entrepreneurial competences can use firm capabilities as tools to influence their firms' operations to enhance their performance.	Future research can be carried out in other geographical places to verify whether what was observed in Uganda is applicable to the rest of the world.

Zacca Dayan,Ahrens (2013) United Arab Emirates	Impact of network capability (NC) on small enterprise performance via knowledge creation, and two dimensions of entrepreneurial orientation (EO): competitive aggressiveness and innovativeness	quantitative study, cross-sectional using a survey instrument administered to owners and managers of small-sized enterprises. Semi-structured interviews. A purposive sampling approach	Partial least squares (*PLS*) path modelling Technique Results show that NC is positively related to knowledge creation and that competitive aggressiveness and innovativeness are key mediators between knowledge creation and firm performance	NC and knowledge creation leads to firm performance through the mediating effect of competitive aggressiveness and innovativeness with no direct relationship apparent between NC or knowledge creation with firm performance.	addition of moderators between EO and performance, such as managerial or entrepreneurial competences, should be investigated in the future.
Sciascia, Mazzola, Kellermanns, (2014). Italy	Family management and profitability in private family-owned firms: introducing generational stage and the socioemotional wealth perspective.	The study covered 233 Italian family firms and was based on data collected on profitability ratios, family management and the leading generation.	Family management was found to have a positive interaction with generational stage (in both earlier and later generation stage firms). Family management had a higher positive affect on firm profitability	That family managers may contribute positively to firm performance even at later generational stages. Thus, even in later generation family firms there is no need to exclude family members from the firm's management as they can have a positive impact on firm profitability	Could explore more on why non-family managers may not contribute positively to firm performance at later generational stages.

Wiklund, J., and Shepherd D. (2004). Sweden	Entrepreneurial orientation and small business Performance	Longitudinal design, randomly sampled independent firms from four sectors: knowledge-intensive manufacturing, labour-intensive manufacturing, professional services, and retail.	Hierarchical linear regression analysis was used to test whether the universal, contingency, or configurational models best fit the data. findings suggest that an EO (i.e., proactiveness, innovativeness, and risk taking) positively influences small business performance. Small business performance is also positively influenced by access to financial capital.	While an EO positively influences small business performance, relying solely on this main effect relationship provides an incomplete understanding of small business performance.	Scholars may need to pay greater attention to both joint and interdependent effects of performance predictors rather than a reliance solely on main effects or two-way interactions.
Ndungu, Wanjau Gichira, Mwangi (2017). Kenya	Moderating role of entrepreneurial orientation on the relationship between Information Technology Competence and firm performance in Kenya	Mixed methods research guided by cross-sectional survey design.	Quantitative and qualitative techniques were employed to analyse the collected data using SPSS, Ms-Excel, AMOS, SmartPLS, STATA, R-GUI and ATLAS.ti v8.2020 analytical softwares.	The study found that ITC had a positive relationship with FP. The results also revealed that EO did not significantly moderate the relationship between ITC and FP in Kenya	Future research should be extended to financial institutions whose allure to cyber criminals are the millions of financial transactions carried out every day.

Lumpkin, G.T., and G.G. Dess (2001). United States of America	Linking two dimensions of entrepreneurial orientation to firm performance.	Cross-sectional study. Mailed questionnaires were administered to 124 owners and executives from 94 small firms.	Factor analysis and regression analysis techniques were used to test the hypothesized relationships. Results from the factor analysis suggest that competitive aggressiveness and proactiveness are distinct dimensions of an entrepreneurial orientation.	competitive aggressiveness and proactiveness tend to vary independently of each other, and that their effect on performance is contingent on moderating variables	While the present study has investigated the independence of the proactiveness and competitive aggressiveness dimensions and their contingent relationships to performance, additional research should explore the same questions in the context of other EO dimensions such as risk taking and innovativeness.
Arshad, Rasli, Arshad, Zain (2014). Malaysia	Impact of entrepreneurial orientation on business performance.	Exploratory quantitative method was adopted in this study using survey questionnaire. A list of technology-based firms was obtained from manufacturing and services sector. The five dimensions of EO and business performance were measured using a 5-point Likert scale	Descriptive, correlational and regression analysis were used. Specifically, Pearson correlation and multiple regression analysis were employed.	Findings showed that innovativeness, proactiveness, risk-taking and competitive aggressiveness had influence towards business performance while no correlation was found on autonomy	Similar studies being conducted in other developing countries too.

Basco, Hernández-Perlines,Rodríguez-García (2019). China, Mexico Spain	The effect of entrepreneurial orientation on firm performance	Quantitative approach	A structural equation model PLS-SEM technique and, specifically, a multigroup analysis approach. An overall positive effect of entrepreneurial orientation on firm performance exists regardless of firm context	The context of a firm certainly acts as a moderator by determining the effect of entrepreneurial orientation on firm performance	An in-depth study on moderating effect of firm context is recommended especially in developing countries.
Grande, Madsen, Borch, (2011) Norway	The relationship between resources, entrepreneurial orientation, and performance in farm-based ventures	Data were collected through a questionnaire and a telephone interview from a sample of 277 farms	Means, standard deviations and correlations between the variables. Results show a significant correlation between several farm resources, entrepreneurial orientation, and performance	Financial position, unique competence and entrepreneurial efforts are significant to the long run performance in the investigated firms.	Thus, further evidence from other countries with other national settings would help to generalise the conclusions.
Elumah, Shobayo, Akinleye, (2016) Nigeria	Impact of entrepreneurship orientation and entrepreneurial management on firm growth	Survey design, with quantitative methods. A total of 157 staffs of the manufacturing firms in Lagos were administered questionnaires	Data was analysed using ordinary least square (OLS). entrepreneurial orientation, management, and innovativeness exert a positive effect on business performance.	The entrepreneurial orientation is not only essential for the small and medium size firms for survival and growth but also affect the large firms' profitability.	The study was based on manufacturing companies in Nigeria. However, there is need to explore family owned manufacturing businesses.
Lee, T., & Chu, W. (2013). Taiwan	How entrepreneurial orientation,	Cross-sectional study. A total of 1,247 questionnaires	Hierarchical linear regression analyses were used to test the hypotheses. Three-way	Although environmental dynamism directly leads to negative performance, the	This result provides an opportunity to further examine whether there are complexly

	environmental dynamism, and resource rareness influence firm performance.	to the non-financial-sector TSE/OTC companies via post mail. Dependent variables and some control variables were collected via a secondary database maintained by the Taiwan Economic Journal.	interaction effects between EO, environmental dynamism, and the rareness of resource–capability combinations positively influence firm performance.	interaction between EO and environmental dynamism positively influences firm performance.	contextual variables that may influence the EO performance relationship.
Madison, Holt, Kellermanns, Ranft, (2016). Globally	Viewing Family Firm Behaviour and Governance Through the Lens of Agency and Stewardship Theories	Review encompasses 107 family firm articles grounded in agency and/or stewardship theory, published between 2000 and 2014 in 24 journals across several disciplines	Documentary review analysis Governance influences the actual behaviour of the manager and subsequently firm-level outcomes	Relationship between behaviour and governance is dynamic; meaning, governance mechanisms may be implemented based on the actual behaviour of the manager, rather than based only on the behavioural assumptions the principal has of the manager.	Stewardship theory assumes the goals of the manager are other-serving and therefore, naturally align with those of the principal. Therefore, it can be interpreted that stewardship theory assumes information is symmetric. Future research is needed to investigate this assumption.
Rezaei, Ortt, (2018) Netherlands	Entrepreneurial orientation and firm performance: the mediating role of	Data collected from 279 high-tech small-to-medium-sized	Confirmatory factor analysis, Model specification and estimation. The proposed hypotheses are tested using	R&D, production and marketing and sales functions reinforce each	Now we found that the different dimensions of EO have a different effect on functions within a firm and on firm

	functional performances.	enterprises (SMEs) using a postal survey	structural equation modelling (SEM). A positive relationship is observed between innovativeness and R&D performance and between proactiveness and marketing and sales performance. A negative relationship exists between risk taking and production performance. The results also show a sequential positive relationship from R&D via production and marketing and sales to overall performance of firms.	other in a logic order and are complementary in their effect on overall firm performance.	performance. It is interesting to see whether these findings also hold for a more general population of firms, and whether there are other dimensions of EO and other functions within the firm that can be distinguished.

2.8 Theoretical Review of Literature

In this section, a theoretical review of literature relevant to the study is presented with a view of identifying the research and showing where the research fits into the existing body of knowledge. The theories that guided the study included the system theory, the agency theory, stewardship theory, the resourced-based view of the firm, socio-emotional wealth creation perspective and the stakeholder theory.

2.8.1 Systems Theory

The systems theory was propounded by Ludwig von Bertalanffy in the 1940's. It became more prominent in 1950s and was later furthered by Ross Ashby in 1964 (Barret, 2014). The systems theory describes a system as a collection of interrelated and interdependent components, which may be natural or human made (Lai & Lin, 2017). In its' environment of operation, a system has a boundary in form of space and time (Rhodes, 2012). Barret (2014) points out that in academic research, systems theory has been employed to explain dynamic relationships and interdependence between components of the system and the organisation–environment relationships. In practical terms, systems theory guides in analysing organisational conflicts and problems, and prescribes solutions through available structures, functions, processes, and environment (Lai & Lin, 2017).

In the context of family-owned businesses, available scholarly literature shows how a family, which is equally a system and constitutes the shareholders of the business, relates, and co-exists with the employees that are mandated to run the business on its' behalf. According to Jennings, Breitkreuz, and James (2012), systems theory views a family as a whole, usually perceiving it as a relatively closed set of interactions between individual members. However, on the other hand, when a family owns and runs a business, the family and business operate in an open system environment, since there is constant interaction between the family and the business.

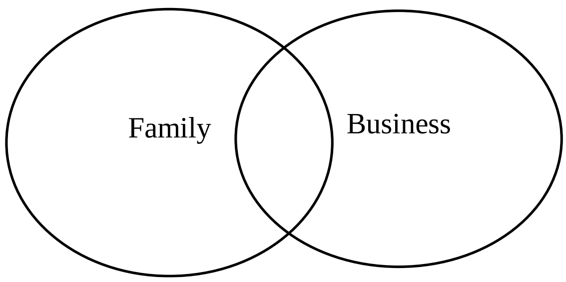

Figure 2. 1: Relationship between a family and a business

Source: Barret (2014)

The proponents of systems approach to management hold the notion that the synergy of a system is more than the sum of its components parts, and that a change in one component of the system may cause an effect on other parts or the whole system (Morris & Adams, 2015). This implies that, synergy of the constructs of entrepreneurial orientation such as innovativeness, pro activeness, risk taking, opportunity recognition and self-efficacy among family members would substantially benefit the business than would individual entrepreneurial orientation. However, on the other hand, critics have cited the inadequacy of the dual system of family - business model in considering other influential sub-systems within the environment of operation. This criticism resulted into development of a multi-system model that incorporated ownership into the dual model resulting in the model below:

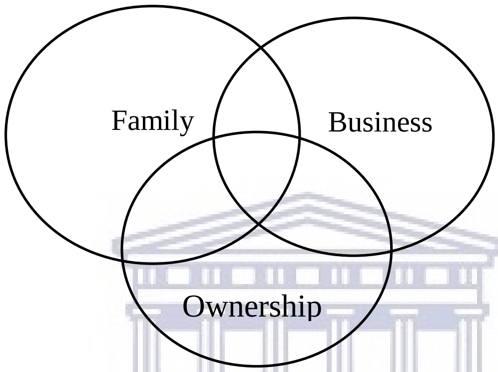

Figure 2. 2: Relationship in a multi-system model

Source: Barret (2014)

In this case, one circle represents the family before the business circle was split into two: one caters for the shareholders who own the business, and the second represents the management of the business. Although substantial research on family-owned businesses is underpinned by systems theory, applications of the two-circle model and multi system model in family business research have traditionally focused on how the family system positively or negatively affects the business system (Rezaei & Ortt (2017); Barrett, 2014; Rautiainen, Marita, Pihkala, Timo, Ikävalko & Markku, 2012). Technological and social capital, financial and human resources are considered critical assets in the digital firm, especially in ensuring longevity, revenue base growth, sales growth and range of products manufactured (Laudon & Laudon, 2012).

2.5 Agency Theory

According to Kopp and Brock (2021), agency theory is a principle that is used to describe and determine issues in the relationship between business owners and their representatives. Furthermore, Bendickson, Muldoon, Liguori and Davis (2016), scholars have used agency theory as a contract, the unit of analysis between principles and agents. The understanding is that when principles delegate work to agents, they expect the agents to execute it. However, Logan and Drury (2021) add that when some agents do not perfectly act in the best interest of the principle, this may become a source of conflict, thus generating miscommunication and disagreement. This according to Logan and Drury (2021) may bring various problems and discord within business firms, subsequently causing inefficiencies and financial losses.

Serapicos, Leite and Fernandes (2019) observe that the loss of agency can be reduced when the agent and principal have similar interests and desire the same outcome, particularly, when the principal is mindful and pays keen attention to the activities of the agent. However, if this does not occur, agency loss is likely to rise. Serapicos et al (2019) indicate that the aspect of persuading agents to prioritise their principal's best interest while placing their self-interest second is a significant challenge, which if done correctly, the agent will nurture their principal's wealth, while incidentally achieving their individual goals. As such, the agency theory has extensively been applied to explain how best the relationships between the principal and the agent can be organised (Payne & Petrenko, 2019). The agency theory is mainly employed to explain and resolve various issues relating to business principles and their agents, where shareholders are the principles while the executives are their agents (Kopp, 2019). Agency theory has been applied as a framework for governance design and organisational control (Schroeder et al, 2011).

The fundamental assumptions of the agency theory are that agents are self-inflicted, boundedly rational, and differ from principles in terms of goals and risk preferences (Payne & Petrenko, 2019). In other words, while firm owners are driven by the need to increase their personal wealth through returns on investment, managers focus on benefits they gain from their employment such as salary, bonuses, status, power, and other incentives. However, while assumptions of self-interest, bounded rationality, and divergent preferences are fundamental to the theory, several scholars such as Bosse and Phillips (2016) have differed with this position, terming it as a narrow evaluation of human behaviour, because it focuses on self -interested nature of human behaviour while ignoring other key motivating factors such as self-sacrifice, innovativeness, pro activeness, and risk taking.

Furthermore, Grundel (2018) indicates that while agency theory is popular in conceptualising corporate governance, its adequacy remains a subject of discussion. There is a distrust in the governance mechanism which has been discovered as ineffective in avoiding managerial conflict. Notwithstanding, agency theorists such as Boshkoska (2015) argue that well-designed governance structures are key in reducing conflicts between the shareholders and management. For instance, suggestions on the separation of the board chair from management, appointment of independent directors to constitute two structures are fronted by the agency theory.

Contextually, much as the agency theory can be relevant for many business phenomena, especially in the corporate owner-manager relationship, sometimes shareholders and managers are members of the same family, implying that there are no agents in the firm, hence no agency problems. In this regard, the suitability of the agency theory in underpinning the study on family-owned manufacturing businesses performance becomes questionable, and therefore the stewardship model, which stresses the way firm owners sees themselves as holding the firm in trust for future generations, becomes more appropriate.

2.6 Stewardship Theory

A steward refers to a person who takes on the responsibility of caring for something on behalf of another person or group of people (Menyah, 2013). In other words, stewards have no ownership of what they take care of, however, they are obliged to carry out their duties with conscience. According to Menyah (2013), the stewardship theory postulates that people are intrinsically motivated to work for others or business firms to accomplish the tasks and responsibilities with which they have been entrusted. The assumption is that people are collective minded and pro-organisational rather than individualistic and therefore work toward the attainment of organisational goals, and in so doing, give themselves a higher level of satisfaction. Menyah (2013) further points out that the stewardship theory provides a framework for characterising the motivations of managerial behaviour in various types of organisations.

In recent years, adoption of a stewardship perspective into family firm research has been on the increase (Le Breton-Miller & Miller, 2009; Zahra et al, 2008). Corbetta and Salvato (2004) suggested stewardship theory and its humanistic model of man as an appropriate alternative to agency theory within the family firm context. Wesley (2010) revealed that there is moderate support for stewardship theory as a compliment to agency theory in corporate governance literature. Wesley (2010) demonstrated that a link between family ownership and board of directors, strengthens the relationship between CEO stewardship and firm performance.

Stewardship notion has overtime been associated with family business, and it is considered as the most practical family business theory (Craig, 2017). Stewardship theory is a relatively new theory in family business which assumes that the manager is a steward of the business with behaviours and objectives consistent with those of the owners (Karns, 2011). It assumes that managers behave in the best interests of shareholders, and that they are not motivated by individual goals, but act as stewards of the principal to pursue the objectives of the firm (Forsyth, 2016). The pivotal concept of the steward theory is the need to serve rather than need for profit (Karns, 2011). Consequently, stewardship theorists build structures that empower and facilitate management believing that it is not necessary to develop control or monitoring mechanisms since management has the same intrinsic values as the owners (Madison, 2014).

Craig (2017) explains that family-owned businesses that build a stewardship climate are those with a collectivist culture, rather than an individualistic culture. The implication is that critical tasks such as succession planning, monitoring and evaluation, results in delivery and execution of the business mandate and call for a collective culture and high involvement of family members and management rather than an individualistic culture. Collective effort yields positive benefits to the owners of the business through increased sales and profits (Pastoriza and Ariño, 2009).

2.7 The Resourced-Based View of the Firm

Resource-based view (RBV) is a blueprint or a master plan, which gives priority to resources as a firm identifies distinctive capabilities in realising sustainable competitive advantage. These resources are either tangible or intangible in nature. However, the company still owns them. For instance, intellectual property, brand reputation and trademarks (Stone, 2011).

Although Davis and DeWitt (2021) rate RBV as one of the most successful theoretical approaches in the field of strategic management, it has been far less visible, in the performance of family owned-manufacturing businesses. According to Miller (2019), the resource-based view of the firm (RBV) is anchored on the assumptions that family-owned manufacturing businesses own resources or capabilities that are also owned by numerous other competing firms. It follows then that these resources cannot provide a competitive advantage and that these resources are difficult to obtain by competitors because the cost of developing, obtaining, or putting them to use is exorbitant across family-owned manufacturing businesses. The belief is that a firm is a pack of resources and capabilities which create value and cannot be easily replicated by competitors because they cannot easily own them.

The resource-based view (RBV) strategy emerged as a framework for helping managers determine strategic resources which a business entity can exploit in order to gain competitive advantage in a business environment (Madhani, 2010). Specifically, RBV analyses and interprets internal resources capabilities for developing a strategy to gain sustainable competitive advantage (Smallwood & Ulrich, 2004). According to Rothaermel (2013), the two major and critical assumptions of RBV are that resources must be heterogenous and immobile. In regard to heterogenous, resources, skills and capabilities should significantly vary from one business firm to another (Satmallwood & Ulrich, 2004). This implies if any business firms possessed similar resources and capabilities, they would not be able to adopt different strategies to favourably compete (Rothaermel, 2013). On the other hand, Madhani (2010) describes immobile resources as those that are unable to move freely from one business firm to another, at least over a short period of time. As such, business entities are not in position to re-produce similar resources in a short period to compete with other business firms. Madhani (2010) and Rothaermel (2013) concur that intangible asset such as knowledge, processes, intellectual property are certainly more likely to be immobile than tangible assets.

In addition, RBV opines that it is significantly easier to exploit new opportunities using resources and competencies that are already available, rather than having to acquire new skills, traits, or functions for each different opportunity (Joyce & Winch, 2004). These resources are the focus of the RBV model, with its supporters arguing that these should be prioritised within organisational strategy development. However, according to Madhani (2010), not all resources of the family business will be strategic in gaining competitive advantage, because competitive advantage occurs only when there is a state of resource heterogeneity and immobility.

Further criticism of RBV reveals that in an environment of dynamically changing technology, innovations and inventions, these resources such as technology can change at because of new technological innovations (Jetter, Satzger & Neus, 2008). This can adversely affect the activities being implemented and can reduce the ability of family-owned manufacturing businesses to produce goods or services better or cheaper than their rivals. Additionally, Connor (2002) argues that the resource-based view does not apply to smaller businesses because sustained competitive advantage cannot be based on their little resources, and therefore fall beyond the bounds of the resource-based view" (Kraaijenbrink et. al, 2010). It is against this background, that this study attempted to assess how RBV could best be used to gain competitive advantage in family-owned manufacturing businesses.

2.8 Stakeholder Theory

The concept of stakeholder was first used by Dodd (1932). In his report, Dodd (1932) stated that stakeholder groups are shareholders, workers, customers, and society. Today, stakeholder theory is used by many businesses to ensure better financial success and to locate the stakes of stakeholders to improve the relation of business with its community (Chevalier, 2001). Stakeholder groups were later categorised according to the order of importance in terms of businesses as follows: customers, workers, society, and shareholders (Preston & Sapienza, 1990:362).

The key concept of the stakeholder theory is that a business takes into consideration the interests of other entities, in addition to the shareholders, who impact the business firm (Larson, 2013). The other entities are workforce, suppliers, clients, governments, and the environment of operation (Tse, 2011). In effect, a business entity is considered successful only when it delivers value to its stakeholders, where the delivered values come in forms beyond financial benefits (Emerson et al, 2011).

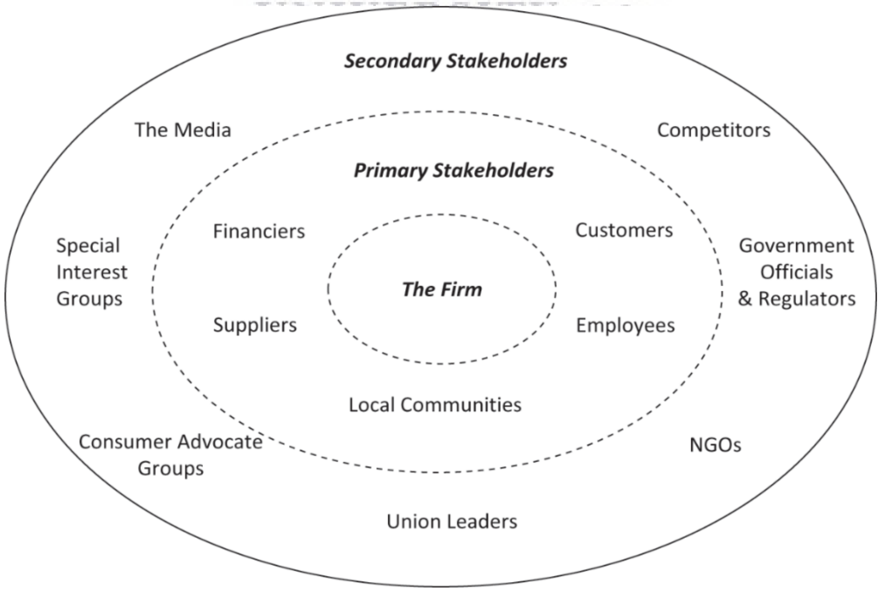

Figure 2. 3: Stakeholder Model

Source: Harrison, Barney, Freeman, & Phillips (2019)

From figure 2.3 above, family-owned manufacturing business is a set of value-creating relationships among groups that have a legitimate interest in the activities and outcomes of the business and upon whom the family-owned manufacturing businesses depend on to achieve its objectives. It is about how these stakeholders, customers, suppliers, employees, financiers (stockholders, bondholders, banks, etc.), communities, and management work to cooperatively create value. Understanding a business means understanding how these relationships work. The manager's job is to shape and direct these relationships (Harrison, Barney, Freeman, & Phillips (2019).

It is argued that business entities that adopt stakeholder theory, tend to generate higher revenues since clients will be willing to pay more for services and products (Tse, 2011). Furthermore, according to Blackburn (2019), if employees are treated as stakeholders, they feel valued, and therefore will work harder and be more productive. The relevance of the stakeholder theory is that it provides a basis for recognising local capabilities, knowledge, and skills among family members, as well as employees which are extremely empowering since they are rightly positioned to identify market demands that would help the business entity compete favorably in a dynamic business environment. Again, stakeholder theory would provide a basis for explaining the linkage between the participation of family members and the performance of the family business.

2.9 Socio-Emotional Wealth Perspective

Franco and Prata, (2019) emphasise that where it is necessary to investigate the interaction between the business and the family, socioemotional wealth is a key factor in family firm entrepreneurship. This is because SEW offers a contemporary research perspective on non-economic constructs of family firms (Gómez-Mejía, Cruz, Berrone, & De Castro, 2011). SEW approach proposes that family firms have non-economic objectives (Berrone et al., 2012; Martínez-Romero & Rojo-Ramírez, 2017) that affect their purely economic objectives (Chrisman & Patel, 2012). From a socioemotional wealth perspective, it is suggested that family firms make decisions to protect their socioemotional wealth, even if these decisions entail financial losses (Berrone et al, 2012).

Socioemotional wealth provides an inclusive theoretical framework that enables analysis of various issues of the family firm (Kabbach de Castro, Crespi-Cladera, & Aguilera, 2016). Additionally, SEW influences the EO of the family firm by aiding the family to achieve its non-economic goals of improving its reputation, guaranteeing the employment of family members, and securing family control through generational renewal (Alonso-Dos-Santos & Llanos-Contreras, 2019; Gómez-Mejía *et al*, 2011).

Ever since the concept of socio-emotional wealth (SEW) was introduced to the family business, its' construct has gathered momentum (Murphy, Huybrechts & Lambrechts, 2019). To date, academic research into family-owned businesses has realised the importance of the next generation in enhancing the continuity and sustainability of family-owned businesses and their contribution to succession (Murphy et al, 2019). Socioemotional wealth was defined by Gómez-Mejía et al (2007) as the non-financial aspects of the firm that meet the family's affective needs such as identity, the ability to exercise family influence and the perpetuation of the family dynasty.

Gómez-Mejia et al (2007) in their description of SEW pointed out the emotional needs of the family, which can be complete in identity, influence of the family practice, and commitment to the family's dynastic continuity. However, Zellweger and Astrachan (2008) identified other factors that cannot be explained financially and objectively: family name, family values, family control, ethical and long-term employment, intimate culture, deep commitment to preserving the family business' social capital, desire for dynastic wealth assignment, family lifestyle due to blood relationships, family commitment, altruism of the family members making efforts for the business.

Whereas earlier studies on SEW mainly asserted that family business owners are focused on trying to avoid the loss of SEW, later studies acknowledged that they could also be motivated by potential gains to their stock of SEW (Gómez-Mejía et al, 2014). This study provides an opportunity to contribute to the growing body of knowledge on SEW, which is anticipated by Berrone, Cruz, and Gómez-Mejía, (2012) to dominate the family business theory and research. Schulze and Kellermanns (2015) agree that SEW may be a significant building block in an emerging theory of family firms. However, little is known about the dynamic nature of SEW, nor is it known how SEW originates and develops within individual family members.

2.10 Research Gap

Whereas extensive research has been carried out on entrepreneurial orientation, resources, and capability on firm performance, most of it has been done in developed countries. Scientific research on family-owned manufacturing businesses is lacking in Uganda (Sanchez-Famoso, 2015), because available studies by Abaho, Aarakit, Ntayi,Kisubi (2016),Nuwagaba (2011), Kahunga (2013), Sebaggala, Cheromoi, Kyagulanyi, and Nakimuli (2018), Monteith and Camfield (2019) on family business in Uganda have focused on female entrepreneurship and non-formal family business. Most research studies have investigated these variables using quantitative methods only. According to Savela (2018), quantitative approaches “cannot provide an in-depth understanding of the analysed items due to the inherently reductive nature of classification”.

In this study, the constructs of entrepreneurship orientation are innovation, proactiveness, risk-taking, while resources and capabilities consist of financial, technology, and social capital. The aspect of stewardship is characterised by leadership, management, and organisational culture. From the literature, the study notes that resources & capability, entrepreneurial orientation, and stewardship play a significant role in the performance of family-owned manufacturing businesses.

2.12 Conclusion

Although existing literature on business performance has highlighted the role of resources and capability, entrepreneurial orientation, and stewardship on business performance, most research studies have focused on developed countries. Scholarly work that critically investigates the role of resources and capability, entrepreneurial orientation, and stewardship on business performance of family-owned manufacturing businesses in developing countries such as Uganda are scarce. The next chapter describes the methodology that was employed to answer the research question. Existing literature points out that the rarer the resource/capability combination, the greater the probability of attaining competitive advantage. This raises a critical need to understand how a firm can identify the rare and valuable resources that simultaneously enable better levels of performance and competitive advantage.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

The chapter presents an overview of the research methodology employed in the study and its justification about the research problem and within the context of extant literature. The study design, its geographical area when conducted, the population and sample, data collection, and analysis techniques are discussed. Furthermore, the methods implemented to ensure the trustworthiness of the research findings are described. Thereafter, the limitations of the study were presented within the context of the selected methodology and paradigm. The chapter concludes by taking into consideration the ethical issues relating to the study and providing a summary of the chapter.

3.2 Justification for the Paradigm and Methodology

This subsection presents a review of positivism, interpretivism, and pragmatism paradigms with a view of identifying an appropriate paradigm with which the researcher bases the scientific inquiry.

3.2.1 Research Philosophy

Saunders, Lewis, and Thornhill (2015) describe research philosophy as a system of beliefs and assumptions through which knowledge is developed. Research philosophies form a basis for scientific inquiry (Creswell, 2014). In this study, the researcher reviewed three paradigms of research philosophy: positivism, interpretivism, and pragmatism.

According to Creswell (2014), positivists regard scientific inquiry as the measurement of phenomena and discovery of facts. Specifically, positivism conceives that only factual knowledge generated through the process of observation and measurement is reliable. The paradigm relies on quantifiable observations that can be analysed statistically (Dudovskiy, 2012). Dudovskiy (2012) argues that positivist epistemology heavily relies on experience as a reliable and valid source of knowledge, which is not the case because aspects like cause, time, and space are not necessarily based on knowledge. Dudovskiy (2012) opines that research findings generated from a positivist paradigm are majorly descriptive, with inadequate insight into in-depth analysis, since they employ mainly quantitative methods. This study undertook an in-depth analysis of the subject under inquiry based on qualitative methods. Therefore, positivism was not suitable for the study.

On the other hand, interpretivism is regarded as a popular paradigm for understanding and explaining human behaviour and social phenomenon in recent times (Pulla & Carter, 2018). An interpretive believes that the social realm cannot be investigated through a scientific method, because interpretivism emphasises that humans are different from physical phenomena because they create meanings, and reality can only be derived through social constructs such as language, consciousness, shared meanings, and instruments (Myers, 2008).

Pulla and Carter (2018) state that interpretivism is linked with qualitative research. The purpose of interpretive research is to create new, richer understandings and interpretations of social worlds and contexts. Chowdhury (2014) states that when a researcher adopts an interpretivism paradigm, qualitative research into organisations with cross cultures, ethical issues, leadership, and factors affecting leadership can be assessed in greater depth because primary data collected in this paradigm tend to be trustworthy and honest. Interpretivism is credited for its value in providing contextual depth, and since the study focused on exploring the role of resources & capability, entrepreneurial orientation, stewardship on the performance of family-owned manufacturing businesses, this required an in-depth inquiry involving structured interviews. The study was inclined towards interpretivism since, by nature, it promotes the value of qualitative data in pursuit of knowledge (Dudovskiy, 2012).

According to Kelemen and Rumens (2008), pragmatism holds that concepts are only relevant when they support action. Saunders, Lewis, and Thornhill (2012) indicate that pragmatism research philosophy recognises that there are multiple approaches of carrying out research, interpreting and understanding the world. This implies that no one single point of view can adequately provide a vivid picture of what is being investigated. Pragmatism attempts to reconcile the aspects of objectivism and subjectivism, facts and values, accurate and rigorous knowledge, and different contextualised experiences (Saunders et al, 2015). Additionally, Dudovskiy (2012) points out that pragmatics can combine both, positivist and interpretivism positions within the scope of single research according to the nature of the research question. The pragmatism paradigm can integrate more than one research approach, research strategies, the use of multiple research methods such as qualitative and quantitative in one study (Saunders et al, 2012). Since this study employed qualitative methods, the pragmatism paradigm was not suitable for the study.

Since this study centres on human meaning making and knowledge claims (Yanow & Schwartz-Shea, 2014), the interpretivist philosophy was employed. The main aim of the study was to explore the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda. It was paramount that the study gained individual insights, views, and experiences from the founders if available, and decision makers of family-owned manufacturing businesses in Uganda which would afford the researcher with wealth of information to draw findings from relevant sources to the study. The study required an interpretation of themes that emerged as the data was analysed (Vaismoradi, Jones, Turunen, & Snelgrove, 2016) in lieu of variables with predictable outcomes concerning the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda. (Leitch, Hill, & Harrison, 2010). The researcher's intent was to thoroughly comprehend and investigate the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda, and not to infer or test a theory.

3.3 Research Procedures

In this subsection, the researcher explained the research procedures adopted and these included research design, research methods, population and sampling, data collection and measuring instrument, data analysis, and trustworthiness.

3.3.1 Research Design

Creswell (2002) describes a research design as a procedure for collecting, analysing, interpreting, and reporting data in scientific research. This study adopted an exploratory multiple case study research design. According to Yin (2014, p.13), a case study "is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are evident". The case study research design enabled the researcher to carry out an intensive investigation into six selected family businesses. To investigate the research problem within the limited time frame, the researcher conducted a cross- sectional study across the six family businesses. A cross-sectional study was chosen for the study because it enabled the researcher to investigate multiple variables such as entrepreneurial orientation, stewardship, and resources and capability at a given point in time as pointed out by Saunders et al (2012).

On the other hand, exploratory research is conducted when such a study has not been well researched before, and there is a need to explore new knowledge. The exploratory research is guided by questions such as why and how with a view of gaining familiarity with previously unknown areas (Akhtar, 2016). Exploratory case study research design was chosen for the study because little scholarly research had been carried out about the role of entrepreneurial orientation, resources and capability, and stewardship on the performance of family-owned manufacturing businesses in Uganda. In this regard, it was suitable for undertaking in-depth analysis and increasing the understanding of the researcher in the subject of study.

3.3.2 Research Method

There are three research methods: quantitative, qualitative, and mixed methods. Bryman and Bell (2007) describe quantitative research as a research strategy that emphasises quantification in the collection and analysis of data. According to Baum (2003), quantitative approaches garner knowledge from post-positivist assumptions, where the inquiry strategy has an experimental or quasi-experimental design. Quantitative approaches are used in the practices for testing or verifying theories or explanations, identifying variables to study, evaluating variables in questions or hypotheses, using standards of validity and reliability, observing, and measuring information numerically, using unbiased approaches and employing statistical procedures (Bryman & Bell, 2007; Creswell, 2009; Saunders et al, 2009).

Qualitative approach entails understanding and interpreting social interactions, with a view of uncovering deeper meaning and significance of human behaviour and experience (Amin, 2005). In addition, Rahman (2017) indicates that qualitative research generates detailed description of respondents' feelings, opinions, and experiences, and enables better interpretation of meanings to human actions holistically, particularly in specific settings. Accordingly, Queiros, Faria and Almeida (2017) note that qualitative studies are concerned with aspects of reality that cannot be quantified, and since family-owned manufacturing businesses are built around family structures, this called for an approach that was able to capture meanings, motives, aspirations, beliefs, values, and attitudes that cannot be reduced to the operationalisation of variables.

Creswell and Plano Clark (2011) describe mixed-methods research design as a research design that has its own philosophical assumptions and methods of inquiry. According to Fetters (2016), mixed methods research integrates philosophical frameworks of both post-positivism and interpretivism, interweaving qualitative and quantitative data in such a way that research issues are meaningfully explained. It also offers a logical ground, methodological flexibility, and an in-depth understanding of smaller cases (Maxwell, 2016). However, based on the research philosophy, approach, design and strategy of the study, a qualitative method was adopted for this study.

3.3.3 Population and Sampling

According to records from the Federation of Small and Medium Enterprises in Uganda (FSME), there are 1,000 SMEs registered with Uganda Revenue Authority, and are tax compliant (FSME, 2018). Out of these, 70% are family-owned businesses (Kamukama, 2018:2). This study focused on family-owned manufacturing businesses which constitute 90% of manufacturing businesses in Uganda (Kamukama,2018). Therefore, the family businesses were selected purposively for the study based on their year of establishment to help analysis of multiple cases, and recognise performance patterns and trends in different decades. Specifically, one family business was selected to represent each decade starting from 1914 to 2020. As such, a population of the study was pooled from six family manufacturing businesses: Mulwana Group (formed in 1961), Crest form (formed in 1984), Britannia Allied industries (founded in 1991), Luuka Plastic (founded in 2005), Kwera limited (Founded in 2009) and Simba Cement Uganda Limited (founded in 2018). These were considered for the study because they are family owned and are actively engaged in manufacturing businesses in Uganda.

Trochim (2020) describes sampling as a process of selecting units such as people and organisations from a population of interest. However, Gentles, Charles, Ploeg, and McKibbon (2015, p. 175) define sampling in qualitative research as ''the selection of specific data sources from which data are collected to address the research objectives''. According to Dudovskiy (2018), methods of sampling are categorised into probability and non-probability sampling. For probability sampling, every element of the study population has a known chance of being selected to participate in the study. Examples of probability sampling techniques are simple, stratified systematic, multistage, and cluster sampling methods. On the other hand, in non-probability sampling not every element of the study population has a chance of being selected to take part in the study. Examples of non-probability sampling include purposive, quota, convenience, and extensive sampling (Dudovskiy, 2018). However, considering that this study was qualitative in nature, the researcher adopted non-probability sampling methods. Specifically, convenience sampling method was used in this study to select the respondents.

Ilker, Sulaiman, and Rukayya (2016) describe convenience sampling as a technique where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study. Considering the fact that not all family members of the selected manufacturing businesses were accessible at the time of the study, convenience sampling became a feasible method.

Furthermore, the concept of saturation guided the determination of the study sample size. Glaser and Strauss (1967) recommend the concept of saturation for achieving an appropriate sample size in qualitative studies. For an ethnography, Morse (1994) suggested approximately 30 – 50 participants. For grounded theory, Morse (1994) suggested 30 – 50 interviews, while Creswell (1998) suggested only 20 – 30. For phenomenological studies, Creswell (1998) recommends 5 – 25 and Morse (1994) suggests at least six.

In the case of this study, data was saturated "when gathering fresh data, no longer sparked new theoretical insights, nor revealed new properties of the core theoretical categories" (Charmaz, 2006, p. 113). This was a criterion for discontinuing data collection (Saunders, et al., 2018). Guest, Bunce, and Johnson (2006) opine that data saturation for homogeneous groups such as mangers and business owners occurs from a sample of 6 to 12 respondents. While Fusch and Ness (2015, p. 1409) state that neither a large nor small sample size guarantees that a researcher will reach data saturation,

Based on the recommendations from the concept of saturation, sampling technique, population and research method, a sample of *n*=18 was utilised for the study and after interviewing 15 respondents, fresh data could no longer spark new theoretical insights. The researcher selected three respondents (two top executive and the founder or a family representative in managerial position from each of the six selected family-owned manufacturing businesses (cases).

3.3.3.1 Sample description

In total, fifteen participants contributed to the study. Five manufacturing family-owned businesses in Uganda were selected and from the corresponding firms, three employees per organisation were engaged. Each organisation comprised of any member within the top management of the organisational structures. Participants in this study were interviewed and the transcripts were subjected to all the data collection ethical principles. Some of the interviews were recorded and transcribed to facilitate structured and detailed interpretative phenomenological analysis while other comments were documented manually during the interview process. More importantly, the key objective of this section is to familiarise readers with each business case. Although the organisations that were questioned have common features, there are decisive variances as well. As a result, the study developed a list of descriptors which assisted with the analysis of each company case. Consequently, the study was able to assess the core issues.

3.3.4 Data Collection and Measuring Instrument

In this study, interviews were adopted for collecting primary data from key informants. According to Mugenda and Mugenda (2003), interviews are categorised into structured, unstructured, and semi-structured interviews. Prabhat and Meenu, (2015) explains that structured interviews are organised in such a way that questions follow a systematic pattern. Interview questions were planned and developed early enough, and all respondents were asked the same questions in a similar order. This enabled the researcher to conduct the interview in an objective and fair way, which also made structured interviews more legally defensible (Rugg & Petre, 2007).

On the other hand, unstructured interviews involve a scenario where the interview questions are not prepared in advance, but rather are generated spontaneously as the interview progresses, sometimes arising from the responses of the candidate. In effect, each respondent is asked different questions (Mugenda & Mugenda, 2003). The limitation of this approach is lack of consistency in the interview sessions which may generate uncoordinated information. It was against this limitation that the researcher did not employ unstructured interviews in the study. In semi-structured interviews, the interviewer does not strictly follow an arranged list of questions, rather the researcher asks open ended questions to open an in-depth discussion with the respondent (Rugg & Petre, 2007). However, because of time and financial constraints, this method was not used for the study since the researcher had limited time frame within which to accomplish the study. Thus, the researcher found structured interviews suitable for collecting primary data from the six different family businesses.

The structured interview questions were constructed in four subsections in line with the research questions of the study:

i. *What is the role of resources and capabilities on the performance of family-owned manufacturing businesses in Uganda?*
ii. *How are entrepreneurial orientation practices affecting the performance of family-owned manufacturing businesses in Uganda?*
iii. *How does stewardship contribute to the performance of family-owned manufacturing businesses in Uganda?*
iv. *Is government macro-policy contributing to the performance of family-owned manufacturing businesses in Uganda?*

Due to the challenges associated with COVID-19 pandemic, the author employed both telephone and face-to-face methods to carry out interviews with the key informants, depending on the availability of the key informant. Where appointment for face-to-face interviews was granted, Standard Operating Procedures (SOPS) such as social distancing, wearing face masks and hand sanitising were adhered to. Responses were captured through handwritten text and audio recording. Permission and consent of the participants was sought to allow digital recording. Each key informant interview lasted between 30 minutes to 60 minutes.

3.3.5 Data Analysis

The phase of data analysis started with designing a plan to manage the large volume of data collected and reducing it in a meaningful way. This was achieved by identifying significant patterns and constructing a framework for communicating the essence of what the data had revealed, given the objectives of the study (Bloomberg & Volpe, 2016:159). This study adopted thematic analysis. According to Braun and Clarke (2012:2), thematic analysis entails identifying, organising, and offering insight into patterns of themes across a dataset. It is a method for describing data, but it also involves interpretation in the processes of selecting codes and constructing themes (Braun & Clarke, 2006). A distinguishing feature of thematic analysis is its flexibility to be used within a wide range of theoretical and epistemological frameworks, including exploratory studies, and to be applied to a wide range of study questions, designs, and sample sizes.

This study collected data through structured interviews that were recorded, captured on notes, and transcribed to understand the data and to identify emerging themes. According to Johnson and Christensen (2012), the process of transcription entails transforming qualitative data such as audio recordings of interviews or field notes into typed text. The typed text is called a transcript. Transcription in this study involved listening to the recording of interviews and typing what was said into a word processing file. The original data was also stored safely.

The recordings of interviews allowed the researcher to listen to the recording repeatedly afterwards, as well as read and re-read notes captured during the interview. This enabled the researcher to familiarise himself with data collected to organise data and generate emerging themes. Once data had been categorised into themes, that data was coded. Guest et al (2012) indicates that codes are developed to represent the identified themes and linked to raw data as summary markers for analysis. Cooper and Schindler (2008) explain that coding involves assigning numbers or symbols to answers so that responses can be grouped into a limited number of categories.

Responses were grouped into recurrent issues emerging from the interviews. Thereafter data was then evaluated and analysed in form of summaries relating to different themes. Since the study sought to find out views, opinions, knowledge, experiences, or values from six separate family businesses, thematic analysis technique was used. Javadi and Zarea (2016) points out that "thematic analysis not only provides a flexible method of data analysis in qualitative research; it establishes the more systematic and explicit form of it without threatening depth of analysis". To arrange, reassemble, and manage the collected qualitative material in creative, yet systematic way, ATLAS.ti v8.2020 software was employed. It aided the coding and analysis of transcripts and field notes, building literature reviews, creating network diagrams, and data visualisation. It was chosen for the study because according to Friese (2016), it has the capacity to uncover and systematically analyse complex phenomena hidden in unstructured data such as text, multimedia, and geospatial. In executing the data analysis for the research project, a three-process approach was followed: descriptions of cases, within case analysis, cross-case analysis.

3.3.6 Trustworthiness

As opposed to the quantitative studies, which are geared towards causal relationships to generalise the results to the broader population, qualitative studies aim at providing an in-depth understanding of the phenomenon under study. To mitigate the aspect of bias, the researcher tried to remain objective throughout the study by not imposing his personal beliefs during the interview, by avoiding language that suggested any stereotype, and by not sharing his personal thoughts pertaining to what the respondents shared.

Trustworthiness is one way that researchers can persuade themselves and readers that their research findings are worthy of attention (Lincoln & Guba, 1985, cited in Nowell *et al*, 2017).

Lincoln and Guba (1985), cited in Nowell et al (2017), refined the concept of trustworthiness by introducing the criteria of credibility, transferability, dependability, and confirmability to parallel the conventional quantitative assessment criteria of validity and reliability. Gunawan (2015) concurred that the reliability and validity concepts found in the quantitative studies are replaced by the concept of trustworthiness in qualitative studies, which is divided into credibility, transferability, dependability, and confirmability:

Credibility: This aspect tries to answer whether tools have measured what it was aimed to measure, in a way that assesses the true value, depending on the accuracy of the researcher in interpreting the information provided by participants. This study achieved credibility by ensuring that adequate and sufficient time was secured with each participant for the interview to gain a better understanding of, or insight into, the phenomenon, thereby avoiding any misunderstanding or misinterpretation. Credibility was also operationalised through the process of member checking to test the findings and interpretations with participants (Lincoln & Guba, 1985, cited in Nowell *et al* (2017). Connelly (2016) agreed that techniques used to establish credibility include prolonged engagement with participants, persistent observation if appropriate to the study, peer-debriefing, member-checking and reflective journaling.

Transferability: According to Nowell et al (2017), transferability refers to the generalisability of inquiry. Transferability is more concerned with the applicability of the results to other subjects in other contexts. It answers the question: Can the finding applied to a similar situation deliver the same results? In this study, the details on the site, participants and methods or procedures used to collect data are clearly articulated. This provides evidence that the research study's findings can be applied to other contexts, situations, times, and populations.

***Dependability*:** This concept is rooted in the consistency of the finding: can the finding be repeated should the research be replicated in the same context with the same subject? To achieve dependability, researchers can ensure the research process is logical, traceable, and clearly documented (Tobin & Begley, 2004, cited in Nowell *et al* (2017). An audit trail by means of personal notes was used to ensure dependability of the research, in line with Bowen (2009) who defined an audit trail as examination of the inquiry procedure and items to approve the information, whereby a specialist represents all the examination choices and exercises to demonstrate how the information has been gathered, recorded, and dissected. Connelly (2016) concurred that procedures for dependability include maintenance of an audit trail of process logs and peer-debriefings with a colleague. Process logs are the researcher notes of all activities that happen during the study and decisions about aspects of the study, such as whom to interview and what to observe. This study ensured that detailed notes were captured for audit trail purposes. The recorder served the same purpose, as did the signed consent forms.

***Confirmability*:** This aspect is concerned with establishing whether the researcher's interpretations and findings are clearly derived from the data, requiring the researcher to demonstrate how conclusions and interpretations have been reached (Tobin & Begley, 2004, cited in Nowell et al, 2017). This concept assesses the neutrality - the level of bias and how the findings are free from personal interest. Again, conformability was achieved by means of an audit trail, as explained regarding dependability. Hence it concerns the neutrality of the data and the researcher per se. The researcher kept detailed notes of all decisions and analysis as it progressed.

3.3.7 Limitations

It is essential that limitations are comprehended as they place research findings into context. They interpret the validity of the scientific work and ascribe a credibility level to the conclusions of published research (Ioannidis, 2007). Limitations of a study are features of the methodology that impacted and influenced the interpretation of the findings of the study (Price & Murnan, 2004, p. 66). The limitations of this study included:

a) A case study research design was employed for this study due to resource and time constraints. This provided a limited number of interviews. The aim of the study was to explore the role of resources & capabilities, entrepreneurial orientation, and stewardship on performance of family-owned manufacturing businesses in Uganda. The study would have benefited from wider population sample that included other small and medium enterprises and not limiting it to manufacturing to draw in a wider platform of insight and perception to enhance the quality of data which enriches the findings of the study. Moreover, had the researcher examined more than sixteen companies, this would have a gathered wider net of data which would increase the possibility to generalise the finding of this study.

b) The journals on this study were limited which affected the literature review yet the study needed to draw lessons from work previously done and backup their arguments in the study. Moreover, literature review provides evidence for the researcher to justify why the study must be carried out and showcases the researcher's knowledge on the field that they are researching (Bellers & Smith, 2003). The researcher had limited literature on the contribution on the role of resources and capabilities, entrepreneurial orientation, and stewardship on performance of family-owned manufacturing businesses in Uganda.

3.4 Ethical Considerations

Whereas ethical considerations are regarded as key in scientific research, there is more concern when it comes to qualitative research, especially when dealing with sensitive information and vulnerable participants (Siti, 2018). In this study, the researcher focused on the following ethical aspects: informed consent and voluntary participation, anonymity and confidentiality, protection from harm and obtaining permission. This study ensured compliance with ethical consideration in the following ways:

Ensuring participants have given informed consent

Research participants were not coerced to participate in the study; their participation was purely voluntary. The researcher made sure that research respondents willingly gave consent to participate in the study and that they understood the nature of the research and the results of their participation were communicated through a consent form that provided a description of the study, and included the fact that participation was voluntary. Research participants provided written consent through signing a consent form.

Ensuring confidentiality and anonymity

The participants were assured of anonymity and confidentiality, and informed that they could pull out of the interview at any time. Research respondents were reassured that personal information, personal information, expressed thoughts and opinions would be kept private. They were informed that there would be no disclosure of identifiable information unless the research respondent provided written permission. The interview tool was shared with the respondents, so that they could see for themselves that there was no capturing of identifiable information.

Data protection was ensured by storing data in encrypted digital storage devices, with secure passwords. Hard copies or written datasets were transported and kept in secure boxes and cabinets respectively. Both hard and soft copies of the collected data will be kept for a period of five years before disposal. However, audio recordings from face-to-face interviews are scheduled to be disposed as soon as the final report is approved.

Ensuring no harms comes to participants

The researcher made sure that participants were protected from harm. Research took place at the premises of the respondent, ensuring comfort for the research respondents as they were familiar with their organisational environment. Undertaking research at the respondents' premises ensured the safety of everyone during the interviews.

Ensuring permission is obtained

The researcher obtained a letter of introduction from the University of Western Cape. Thereafter, this letter was presented to the chief executive of the organisation under study, seeking permission to interview the respondents. The researcher sought a meeting with potential respondents to make appointment with them. Permission to conduct this study was sought from the either the chief executive or the human resource manager of the family-owned manufacturing businesses prior to conducting the Interviews.

3.5 Conclusion

While executing a critical investigation of Ugandan family- owned manufacturing businesses performance, the researcher adopted an interpretivism paradigm for interpreting and understanding social phenomena relating to the study constructs. The researcher selected three respondents (two top executive and the chairperson of the board of governors (directors) from each of the six selected family-owned manufacturing businesses (cases). The study also used a semi- structured interviews in collecting primary data from 18 key informants selected conveniently from six family businesses. Findings from the study are presented and analysed in the next chapter.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1. Chapter Overview

The introduction and background associated with the literature review, research methodology and data collection and participants has been documented in preceding chapters. Insight gained from the literature review in chapter 2 has guided the research process. Particular attention is given to specific methods used and the field procedure to be followed to accumulate data and to respond to the research questions successfully. The researcher adopted a qualitative approach to gain insights from respondents in Ugandan family-owned manufacturing businesses. A qualitative method was chosen since the key objective of the study is to explore the role of resources and capabilities, entrepreneurial orientation, and stewardship on performance of family-owned manufacturing businesses in Uganda. Further information regarding the choice of methodology is documented in this chapter. Aspects covered include:

1. A description of tools used in the analysis stage
2. Data analysis processes
3. Findings and major themes that emerged from the data analysis

4.2 Introduction

As outlined in Chapter 1, this research sought to answer four research questions:

RQ1: *What is the role of resources and capabilities on the performance of family-owned manufacturing businesses in Uganda?*

RQ2: *What is the role of entrepreneurial orientation on the performance of family-owned manufacturing businesses in Uganda?*

RQ3: *What is the contribution of stewardship on the performance of family-owned manufacturing businesses in Uganda?*

RQ4: W*hat is the contribution of government macro-policy on the performance of family-owned manufacturing businesses in Uganda?*

RQ5: *How can the performance of family-owned manufacturing businesses in Uganda be improved?*

The above "how" and "what" questions solicited the application of qualitative research methodologies framed within the case study procedures (Wiid & Diggines, 2010). In this thesis, the case study procedure facilitated theory-building from data, with the understanding of role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda. The latter processes involved the use of inductive analysis procedures, which involves the determination of patterns, themes, and categories as they emerge out and were 'grounded' within the data (Patton, 1990).

To aid the data analysis process, which involved identifying significant patterns and constructing a framework for communicating the essence of what the data had revealed, thematic analysis was used, and data collected through structured interviews that were recorded and transcribed to understand the data and to identify emerging themes. Data was then categorised into themes and coded. Responses were grouped into recurrent issues emerging from the interviews. Thereafter data was then evaluated and analysed in form of summaries relating to different themes, thematic analysis technique was used. To arrange, reassemble, and manage the collected qualitative material in creative, yet systematic way, ATLAS.ti v8.2020 software was employed.

Two main propositions were developed from the proposed theoretical framework (initially presented in Chapter 1, and hereinafter repeated in this chapter as seen in Figure 4.1).

P1: A new framework will provide more understanding of the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda

P2: Identified actionable strategies will stimulate the performance of family-owned manufacturing businesses in Uganda.

These propositions as presented in the research questions in Figure 4.1, guided the data analysis in this chapter.

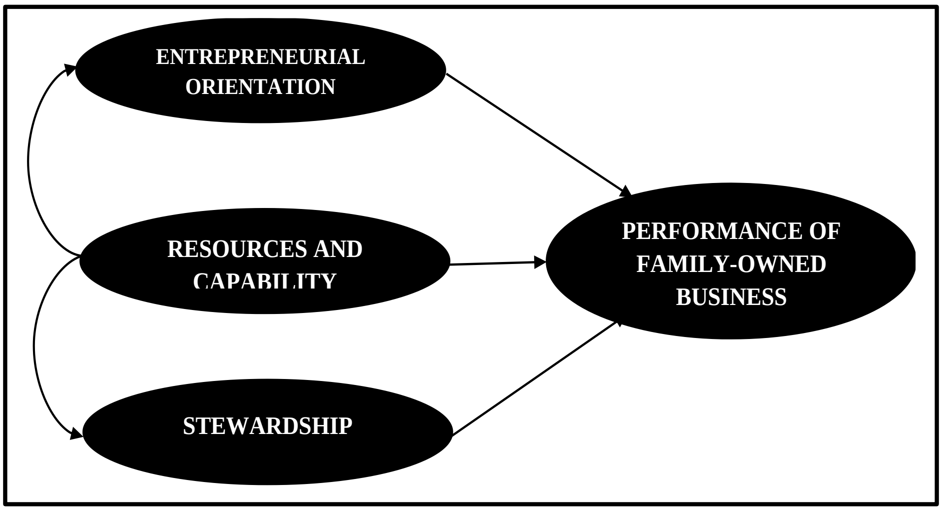

Figure 4. 1 Theoretical Framework

Source: (Shi, Shepards & Schmidts, 2015; Rahman, Galván & Martínez, 2017).

As explained earlier in Chapter 3, in-depth interview transcripts and field notes represented the primary data from which thematic analysis was conducted. The methods of data analysis mostly involved examining, labelling, and organising interview transcriptions into themes. This process was executed in iterative cycles of comparing incoming data from respondents with secondary data. This was done to test the formulated propositions driven from the investigative study questions: What is the role of resources and capabilities on the performance of family-owned manufacturing businesses in Uganda? How are entrepreneurial orientation practices affecting the performance of family-owned manufacturing businesses in Uganda? how does stewardship contribute to the performance of family-owned manufacturing businesses in Uganda? Is government macro-policy contributing to the performance of family-owned manufacturing businesses in Uganda? (Yin, 2003; Weed, 2009; Chamz, 2014).

In executing the data analysis for the research project, a three-process approach was followed. As depicted in Figure 4.2, this included:

1) Descriptions of cases,
2) Within case analysis,
3) Cross-case analysis

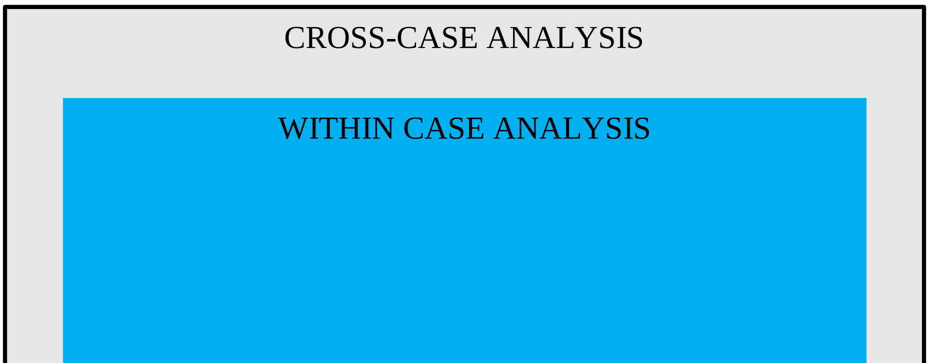

Figure 4. 2: Data analysis process

Source: Researcher's own construct

4.3 Description of Cases

As already indicated from methodology chapter in section 3.3.3.1 on page 54 under sample discription, A total of fifteen participants contributed to the study. Five manufacturing family-owned businesses in Uganda were selected and from the corresponding firms, three employees per organisation were engaged. Each organisation comprised of any member within the top management of the organisational structures. Participants in this study were interviewed and the transcripts were subjected to all the data collection ethical principles. Some of the interviews were recorded and transcribed to facilitate structured and detailed interpretative phenomenological analysis while other comments were documented manually during the interview process. More importantly, the key objective of this section is to familiarise readers with each business case. Although the organisations that were questioned have common features, there are decisive variances as well. As a result, the study developed a list of descriptors which assisted with the analysis of each company case. Consequently, the study was able to assess the core issues.

4.3.1. Cases for individual family owned- manufacturing companies

The ensuing five cases are individual manufacturing family-owned businesses in Uganda which have participated in the study. Throughout the chapter and the research paper, pseudonyms (indicated by asterisks *) are used to protect the identity of all the companies. In responding to the main question of the study; *Is there a shared vision that drives your organization? & In your view, how has the shared vision influenced the performance of your organization?* the following responses in 4.3.1.1 were captured.

4.3.1.1. Case 1: Company A*

Company A*, a small, midsize manufacturing family-owned business in Uganda, operates effectively with logic of green practices and efficiency. The family businesses rely on value systems which consist of truth, trust, and consistency, entrenched into having high quality goods and services. One of the respondents had this to say about Company A*:

> *"We have a vision as an organization to become the best manufacturer in the entire East Africa. Now when you look at the vision of the organization, you come up with the objectives which are further broken into roles attached to specific departments for example it spells the role of; human resource department, role of production, role of finance. So those departments are not supposed to perform below the line of what they expected to do within the departments."* **(Respondent 2; Quote 1)**

These revelations from Company A* clearly depict the tenets of the systems theory, which propounds that the synergy of a system is more than the sum of its component parts, and that a change in one component of the system may cause an effect on other parts or the whole system (Bertalanffy, 1940; Ashby, 1964; Morris & Adams, 2015). To Company A*, the human resource, production, and finance departments seemingly work as a team to substantially perform to become the best manufacturing company in East Africa. Whereas Company A* operates effectively with logic of green practices and efficiency, and relying on value systems which consist of truth, trust, and consistency, it is not clear what strategies are in place to harness the capabilities within the human resource, production, and finance departments. Ferreira and Fernandes (2017) on their study of resources and capabilities effects on firm performance in Portugal point out that the rarer the resource/capability combination, the greater the probability of attaining competitive advantage.

The main goal of this manufacturing family-owned business is to make profits legitimately and have ideals which encourage active participation in the business. Like any other family business, Company A* offer their customers, uncommon integrity and commitment, speed, and flexibility in getting things done, communication directly with owners, a personal touch to quality and service and is readily willing to customise, offer innovative products and services to its customers.

While agreeing with these findings, Madison (2014) and Forsyth (2016) point out that managers behave in the best interests of shareholders, and that they are not motivated by individual goals, but act as stewards of the principal to pursue the objectives of the business. This is supported by earlier submissions of Gómez-Mejía et al (2014) indicating that whereas family business owners are focused on trying to avoid the loss of the social- emotional wealth, they could also be motivated by potential gains to their stock of the social-emotional wealth. These practices could enable Company A* become the best manufacturer in the entire East Africa.

4.3.1.2. Case 2: Company B*

As for Company B*, three participants from the top management namely: head of productions, chief legal officer and head of human resources took part in the interviews. Even though the three interviewed top managers were from different functional areas. The respondents' extracts described shared vision, values and goals and a well-formulated strategic plan as key characteristics to their manufacturing family-owned business. One of the respondents proffered this extract:

> *"Mainly it is, like I was telling earlier, we just mainly look at what is new? What are the new requirements, because we realize like I was telling you, when you travel to exhibitions, you see new ideas, yes, but the idea really is they have been in the market on the other end, but they are not yet here in Uganda? So, we also just use that opportunity to go in and expand. Like right now what we have done, we never used to make cement bags here in Uganda, most of the people were doing some doing to importation. So just this year, we have also started another line for cement bags."* ***(Respondent 4; Quote 1).***

It is evident from Company B* that there is an element of innovativeness in the organisation, which according to Rahman et al (2016) reflects the tendency to engage in and support new ideas, novelty, experimentation, and creative processes resulting in newness. Innovation is viewed as the single most crucial factor to address the aspect of competitive advantage, yet little is known on the critical ingredients that spur innovation performance in business firms, let alone what constitutes innovation in the face of global competition (Rangus & Slavec, 2017). Company B* exhibits proactiveness reflecting the organisations' actions in exploiting and anticipating emerging opportunities by developing, introducing, and making improvement towards a product. Covin and Miller (2014) and Wales (2016) observe that entrepreneurial orientation (EO) is increasingly becoming a key factor in unveiling market opportunities, generating innovative business ideas, building competitive advantage, and eventually promoting rapid business growth. Innovation is tightly linked to financial performance in a sense that it can reduce cost of production of goods and services, open new market niches, introduce new products or services which in turn makes the business firm profitable.

Importantly, for the success of Company B*, three strategic plans were set out. These plans include a (1) long-term strategic plan for the business, (2) a long-term plan for the family, and (3) a short-term crisis plan. The three interviewed managers believe that to be successful, the family and the business plan need to complement one another, be used to establish priorities, and help to identify areas of conflicting objectives. Therefore, Company B*'s strategic planning process involves both internal and external environmental scanning. This is often described as a SWOT analysis, in which Company B* always identify Strengths, Weaknesses, Opportunities, and Threats in Uganda's business environment. The process can be both threatening and frustrating to action-oriented managers who often view the necessary brainstorming by the board or the management team as mostly a waste of time. However, it is only through this process that a clear vision of where the business needs and wants to go, what it will take to get there, what could go wrong, and both implementation and exit strategies can be fully fleshed out.

In line with these findings, there is agreement with earlier submissions by Lee and Chu (2013), Rezaei and Ortt (2018) that as much as environmental dynamism directly leads to negative performance, the interaction between EO and environmental dynamism positively influences firm performance, and that whereas there is a negative relationship between risk taking and production performance, there exists a positive relationship between innovativeness and R&D performance and, between proactiveness and marketing and sales performance. This has allowed Company B* to expand and start another line for cement bags, a factor that could enhance profitability and sustainability.

4.3.1.3. Case 3: Company C*

Key to the operations of Company C* is open communication and methods for resolving conflicts. As evidenced from the sentiments proffered by the interviewed operations manager, head of human resources and head of finance. Company C* identified that one of the biggest roadblocks to progress is secrecy. One of the respondents had this to say:

"In a positive way if you feed the vision very well to the people implementing the business it creates performance. Because it is the people helping you to push." ***(Respondent 8; Quote 1)***

The aspects of open communication and conflict resolution are enshrined within the stewardship theory which stipulates that structures that empower and facilitate management to harness collective effort from all human resources yields positive benefits to the business through increased sales and profits (Pastoriza &Ariño, 2009; Madison, 2014). However, Company C* does not point out the type of the communications channels used, the level of their reliability and effectiveness. According to Mukelabai and Phiri (2021), effective communication has a positive effect on organisational performance since it enhances organisational relationship and minimises strikes and lockouts. Increased involvement of employees in organisational management is believed to increase the likelihood of developing positive attitude and beliefs required in the process of identifying, assimilating, transforming, and applying inbound knowledge (Brown et al, 2009).

As noted from the findings, company C* seems to uphold the concept of the stakeholder theory by taking into consideration the interests of its shareholders, who impact the business firm (Larson, 2013). If employees are treated as stakeholders, they feel valued, and therefore will work harder and be more productive (Blackburn, 2019).

Understandably, a clear comprehension of what is going on, and a sense of ownership enhances commitment and a total team effort. Employees and family members of Company C* are usually aware of what they are expected to do, why they are doing it, how they are doing and how they can improve. The interviewed top managers of Company C* have also learned that employee buy-in and commitment requires a clear understanding, a shared vision and sense of ownership. More critical to communication is understanding that disagreement is normal and inevitable. Company C* acknowledges this fact, such that it is a critical agent for change and growth, for this manufacturing family-owned business in Uganda.

Further discoveries from Company C* concur with Madison et al (2016) findings, when they revealed that the relationship between behaviour and governance is dynamic; meaning, governance mechanisms may be implemented based on the actual behaviour of the manager, rather than based only on the behavioural assumptions. As such, the adoption of open communication as a critical method for resolving conflicts by company C* agrees with the findings of Madison et al (2016).

4.3.1.4. Case 4: Company D*

Company D* supports local community and is eager to hire tradesmen in the area to enhance business as well as Customer Sustainable Relationship (CSR) goals. The relevant CSR activities adopted by Company D* have increased from their family-owned manufacturing business in Uganda. Typically, companies which participate in CSR practices strive to engage their employees and stakeholders. A pertinent feature which is observed in Company D* and their reason for adoption of CSR practices includes:

1) Greater employee satisfaction
2) Ethical motivation of top management
3) Commercial advantages for entry to new markets.

Questioned on the areas of social responsibility of Company D* the interviewed chief operating officer and the head of customer services commented accordingly:

> *"Not particularly ours, because if you look at our product, there are of a long term in nature, there are no single use like the water packaging bottles, the soda packaging bottles, that is the industry that have a bigger impact on the environment for us we create a balance between using material and re-using material so we can recycle materials, the bigger problem is the single use plastics."* ***(Respondent 10; Quote 1)***

> *"We are satisfied but most the time we are drilled with product availability of course if a customer orders for a product and you cannot deliver them of course you are not offering a good service of course you try to communicate, may be try to calm them down but at the end of the day they are actually not satisfied and for now many people have been having constrains of materials incoming in price issues, people falling sick, people going for leave."* ***(Respondent 11; Quote 1)***

These discoveries are in line with the key concepts of the stakeholder theory which takes into consideration the interests of other entities, in addition to the shareholders, who impact the business firm (Larson, 2013). According to Emerson et al (2011), a business entity is considered successful only when it delivers value to its stakeholders, where the delivered values come in various forms beyond financial benefits. While in agreement with the study findings, Tse (2011) points out that business entities that adopt stakeholder theory, tend to generate higher revenues since clients will be willing to pay more for services and products.

Company D* shares in many community developments programmes which resemble positive actions in terms of public engagement. However, it is also central to Company D*'s undertaking to support government initiatives through subsidies as it is involved in several civic programmes. According to Lee and Chu (2013), three-way interaction effects between EO, environmental dynamism, and the rareness of resource–capability combinations positively influence firm performancee. Although environmental dynamism directly leads to negative performance, the interaction between EO and environmental dynamism positively influences firm performance.

4.3.1.5. Case 5: Company E*

Company E* displayed some unique characteristics, driven by the spirit of a general family business which is shared blood, work and ownership of the company is also shared. In the discussion with the interviewed managing director, finance manager and head of operation management. Company E* is driven by the following four features:

a) Strong core values
b) Learning from mistakes
c) Social purpose
d) Tense relations affect the business

Company E* have a structure that can absorb losses resulting from strategic decisions, value systems which consist of truth, trust, and consistency, entrenched into having high quality goods and services and maintains cordial relations amongst the family members involved. On value systems which consist of truth, trust, and consistency, entrenched into having high quality goods and services the managing director had this to say:

> *"I run the business with my wife, and major decisions we make together like buying machines we sit down and discuss that we want to invest, and she is signatory to the account and to the documents. From the beginning we participate and, but we give each other room if to say if you are convinced that this is going to work, I will give you the ok. we have that kind of understanding."* ***(Respondent 14; Quote 1)***

From findings, Company E* is guided by the systems theory, which according to Jennings *et al* (2012) views a family as a whole, usually perceiving it as a relatively closed set of interactions between individual members. These findings show that the synergy of the constructs of entrepreneurial orientation such as innovativeness, proactiveness, risk-taking, opportunity recognition and self-efficacy among family members would substantially benefit the business more than would individual entrepreneurial orientation.

All these features enable Company E* to survive hard economic times such as COVID-19 adverse effects as the family-owned manufacturing business is ingrained with a sense of hope. The fact that Company E* is likely to withstand hard times or have made wrong business decisions which they have come out of, energises them to carry on. All these features act as competitive edge of Company E* in Uganda's volatile business environment.

While assessing family firm behaviour and governance through the lens of agency and stewardship theories, Madison et al (2016) pointed out that governance influences the actual behaviour of the manager and subsequently firm-level outcomes. It is evident from Company E* that the relationship between behaviour and governance is dynamic because governance mechanisms are implemented based on the actual behaviour of the manager, rather than based only on the behavioural assumptions.

4.4 Within-Case Analysis

Within-case analysis typically involves detailed case-study write-ups for each site (Eisenhardt, 1989). These write-ups are often simply pure descriptions, but they are central to the generation of insight (Gersick, 1988; Pettigrew, 1988) because they help researchers to cope early in the analysis process with the often-enormous volume of data (Eisenhardt, 1989). To gain a more intimate familiarity with the cases, an in-depth exploration of each case was conducted to discern how the processes or patterns that are revealed in each case support, refute, or expand the propositions that were introduced earlier in chapter 2 and in the beginning of this chapter. An in-depth examination of the cases continues below. To answer research question 1, 2 and 3: *What is the role of resources and capabilities on the performance of family-owned manufacturing businesses in Uganda? What is the role of entrepreneurial orientation on the performance of family-owned manufacturing businesses in Uganda? What is the contribution of stewardship on the performance of family-owned manufacturing businesses in Uganda?* the following categories were formulated and are discussed below.

4.4.1 Manufacturing Business Resources and Capabilities

After discussing with the selected top managers, three main resources and capabilities for a typical manufacturing business were cited in Uganda. These were:

i. ***General Business Management Skills:*** Following the interviews with the respondents, general management skills proved to be one of the capabilities which enhance smooth operations of the manufacturing businesses in Uganda. Four key elements were common in the description of general business management philosophies of manufacturing businesses in Uganda: strategic planning, clear chain of command, proper risk management and continuous evaluation and appraisals. On strategic planning respondents 2, 5, and 10 had this to say:

"We have a vision as an organization to become the best manufacturer in the entire East Africa. Now when you look at the vision of the organization, you come up with the objectives which are further broken into roles attached to specific departments for example it spells out the role of, human resource department, role of production, role of finance. So those departments are not supposed to perform below the line of what they expected to do within the departments." ***(Respondent 2; Quote 2)***

'Yes, we are proactive, and every organization needs to be proactive otherwise competition will take away your customers and lose out on business? so you have to be proactive as well? we are proactive. Because in planning when you're planning, you must put in place strategies to enhance your business and for you to achieve your corporate objectives in the company. So, you to have a strategic plan to hold on to, you must measure different aspects, for example, you must do the SWOT analysis PESTAL analysis, all these are proactive mechanisms to keep you in business. If you lose out on your customers and you will not grow, which is not helping, we are retaining customers attracting and we are growing and expanding." ***(Respondent 5; Quote 3)***

"Yes, as a management team we have 3 meetings every week of course every Tuesday we have a meeting on strategic goals whereby every department has goals, we do have organization goals and departmental goals so in each of every meeting every department head reviews these goals which are in line with company's goals and objectives." ***(Respondent 5; Quote 4)***

"Yes, there is a vision, there is a mission, we have values. We have a strategic plan in place a five-year strategic plan that was put in place as well, with a vision and we it's

reviewed on a quarterly to see how we're how we're doing. Against, it's what is the vision and the objectives? Are we moving towards achieving that vision? If we think we are off, do we go back and revisit that vision. But of course, that full assessment will also be done at the end of the year but on the quarterly, it is being tracked to ensure we are able to achieve it." ***(Respondent 10; Quote 2)***

Joyce and Winch (2004) concur with the findings that it is significantly easier to exploit new opportunities using resources and competencies that are already available, rather than having to acquire new skills, traits, or functions for each different opportunity. Although Madhani (2010) indicates that not all resources of the family business will be strategic in gaining competitive advantage, Barney et al. (2001) hold the view that competitive advantage occurs only when there is a state of resource heterogeneity and immobility. Competitive advantage is best achieved by utilising available internal resources, by putting more emphasis on strategic planning, regulatory policy, and the activity of market competition.

The interviewed respondents also viewed clear chain of command as one the general management component which is necessary for the success of manufacturing businesses in Uganda. Decision making systems and line of authority should be clear and for every duty assigned, management and subordinates should understand their accountability. More importantly the respondents also ushered out the importance of the role of top management and family in any manufacturing family business. Cognisance of such, top management interviewed in Uganda have cited the importance of clear chain of command in the following excerpts:

"The advantage with family business is that decision making is very quick, it is very quick, you present you case, they look at it and so long as it is going to improve efficiency and return on investment is short, so long as it improves the process and standard decision making is easy." ***(Respondent 5; Quote 1)***

"Every head of department is independent in making decisions, there is a lot of freedom in this company and what is important is accountability, everybody is accountable for their own decisions so long as you are accountable for decisions you make, there is no problem." ***(Respondent 11; Quote 1)***

"The ability for me to make that decision without making a phone call gives us an edge because I can make a decision without consulting, yes of course there would be a loss

end where somebody miss-uses that responsibility but for me I am not going to negotiate to defeat the company, I negotiate to make the company win." **(Respondent 14; Quote 1)**

Another important general business management skill which was proffered by the respondents was effective risk management skills. The interviewed participants assert that family-owned manufacturing businesses should be able to take calculated risk for them to operate efficiently. Most respondents believe that there is a lot of risk involved in running a family-owned manufacturing business in Uganda, therefore comprehensive risk analysis is key to the operations of family-owned manufacturing businesses in Uganda. The respondents had this to say:

> *"You cannot sit in your company and think things will get well. You need to go out there and take risks, but these risks should be well calculated. You don't go into a risk without doing some research and having a plan B in case things don't go well. So, think it is very important for the organization to take risks, without taking risks you cannot succeed with what you are doing because risks are part of the organization."* **(Respondent 2; Quote 1)**

> *"It is important that every business takes up risks, just like investing in new machineries is a risk and going to new markets, risk taking is critical because it opens up potential businesses and revenues."* **(Respondent 5; Quote 2)**

> *"You see, we only take calculated risk. When you are taking risk in Uganda type of country, the risk must be calculated so that there should not be a major setback directly to your business."* **(Respondent 1; Quote 28)**

The last common general management skill which came out from the participants was constant evaluation. The top managers who were interviewed expressed a lot of concern on continuous evaluation as a key to the success of manufacturing businesses in Uganda. Understandably, through continuous evaluation, the family-owned manufacturing businesses in Uganda can challenge their employees to improve their skills and knowledge. This will ultimately allow the company to stay one step ahead of its competitors:

> *"In terms of monitoring people's performance, there are reviews that are done at departmental level. and then of course, here the annual appraisals that also conducted*

at the beginning of the month, are you performing as per the indicators as agreed by management, they are key performance indicators that were given, which you expected to do and are they being achieved. And in terms of monitoring, you must keep track we monitor at the end of the month, quarterly and annually." **(Respondent 4; Quote 2)**

"Performance appraisals helps me understand why the person is not performing if they have any issues how they think we can solve these issues and then they give you feedback about yourself, do they have any issues with you and also how can you support them to improve their performance then if they have any changes in their lives, they mention it, it is just one pager but it helps a lot." **(Respondent 10; Quote 1)**

"Yes, there have been very many for example, the Mulwana way 4.0 it helps the organization to focus, it is our true north, we have charts in every department where teams meet to discuss KPIs, goals, different things the mission vision safety that we have on board and the program where we are trying to get an ISO certificate. We do internal audits in different departments on processes, we have another program to ensure that we are adding value to our customers, there is also route to market experience where master card is funding us to expand our route to market excellence by recruiting youth as dealers. We also won funding from private sector foundation to fight gender-based violence in the company and in the neighbourhood" **(Respondent 10; Quote 3)**

Figure 4.3 summarises the critical elements found in the category for general business management skills.

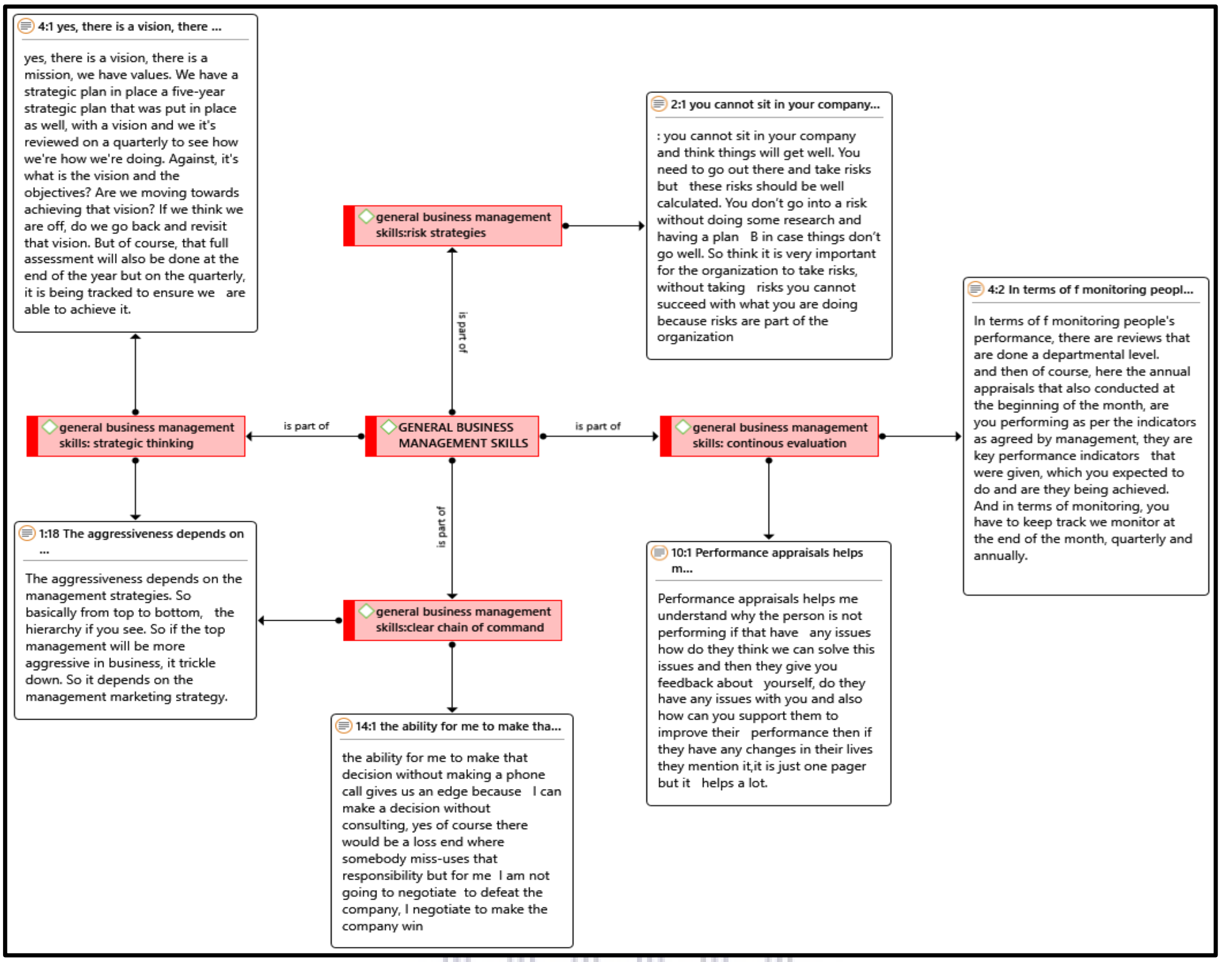

Figure 4. 3: General Business Management Skills

Source: General Business Management Skills elements using ATLAS.ti v8.2020

Sciascia *et al* (2014) in their study of family management and profitability in private family-owned firms indicated that family management has a positive interaction with the generational stage in both earlier and later generation stage firms. In effect, family management has a higher positive effect on firm profitability. This implies that family managers may contribute positively to firm performance even at later generational stages. Even later-generationtion family firms, there is no need to exclude family members from the firm's management as they can have a positive impact on firm profitability (Sciascia *et al*, 2014).

ii. Financial Management: In general, the interviewed participants concur that there is need for a basic understanding of monetary statements. Family-owned manufacturing businesses in Uganda should be able to manage cash efficiently that is, be able to interpret cash and calculate basic ratios to help in the financial management of the business (such as profit percentage, return on investment). Understandably, the study probed what were their sources of financing the business and if the family-owned manufacturing businesses are aware of financial institutions available in the area to assist them. What was interesting with this category is that most of the family-owned manufacturing businesses are aware of the financial institutions available from banks to government financing agencies and departments. However, two views exist: (1) for the businesses with no record of financial stability it is impossible to get the attention of the banks (2) if you are lucky to get their attention, you must be prepared to pay inflated interest rates for business loans because of the negative perceptions on the effectiveness of the institution. Some of the family-owned manufacturing businesses in Uganda are reluctant to approach the available financial institutions. Cognisance of this situation, in terms of financial management three broad categories came out from the interview namely:

(a) Capital acquisition
(b) Currency Issues
(c) Credit history and return on investment

The study will now focus on discussions of these categories. In terms of capital acquisition, the respondents had this to say:

"Financial capital is really critical because business is dynamic, you have to come up with new products, you need to do investments in machines that do production, which are really expensive you need money to hire people for the success of the business." **(Respondent 11; Quote 2)**

"Of course, for finance, usually what we do we use a lot of bank money. But the challenge is mainly with interest rates. Now, again, when we compare with other industries, sorry, other countries, you realise that for them, they have some they get loans, but maybe they'd be subsidized. So, Case in point for many we will work with the PTA bank. So, they usually give us lower rates. In Uganda, commercial banks are giving us their rates are a bite high." **(Respondent 3; Quote 1)**

"Financing depends upon the business model whether it is capital oriented or revenue oriented or service oriented. So, if its capital-based manufacturing company, you will require more than the service industry. But this is moderate. In Britannia type of company, our capital requirement is moderate." **(Respondent 2; Quote 4)**

For the family-owned manufacturing business in Uganda to acquire much needed capital at lower interest rates it must have a good credit history. Banks require collateral security before giving out loans, therefore for the manufacturing businesses to get loans it must be well established and have a good credit history:

> *"Obviously, most banks are out there, and they are willing to give loans, bank of Uganda is there to support these companies but where the challenge comes in is the interest rate, these companies are not willing to get the loans because of the high interest rate. You find that these companies fail to pay back these loans, so at the end of the day it reduces liquidation which is not right. Some companies embrace that because they know that companies are sustainable so if they are sure that if they inject in more money into the business if they are sure and they have forecasted that they will be able to pay back their loan, those companies are willing to go for the loans. However, others may not do that because of fear probably they are losing out in terms of liquidation and probably losing out on everything as you understand the challenges that comes with the loan but one thing, I know is that in case you willing to pay back in time, the banks are able to extend the payment period of the loan but still even they do that others are not able to meet their obligations. So, I think it is out of fear that some companies don't go for loans."* ***(Respondent 2; Quote 3)***

> *"When it comes to banking, financing is available here. But of course, what greatly matters, especially in the beginning setting is your history, your reputation, the nature of business, your honesty, integrity, those tend to stand out. But in terms of financing, financing is available in manufacturing, we are the ones the banks who are running for."* ***(Respondent 4; Quote 3)***

Other manufacturing business interviewed import machinery and raw materials from outside Uganda. Therefore, for smooth transactions these family-owned manufacturing businesses are in dire need of foreign currency. Certainly, the interviewed participants complained about foreign exchange rates:

> *"The forex is very volatile. Normally 60% of our raw materials are imported and paid in dollars and yet sell in Uganda shillings. So, if the foreign exchange was a bit stable it could give a good sound environment."* ***(Respondent 1; Quote 12)***

> *"Just that forex is our biggest problem. Here in Uganda most of the things are imported and yet your currency is stable, so it leads to the economic reduction. So, this you cannot do anything to solve it depends on the size of the economy. URA has BUBU policy (Buy Uganda Build Uganda), this type of policy helps the economy to be stable. If URA continue*

to encourage this type of policy, the economy will be self-sustaining.” ***(Respondent 1; Quote 30)***

Figure 4.4 summarises the critical elements found in the category for financial management.

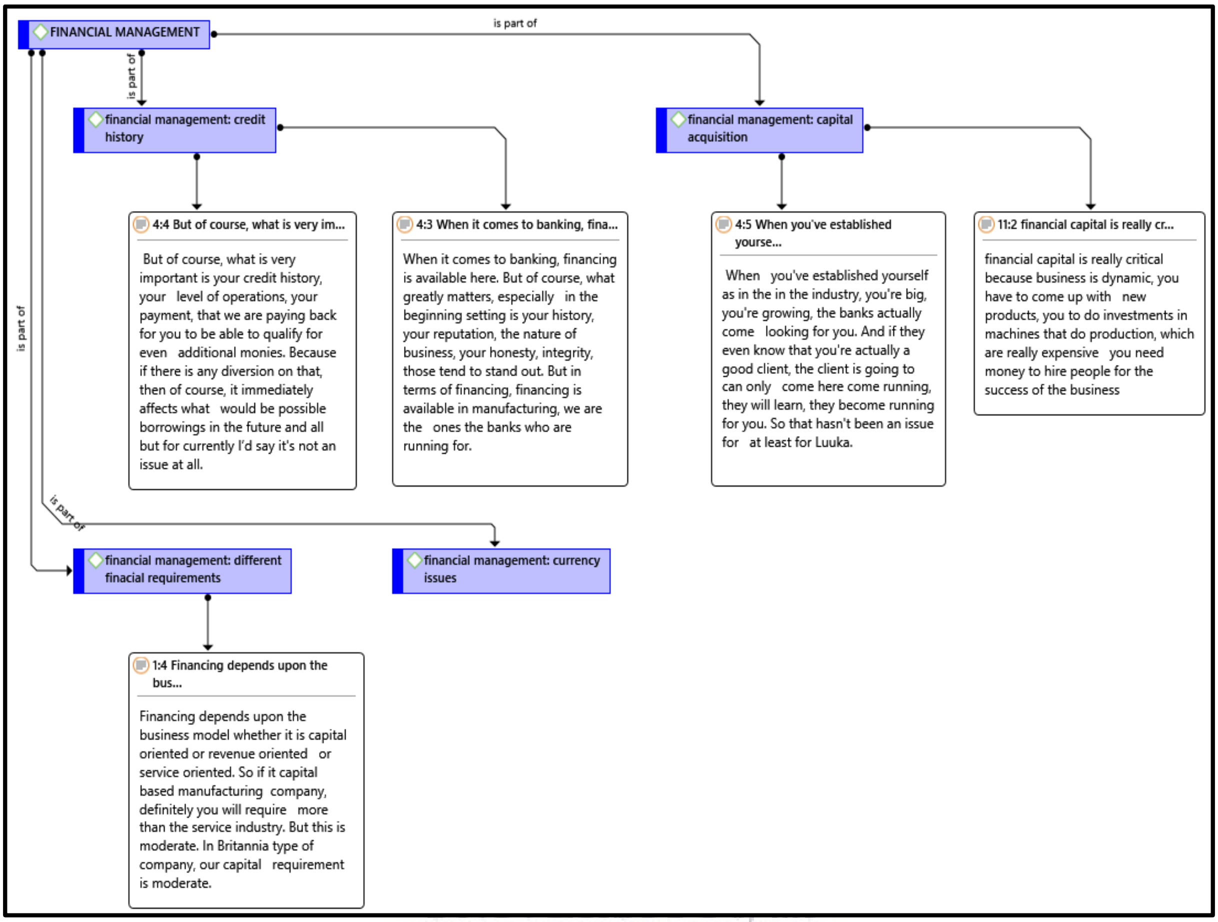

Figure 4. 4: Financial Management

Source: Financial Management elements using ATLAS.ti v8.2020

From figure 4.4, The study established that what is critical under financial management is credit acquisition, credit history, different financial requirements, and currency issues. These findings corroborate revelations from earlier studies on the macro policy in Uganda. For instance, Ggoobi et al (2017) pointed out that the industrial policy has had no tangible impact, and that there is no evidence indicating that the agencies mandated to implement the policy framework were ready and equipped to kick-start implementation. This could explain the dismal performance of manufacturing entities in Uganda. Breman and van der Linden (2014) noted that the way in which short term macro–financial priorities have dominated longer-term imperatives of growth and structural transformation is one factor, and the other is the ad-hoc and fragmented nature of many policy initiatives targeting specific sectors.

Nonetheless, Abaho et al (2016) indicated that an increase in the level of a firm’s capabilities through competent management, market linkages and marketing capabilities leads to enhanced

SME performance. SME owners and managers, through their entrepreneurial competences, can use firm capabilities as tools to influence their firms' operations to enhance their performance (Abaho *et al*, 2016).

ii. ***Marketing Management:*** The process of executing ideas by means of goods and services that create value for customers through pricing and promotion proved to be critical on satisfaction of family-owned manufacturing businesses' objectives in Uganda. The interviewed respondents clearly highlighted that family-owned manufacturing businesses must understand the needs, demands, and wants of their target market and provide these customers with quality products for repeat purchases and outsmarting of competitors. Effective marketing for family-owned manufacturing businesses convinces customers to prefer the products or services of a specific business over those of competitors, remind customers that the business still offers its product or services and encourage loyal customers to be ambassadors through word of mouth. Four key elements were common in the description of marketing management philosophies of manufacturing businesses in Uganda: market analysis, description of the marketing mix, customer relationship management and market intelligence.

To ensure that family-owned manufacturing businesses in Uganda maintain competitive advantage and long-term survival, businesses conduct marketing research, which, in turn, assists them to determine future courses of action vis-à-vis their current position. For all intents, a business can either conduct thorough marketing research or close as highlighted in the following sentiments by the respondents:

"Well, it is still giving us that age in the market. And, us we end up getting more inquiries from different clients. Usually we bank them yeah, and then we keep on studying the situation. Again, when we are ready, we're going for that. So, it's driving clients to our end. So, you got to get clients They're like no they are being direct we have been directed to come to you that actually we can find what we want to hear and of course something that you will find whatever product they are looking for." ***(Respondent 3; Quote 11)***

"Yes, our industry is historically an old industry, may be textile industry in terms of technology is next to agriculture because it started very many years ago and the

innovations and technologies are there we just have to adapt and sometimes it is just a question of just an extra effort and yes we try because we are competing with everybody because we have no patent, so it is the quality of our services that have kept us in the market so we have to be on our toes and try to do as best as possible ,try new designs, try neater ways of making things.” **(Respondent 12; Quote 2)**

Important to note from the respondents' quotations, family-owned manufacturing businesses in Uganda, particularly the small and medium enterprises, provide customised and bespoke services and products to customers. Continual customer input in the production process facilitates the co-creation of services and products. That is why market analysis/intelligence is important in that it is highly customised to almost an individual customer's unique needs. Such importance was indicated in the following excerpts:

“Mainly it is, like I was telling you earlier, we just mainly look at what is new? What are the new requirements, because we realize like I was telling you, when you travel to exhibitions, you see new ideas, yes, but the idea really is they have been in the market on the other end, but they are not yet here in Uganda? So, we also just use that opportunity to go in and expand. Like right now what we have done, we never used to make cement bags here in Uganda, most of the people were doing some doing to importation. So just this year, we have also started anther line for cement bags.” **(Respondent 3; Quote 8)**

Critical to discussions and information from the interviewed participants are the traditional marketing four P's which entails product, place, promotion, and pricing. In relation to product concept on the four P's the entrepreneurs indicated that:

“This year we decided to make warm jacket, this warm jacket is suitable for people at petrol stations, they have been previously using sweaters but now it is too cold and the sweater is not good enough, so we decided to make warm jackets which has fibre inside and is as good as that jackets that can be used in the hills.so we are making it and putting colours, logs and they are really taking it in. I had seen it somewhere and we had not done it.” **(Respondent 14; Quote 3)**

“Yes, the only thing is that if you look at the kind of products we do, most of them are traditional products, why do I say traditional, we have cases where we have tried to

change the product a little bit and the customer says not literally so you have to stick to what the customers are used to. There is yes, space for innovation and there is space for doing what customers are used to." **(Respondent 9; Quote 2)**

"Mattress is a bit a completed sector so for example you cannot introduce another product alongside it like that can easily happen in a beverage company for example you can introduce beer and water and they are still in the same line but for mattress may be what you can introduce and flow in that line would probably be chairs and with chairs you would ideally don't need to fight with people taking your scrap." ***(Respondent 6; Quote 5)***

In relation to place/ distribution channels concept on the four P's the entrepreneurs indicated that:

"Yes, our distribution channel is very different, from the rest, we utilize two major distribution channels, we have depots that are like factory outlets in all regions of this country, we have major towns in this country and trucks replenish all those depots somebody cannot run out of stock. second, we have trucks that do route sales twice a week, then these depots being that they are at the centre of our customers, we have supported them with wheel loaders that even if somebody bought one mattress, we deliver for them." **(Respondent 6; Quote 3)**

"Yes, we have recruited over 722 youths as distributors, for those that have traded have earned over 60M, we are supporting the youth to do business and then we are also expanding our market for the agents and thus expanding our coverage. In terms of gender-based violence, the production team where the program was based we ensured that they concentrate and reduce on damages and improve on quality of our products." ***(Respondent 10; Quote 4)***

In marketing principles, the value of a product or service is determined by its benefit to the consumer, and the sacrifice required in terms of money and effort to obtain the product. As evidenced from the participants' quotations, for the family-owned manufacturing business owners, the price helps to influence how much of a product/service the customer purchases and influences whether the product/service will be profitable. Hence pricing strategies are equally critical in marketing management of the family-owned manufacturing businesses in Uganda:

"The aggressiveness naturally there what happens usually what they do here renewal cutting prices mainly is about price reductions. But when you look at the quality sometimes when someone is more critical with quality, they end up coming back to us." ***(Respondent 3; Quote 13)***

"Yes, we run a very awkward pricing policy here, we don't advertise, Our products speak for themselves we try to make the best, and people who use our products refer people to us, so all the time people are calling us, you did work for so and so, we also want you to do work for us." ***(Respondent 12; Quote 3)***

Other interviewed participants described Customer Relationship Management (CRM) as another critical marketing factor. CRM practices allows the family-owned manufacturing business to be customer focused on such a way that continuous feedback from the customer will allow the production of quality products:

"And what is important of course as an organization is to ensure that the customer knows where to find you when they need to hear and I think Luuka has taken strands in doing that, we put in place a website to ensure there are a lot of improvements that are going on that in case the customer wants to know is this product available for example you say you do manufacturing of yoghurt did you know or are you're able to find out the kind of packaging that you want for your business and all that is what is the most the most critical but they've made the effort and they are there plus they're known in the industry for packaging work, and quality packaging more importantly" ***(Respondent 4; Quote 7)***

"Yes, it has not been easy because some of the companies don't mind about the quality of the product for them, they tend to compete on price only but for us we cannot compromise on the quality and yet most of the competitors don't mind on the quality." ***(Respondent 11; Quote 4)***

The respondents also mentioned constant analysis of market trends and knowledge about competitors such that their family-owned manufacturing businesses will always have competitive advantage:

"Usually, that's what we are mainly doing was we look at the competitors who are coming on board. And then again, we keep monitoring the market to see what the new products are there. So, we end up shifting, we maintain what we've been doing but also shift to go in for those other products which are not yet being supplied." **(Respondent 3; Quote 10)**

"Yes, we are competitive because barriers to entry in this market is very low and therefore you find that we have to compete with the big and the small who will cut anything, we have been known for quality and we will want to stand with that quality but here is a new entrant who will give each everything an enemy to get to where we are." **(Respondent 9; Quote 3)**

"We have two things that are actually letting us down, one is that these competitors, it is very hard to say let's sit and streamline and have a common position and two is that the way we source is different, some of them are Chines and from different countries and when they come here, they are some benefits the enjoy such as tax holiday and even if you are sourcing from the same source buy have a tax holiday, they are better off." **(Respondent 6; Quote 4)**

Figure 4.5 summarises the critical elements found in the category for marketing management.

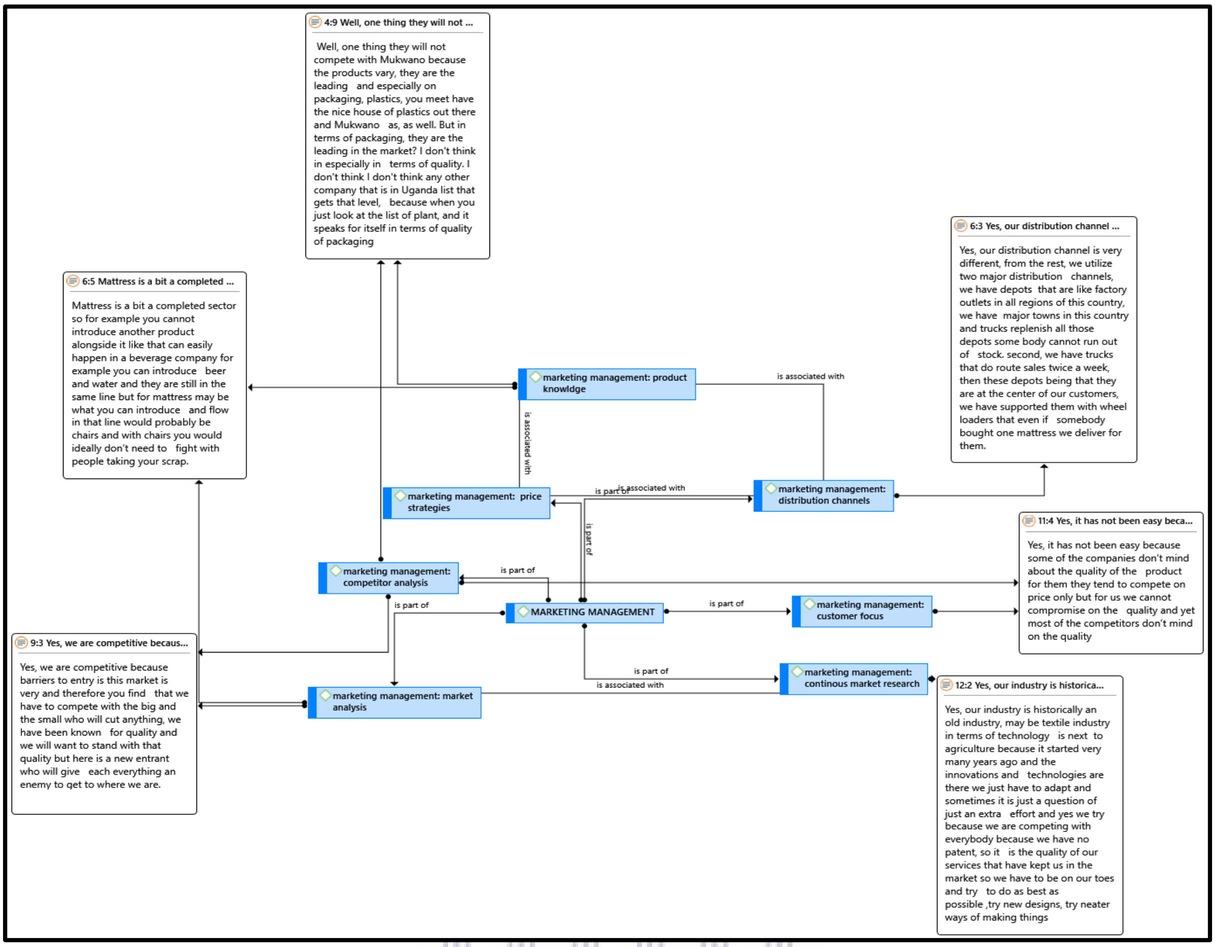

Figure 4. 5: Marketing Management

Source: Marketing Management elements using ATLAS.ti v8.2020

The aspect of marketing, as earlier pointed out by Rezaei and Ortt (2018) is that a positive relationship is observed between innovativeness and R&D performance and also between proactiveness, marketing and sales performance. However, a negative relationship exists between risk taking and production performance. Rezaei and Ortt (2018) also showed a sequential positive relationship from R&D via production, marketing, and sales to overall performance of firms. These findings reflect earlier study findings revealing that R&D, production, marketing, and sales functions reinforce each other in a logical order and are complementary in their effect on overall firm performance.

iii. ***Technological benefit:*** In this study, technical benefits were mainly to the advantage of family-owned manufacturing businesses in Uganda, where the businesses can use technology to improve his marketing skills or to reach out to a larger customer audience and improve production plants. The most important aspect of technology is that it brings creativity and innovation on the family-owned manufacturing businesses in Uganda. The comments were:

> *"Innovation gives you a new market share. If people see new products, new varieties which gives a new market share till other companies start manufacturing such varieties."* ***(Respondent 1; Quote 17)***

> *"In our business technology keeps on evolving and it's changing. And again, in our end mainly people were using our products, they also usually need different technology ideas, different concepts. So usually, we do a lot of travels to see what's new on the market. First, to see when the products like someone's packaging milk, what we're supplying right now, they are packs which are just for refrigeration, two days, three days, now the new technology, which is where someone still needs to use a polythene bag, what which is dealing along the life, maybe three months, five months, so you find that the process remains the same. But we just now need to change that technology. So, it keeps on evolving. It's critical."* ***(Respondent 3; Quote 18)***

By technology usage, family-owned manufacturing businesses in Uganda enjoy the power of creative imagination. Thus, the organisation and its workers become inventive such that they are always willing to venture into new business. The importance of inventiveness is highlighted in the following excerpts:

> *"So, you see every level of advancement in technology determines the level of technology the company must adopt. If a company takes on that technology that very year, it brings advancement. You see the young generation that we are bringing into the industry, you find that they have new ideas, and they want to work with up-to-date technology."* ***(Respondent 2; Quote 25)***

> *Yes, very much so, technology is important. We use industrial machinery, but these very machines could be improved just by adding on a few attachments for example if you are making a shirt, you would add an attachment that would do trimming instead of doing hand trimming after you had made the shirt, so just simple technologies like that can make very huge impact, now going further, we can have machines which are*

electronic and are factory made to do the trimming and produce a clean garment. ***(Respondent 12; Quote 4)***

"In our business technology keeps on evolving and it's changing. And again, in our end mainly people were using our products, they also usually need different technology ideas, different concepts. So, usually, we do a lot of travels to see what's new on the market. First, to see when the products like someone's packaging milk, what we're supplying right now, they are packs which are just for refrigeration, two days, three days, now the new technology, which is where someone still needs to use a polythene bag, what which is dealing along the life, maybe three months, five months, so you find that the process remains the same." ***(Respondent 3; Quote 19)***

With globalisation, ever changing customer needs and recently the COVID-19 pandemic, organisations need to be astute and continually adopt to the volatile modern market. Technology brings modernisation and here is what the participants had to say:

"It is critical. Especially in terms of the operation and the volumes that we currently have. Luuka is a big organization, call it one of the other small ones. So of course, technology is very important. Then of course now with the new system from URA. There's any an on-line system for invoicing, electronic invoicing and all that has also added on to the use of technology and ensuring that everything is documented." ***(Respondent 4; Quote 12)***

"Technology is critical because it changes every day for example if you are dealing in manufacturing and more importantly in our forming Technology, back those days we used to have a machine that would produce a doom shaped and now Technology has advanced and people are producing flat top that is already a saving, the one that could go into scrappage, people are using it as a normal mattress which fetches more value as opposed to be sold as an off cut so technology in this case is very critical." ***(Respondent 6; Quote 7)***

"Yes, technology is important though we don't use much of it to full capacity, because most of the work we get is via email, Jumia, tweeter, Facebook, WhatsApp, so we get some business from those links. I use my line even mzee uses WhatsApp, we get business

from there especially WhatsApp, we get as much orders as email.” ***(Respondent 14; Quote 6)***

From all the discussed technical benefits, it is important to comprehend that if a family-owned manufacturing business adapt a certain technology efficiently, the business will enjoy a technical edge over its competitors. The technical edge may be experienced due to uniqueness of products and novelty of ideas displayed by the family-owned manufacturing business. The participants remarked:

> *“Obviously YES, technology can give you innovation and efficiency. So, if look at innovation, your market share will increase because of new products and new varieties and then when you talk about efficiency, you will be able to produce more output at a lower cost. It will be cost effective because you are technology based.”* ***(Respondent 1; Quote 10)***

> *“Obviously, that is very good because you see as you go on technology every now and then is something new, you find that the computers we used years ago is not the same computers we are using today, it used to be monitors and they came up with laptops. So you see every level of advancement in technology determines the level of technology the company must adopt. If a company takes on that technology that very year, it brings advancement. You see the young generation that we are bringing into the industry, you find that they have new ideas, and they want to work with up-to-date technology. So, you must ensure that you bring in new technology with these new brains, most of them are interested in research they want to know what is new, so obviously the company will grow.”* ***(Respondent 2; Quote 23)***

> *“Technology is critical and because of the it eases work now that I can sit here and know what is happening in the whole of western Uganda because of technology and when it comes to production line, it makes production easier and even the products that have come out to become more of quality, because of technology we have increased production.”* ***(Respondent 11; Quote 5)***

Figure 4.6 summarises the critical elements found in the category for technological benefit.

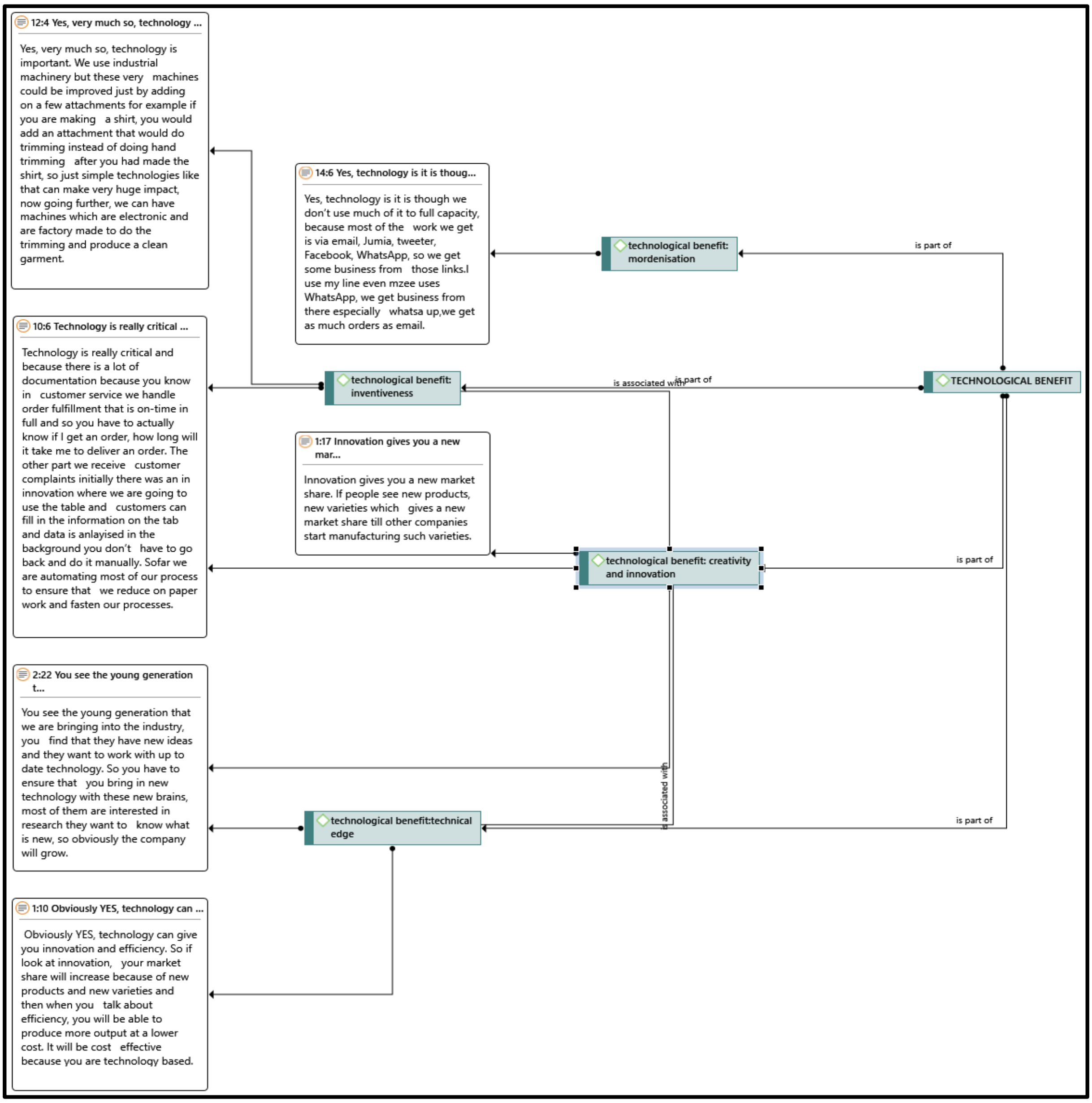

Figure 4. 6: Technological Benefit

Source: Technological Benefit elements using ATLAS.ti v8.2020

Capabilities consists of adaptation and change, because these capabilities can be regarded as a transformer for converting resources into improved performance while creating competitive advantage (Khan et al. (2019:2). However, Ferreira and Fernandes (2017) point out that possessing resources is not enough for superior performance, organisations need a set of capabilities to combine, develop, and exploit those resources. Earlier studies by Dhanaraj and Beamish (2003) reveal that entrepreneurial orientation, organisational resources and technological intensity, influence and reinforce corporate strategy in external markets, thus positively impacting on firm performance. Ferreira and Fernandes (2017) demonstrated that resources and capabilities effects on firm performance. The rarer the resource/capability combination, the greater the probability of attaining competitive advantage. There arises a critical need to understand how a firm can identify the rare and valuable resources that simultaneously enable better levels of performance and competitive advantage.

4.4.2. Entrepreneurial Character and Orientation

The second research objective was to examine how entrepreneurial orientation practices affects the performance of family-owned manufacturing businesses in Uganda. The study established that critical to strong entrepreneurial prospects is an entrepreneur's ability to bring new ideas into the community. Novel inputs in the community represents a strong sellable idea in the marketplace which can flourish for a continued period. The respondents in this study are astute, which gives prospective family-owned manufacturing businesspersons an opportunity to bring unique ideas into their communities. Understandably, for this reason the questioned family-owned manufacturing businesspersons are constantly keen to start a new business as evidenced in the following excerpts:

> *"We have introduced different products like orthopaedic mattresses due to demand from the customers and this caused us to buy a machine and it is working for people who have backaches"* ***(Respondent 7; Quote 5)***

> *"We are also coming up with another Technology called conversation commerce and it is robots' application where it is the robot that actually handles the transaction, we also have another project called route to market excellence where we are recruiting retailers for our agents and they will be using this technology."* ***(Respondent 10; Quote 8)***

> *"This year we decided to make warm jacket, this warm jacket is suitable for people at petrol stations, they have been previously using sweaters but now it is too cold and the sweater is not good enough, so we decided to make warm jackets which has fibre inside and is as good as that jackets that can be used in the hills.so we are making it and putting colours, logs and they are really taking it in. I had seen it somewhere and we had not done it."* ***(Respondent 14; Quote 3)***

From the above excerpts, the family-owned manufacturing businesspersons are creative and innovative. The businesspersons interviewed are open minded, flexible, and quick learners. Family-owned manufacturing businesspersons must have the ability to generate new and usable ideas to solve problems or use any opportunity. This makes entrepreneurs problem solvers as evidenced in the following quotations:

> *"Mainly it is, like I was telling earlier, we just mainly look at what is new? What are the new requirements, because we realize like I was telling you, when you travel to exhibitions, you see new ideas, yes, but the idea really is they have been in the market on the other end, but they are not yet here in Uganda? So, we also just use that opportunity to go in and expand. Like right now what we have done, we never used to make cement bags here in Uganda, most of the people were doing some doing to importation. So just this year, we have also started anther line for cement bags."* ***(Respondent 3; Quote 20)***

> *"We have taken some risks, sometimes we have burnt our fingers badly and many years ago, I wanted to import a machine that could do logs so that I can brand company products in an attractive way and I went on internet, I contacted a Chines company and they sold me a wrong machine. Many years we became friends with a salesman despite having wronged me that way and many years later he said he must apologies because I had sold you a wrong machine. This affected business we lost about 3 years but after that we were able to buy another machine."* ***(Respondent 12; Quote 8)***

Innovativeness reflects the tendency to engage in and support new ideas, novelty, experimentation, and creative processes resulting in newness, while proactiveness reflects the organisations' actions in exploiting and anticipating emerging opportunities by developing, introducing and making improvement towards a product (Rahman, Civelek & Kozubíková, 2016). Similarly, risk-taking is the willingness to commit resources to undergo activities and projects which result in uncertainty of the outcomes (Fadda, 2018; Linton, 2019). In other words, it is the extent to which a firm is willing to make large and risky commitments (Steward, Lumpkin, & Katz, 2010).

Evidenced in the quotations above is that the interviewed businesspersons are not only problem solvers but are also risk takers. The businesspersons take calculated risk and in the manufacturing industry they reduce the risk by finding investors to provide finance or decide with suppliers to provide goods immediately and persuade suppliers to accept special terms of payment. Understandably, the interviewed businesspersons are tenacious, decisive, and persistent in problem solving. However, due to technology and forever-changing needs of the customers in today's marketplace, quality of products matters most in the consumer's final purchasing decisions. Businesspersons, be it in rural areas, towns, cities, or metropolitans, are selling quality. For this reason, family-owned manufacturing businesspersons should continuously engage in market research and determine the ever-changing needs of consumers. This calls for an entrepreneur to enhance the quality of products periodically. Failure to do so, will result in a business dying in its infancy. It is for that reason we find some similarities in the following extracts given by respondent:

> *"Back then we used to produce mattress and it was like a single sheet, produce a sheet, dress it and take it to the market, we used to have a polythene bag the ordinary one and now with innovation we had to look for a clear PVC which is attractive to the customers then we had to look for printing machine that put the design in the mattresses especially the clothing then later we had to introduce rebounded form for people suffering from the back or those that need stability in their sleeping comfort"* ***(Respondent 6; Quote 8)***

> *"Yeah, in 2019 we invested fifty million US dollars on new bottles. So, we make juice in pic bottles, we use to do tetra pack and we have put in new machines and I know these machines produce 18000 packs compared to the old machine that we had. This will help to meet the market demand."* ***(Respondent 2; Quote 14)***

Apart from being quality enhancers, problem solvers and innovators, the interviewed businessperson displayed a visionary entrepreneurial character. Indeed, businesspersons develop a vision and leverage on that vision to change the present situation. Importantly, a vision is only as good as the plan to execute it. To bring their vision to life, entrepreneurs need to communicate it to stakeholders. Communicating the vision alone is not enough, they need to communicate it effectively and get acceptance, or buy in, from partners, banks, financiers, customers, and regulators. This is the single visionary character that must differentiates entrepreneurs from non-entrepreneurs:

"Yes, there is a vision, there is a mission, we have values. We have a strategic plan in place a five-year strategic plan that was put in place as well, with a vision and we it's reviewed on a quarterly to see how we're how we're doing. Against, it's what is the vision and the objectives? Are we moving towards achieving that vision? If we think we are off, do we go back and revisit that vision. But of course, that full assessment will also be done at the end of the year but on the quarterly, it is being tracked to ensure we are able to achieve it." ***(Respondent 10; Quote 2)***

"Yes, we follow a shared vision, our vision is to be the market leader in the plastic industry in 2025 and everybody is focused onto that be it procurement, human resources, procurement all heads of department." ***(Respondent 11; Quote 9)***

Much as strategic management is considered an important factor in reducing resistance to change and promoting collaboration in organisations, the process is complex, time consuming, difficult to implement and particularly requires skilful planning (Santayana, 2014; Katsanos, 2018). Additionally, the differences in organisational culture, leadership, and environment, have posed challenges in the process of implementation of strategic management practices (Aduan *et al*, 2009). Nonetheless, any business entity that desires to gain competitive advantage in a changing, dynamic, turbulent, discontinuous, and highly competitive business environment must strategically manage all the resources at its' disposal to maximise output (Aremu & Oyinloye, 2014). The adoption and effective implementation of strategic management practices can make an organisation more proactive and innovative, consequently leading to competitive advantage and sustainable business performance (Olanipekun *et al*, 2015).

Figure 4.7 summarises the critical elements indicated by respondents as entrepreneurial character.

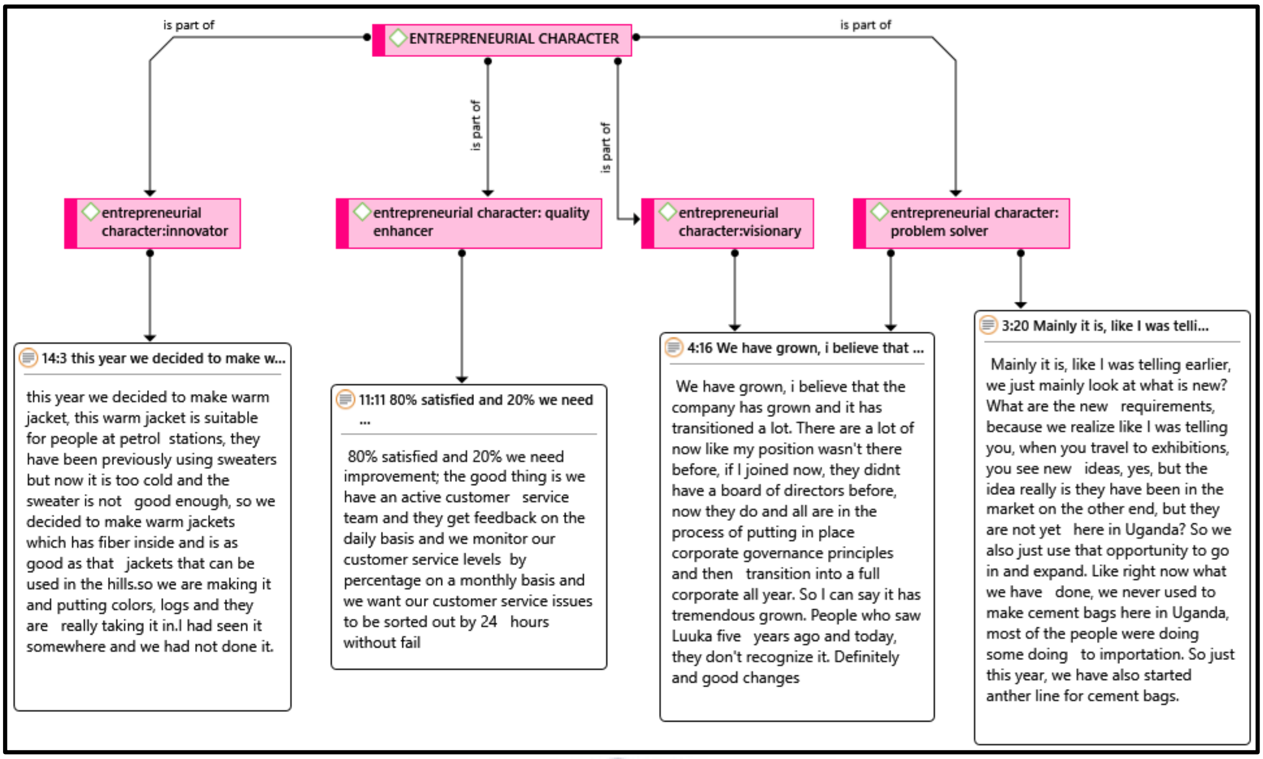

Figure 4. 7: Entrepreneurial Character

Source: Entrepreneur Character using ATLAS.ti v8.2020

4.4.2.1. Entrepreneurial Challenges

The study evaluated the challenges about shortage of capital, volatile exchange rates, skills challenge, poor decision making and COVID-19 challenges. Shortage of capital was described in terms of poor credit history, lack of collateral security, high interest rates and volatile foreign currency exchange rates:

> *"Uganda so far is very good. The business environment is very good, but the only problem is forex. The forex is very volatile. Normally 60% of our raw materials are imported and pay in dollars and yet sell in Uganda shillings. So, if the foreign exchange was a bit stable it could give a good sound environment."* ***(Respondent 1; Quote 29)***

> *"Manufacturing business depends a lot on initial investment and when it is a low investment, it will be very difficult because the rate of interest is very high here in Uganda compared to other countries, so unless you are getting adequate profits otherwise it will be very hard to pay your loans. Secondly, the buying power of people. If the buying power of customers is very high then you can succeed but if I am to consider 2020 to 2021, the buying power of people has been going down, so the moment the buying power is going down, it will affect the business."* ***(Respondent 2; Quote 9)***

"Financial capital is very critical especially in the market we operate in, you do need to have a safer buffer to support you from exposures because our developing economies are more susceptible to shocks say like COVID, you could argue that the western countries are more resilient and can copy better where they do a lock down than us because here in Uganda there is limited savings, everyone is living hand to mouth and the same thing if you bring closer to the organization" ***(Respondent 8; Quote 5)***

The study also confirmed skills challenge as one of the entrepreneurial challenges faced by family-owned manufacturing businesses operating in Uganda. Lack of technical skills, lack of business management skills and lack of training proved to be the main skills challenges faced by family-owned manufacturing businesses in Uganda:

"Mainly, we have challenges with technical personnel. That's the biggest when we are running this business with HR issues and accounts finance, that's the beat, okay, we can get the local stuff within Uganda." ***(Respondent 3; Quote 3)***

"Talent is there but competence is not there, competence is matching the skill to the requited role and it takes time to find the right candidates to match the skills and therefore availability is not easy and may be some it is about training and the type of training that people go through and if that training is mirrored to the positions that are available and therefore matching the training to the skills that are needed in the job market is what is lacking and there is a gap there." ***(Respondent 9; Quote 5)***

"It is not easy to find competent staff, though there are people who are looking for jobs, we do a lot of recruitments and even if we find some people, we later train them to become compatible with what you do as a company because people come from certain companies which operates different from yours." ***(Respondent 11; Quote 13)***

Apart from shortage of capital and skills challenge, the study also confirmed poor decision making as an entrepreneurial challenge. Most common in the interviewed respondents was poor decision making in terms of succession planning and lack of vision:

"Family business fail first of all because of management and most of the people manage business are managed like homes for example they don't have the board of directors that make major decisions and there is a lot of independent decision making and the other thing is that they lack capitalization because the capital is from within the family." ***(Respondent 11; Quote 19)***

"I think it goes back to the management and the succession planning is ideal I could look at those two, if you find family wrangles, they tend to bring it down. But if you work as a team and you continue having the same vision to take the business forward." ***(Respondent 3; Quote 25)***

"On paper yes, there is full registered vision and mission, but do we follow it, no like every day but sometimes it can be easy to forget and not even think about it." ***(Respondent 8; Quote 9)***

The respondents also confirmed the challenges which were brought by the COVID-19 pandemic. The pandemic brought a lot of businesses to standstill and closure as a result of severe decline in access to inputs, alluding to the risk of overreliance on international rather than regional or domestic supply chains for raw materials and intermediates (Lakuma and Sunday,2020). From the technical point of view, COVID-19 pandemic brought some new opportunities, but for family-owned manufacturing business it led to low sales volume and several financial related problems. The respondents commented:

"With COVID? Yes. People have had to scale down to remain especially those who are thinking to remain profitable scale down and try to maximize the outputs with minimum expenses and overheads it's had a very big effect. But I think that is worldwide or just at least for the past year." ***(Respondent 4; Quote 21)***

"COVID has affected the business and some of our products are seasonal, for example go back to school and when children are not going back to school, they business is affected Most of the business is seasonal for example when children are not at school our range of business is affected and then also the rain, we have a product called the watering cane, if it is raining people don't buy it. Then there is political uncertainty in CBD and when there

are issues in town, we don't get 60% revenue from central business centre." ***(Respondent 10; Quote 11)***

Figure 4.8 summarises the critical elements indicated by respondents as entrepreneurial challenges.

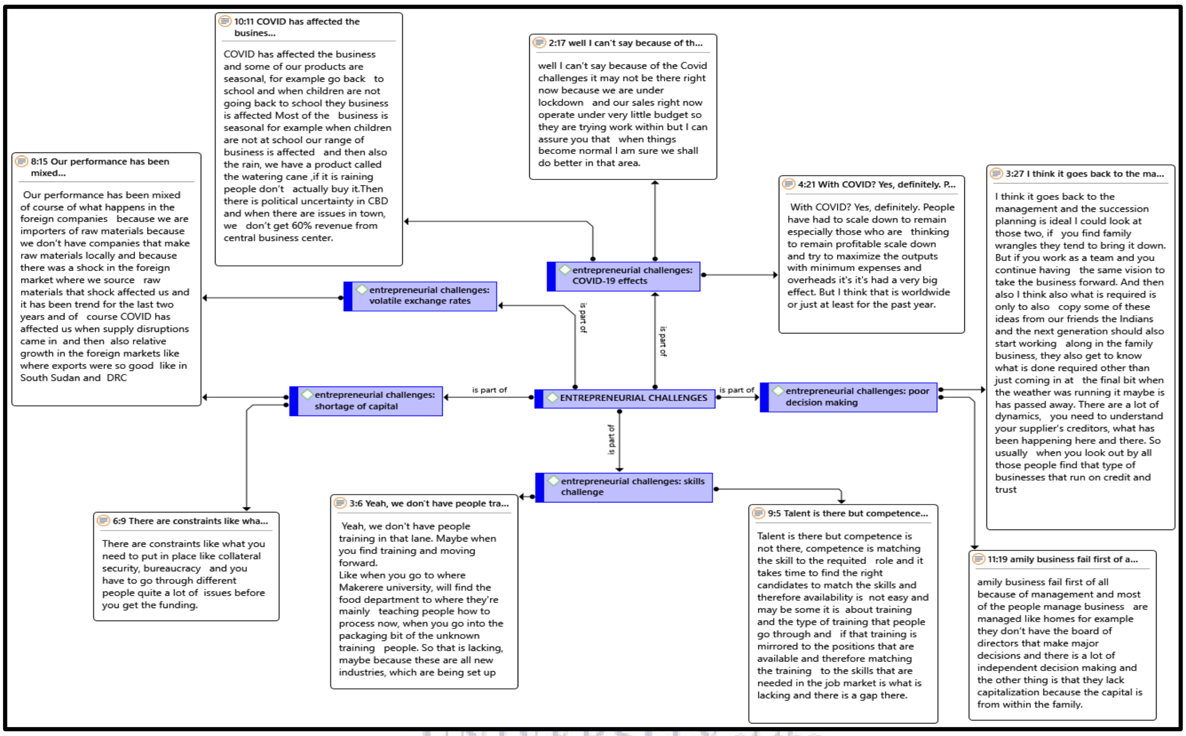

Figure 4. 8: Entrepreneurial Challenges

Source: Entrepreneur Challenges using ATLAS.ti v8.2020

Earlier research agree with the findings from this study - although Uganda family-owned businesses account for 90% of the private businesses in the country, only a handful of them remain sustainable in the long term (Asoko, 2019). These findings are in tandem with a survey carried out by Egon Zehnder which revealed that globally, 30% of the family-owned businesses survive to the second generation; 12% transit into the third generation and only 3% reach the fourth generation (Fernández-Aráoz et al., 2015). In Uganda, nearly 60% of the small and medium enterprises fail during the first three years of operation (Nyanzi, 2015). Other scholars have argued that factors such as product development and market development contribute a significant moderating effect in the process of EO's impact on business performance (Boso, Adeola, Danso, & Assadinia, 2017; Zhang & Yang, 2018). This implies that entrepreneurial orientation and business performance is affected by additional variables such as product development and market development (Boso, Adeola,Danso,& Assadinia,2017); Inspite of the fact that studies on the role of resources and capabilities, entrepreneurial orientation on the performance of family-owned manufacturing businesses are currently rare (Grande, Madsen & Borch, 2011; Lee & Chu, 2013).

4.4.2.2. Government and the Family-Owned Manufacturing Business in Uganda

In line with the fourth research question: *Is government macro-policy contributing to the performance of family-owned manufacturing businesses in Uganda?* The study now turns to discussions of family-owned manufacturing business persons' perceptions and the implications for government policy. Uganda like any other African nation, despite its massive investment in entrepreneurial sustenance infrastructure, is characterised by high unemployment and rising poverty levels. This situation begs the question: How is it that entrepreneurship transformed Western countries and Southeast Asia into economic powerhouses, but apparently is less effective in Africa? Indeed, evidence in the literature review revealed that there are supporting programmes for the manufacturing industries help family-owned manufacturing business persons in acquisition of start-up resources and importation of raw materials (African Development Bank, 2014). Nevertheless, there is still evidence of inconsistencies in the implementation of such support programmes in Uganda. Moreover, it would also appear that a massive majority of African policymakers lack the general understanding of the traditional entrepreneurial environment (Balchin, Gelb, Kennan, Martin,Velde, and Williams, 2016). Government misconceptions are recorded in the following excerpts:

> *"No, actively no, I don't even know if government has ever taken any initiative to support longevity of the company, I cannot think of any government policy that support local companies to survive, there is buy Uganda, Build Uganda (BUBU),but I don't know if that supports indigenous companies but for longevity, there is nothing because there is no even tracking mechanisms in Uganda where they say companies that have made 20,give an award ,companies that have made 50 give and a ward, there is no mechanism that tracks companies that have stayed for long."* **(Respondent 8; Quote 12)**

> *"I think there is a lot to be done, I feel that Uganda can be in a position to be a power in terms of manufacturing and I feel the government has verbalized but there is need for targeted marshal plan and that is why a targeted plan, that is the only thing that will make things happen, there are decisions that are made today but action comes 18 months later, that is way too long, is very import for example if we say we are reducing power tariffs,*

what industries are we targeting, if we say we are targeting the food industry, we should then be establishing what is the major problem that we are targeting, is it market, is it raw materials etc, why are we importing mango juice for example and yet we have all yellow mangoes everywhere. So, it is not on shot in the arm, it is comprehensive, so all these things determine our competitiveness, we are not stopping them from importing but we are going to out compete with them." ***(Respondent 9; Quote 8)***

Several issues are evidenced in the participants' extracts on macro-policy implications. Among other issues are: (1) the dynamics of local arts and craft private enterprise are not sufficiently understood and to a greater degree, enormously undermined by policy makers, (2) the main users and beneficiaries of support institutions are corrupt, (3) because of policy makers and the lack of knowledge and information, the majority of local entrepreneurs are exposed to a one-size-fits-all policy application tactic, and last, (4) as long as discourses between government and the local people are a once-off protest event, policy will continue misinterpreting the needs of the local community. Here are some excerpts which explains tax regulations, implementation challenges and local empowerment issues:

"Yes, the employment has increased. As Britannia, we are employing most of the Ugandans. We are employing almost three hundred (300) people, out of that only 10 (ten) are expatriates so 290 are all local people so the employment has increased." ***(Respondent 1; Quote 33)***

"Government should be a bit liberal for large taxpayers because large taxpayers can contribute more. Secondly, they should learn how to increase the buying power of people by creating employment. Unless people around are employed, there buying power cannot grow. If there is no demand, supply will reduce gradually." ***(Respondent 2; Quote 38)***

"Government is not interested in ensuring longevity of the businesses and all it is interested in are taxes, its owners of businesses that go to government, but government does not really come down to see how to sustain these companies." ***(Respondent 11; Quote 17)***

Figure 3.9 summarises the critical elements indicated by respondents as macro-policy issues.

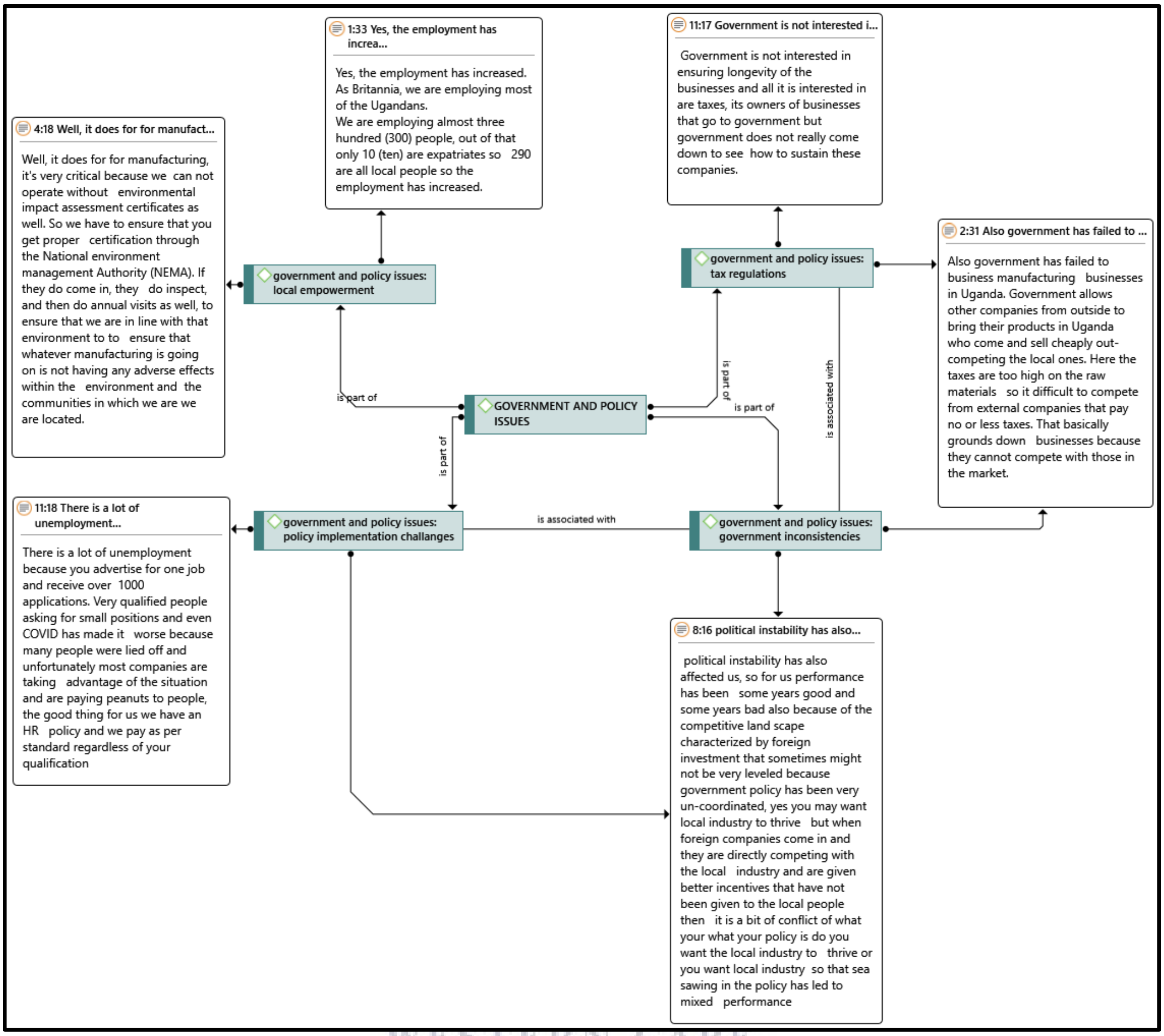

Figure 4. 9: Government and Policy Issues

Source: Government and Policy Issues using ATLAS.ti v8.2020

Although Uganda's Industrial Policy was developed in 2008, its' implementation has been haphazard (Ggoobi, Wabukala & Ntayi,2017). Scholars and professionals on government macro policies attribute this to lack of supporting policies to effectively implement macro policy on industrialisation in Uganda. Specifically, they point out the lack of policies on industry financing, labour management, small and medium enterprises mobilisation, subsector policies and standards regulation policies among others (Ggoobi et al, 2017).

Currently the industrial strategy operates within a liberalised policy framework, particularly supporting food processing, sugar, dairy and leather products, textiles and garments, and value addition in niche exports (UBOS, 2015), which would be a favourable environment for family-owned manufacturing businesses to thrive. However, although policy framework implementation has been achieved up to 30%, none of the set targets have been met (Breman & van der Linden, 2014). Similar studies have found that the industrial policy has had no tangible impact. According to Ggoobi et al (2017), there is no evidence indicating that the agencies mandated to implement the policy framework were ready and equipped to kick-start implementation. This could be a critical factor contributing to the dismal performance of manufacturing entities in Uganda.

4.5 Cross Case Analysis and Model Construction

After establishing the categories discussed in earlier sections, the study compared all categories: technological advent, government and policy issues and entrepreneur character, in a more precise manner than when the categories were first established. Variables related to the established categories are considered in this section to generate improved theory. Moreso, the improved theory was compared to all the concepts discussed in the preceding sections and new theory was constructed. Heath and Cowley (2004) recommend the writing down of theoretical memos at this stage of the analysis, which represent immediate notations of themes and how they interrelate with categories. The memos indeed facilitated the identification of a new framework/model presented at the end of this study.

Importantly, the themes developed in earlier sections were compared against related categories using a matrix approach. The process allowed the study to identify categories with similar characteristics. The process enabled the researcher to support the convergences that exist between the categories. This is what Eisenhardt (1989) calls looking beyond original techniques impressions and seeing indication through multiple lenses - the ability to stimulate the researcher's mind, exposes new dimensions, prompt new questions, produces alternatives, create models and construct ideals and utopias (Stretton, 1969). This exercise was pivotal in answering research questions 1, 2, 3 and 4. The matrices are presented in the next section.

i. Matrix A: Technological Advent

The category (technological advent) codes were compared against the family-owned manufacturing business success factors category using a matrix approach. These business success factors discussed in chapter 2 were confirmed by respondents as the main success factors for family-owned businesses in Uganda. The process allowed the study to identify categories with similar characteristics. The process enabled the researcher to support the convergences that exist between the categories. Table 4.1 shows the matrix of common categories which were identified when technology advent was compared to the family-owned manufacturing business success factors.

***Table 4. 1**: Comparison of technological advent and family-owned manufacturing business success factors*

	Inventiveness	Modernisation	Technical Edge
Family Support			Respondent: 2 Quote: 22 Respondent 1 Quote: 10
Succession Planning	Respondent: 3 Quote: 19	Respondent: 14 Quote: 6	
Unity of Purpose	Respondent: 10 Quote: 6 Respondent:12 Quote: 4	Respondent: 13 Quote: 1	Respondent: 2 Quote: 2 Respondent: 10 Quote: 2
	TECHNOLOGICAL ADVENT		

Source**:** Researcher's own construct

From table 4.1, most of the family-owned manufacturing businesses understand that apart from being inventive and modernised, the manufacturing business should also have unity of purpose, proper succession planning and strong family support. If new technologies are adopted effectively, family-owned manufacturing businesses in Uganda will enjoy a technical edge over their competitors. The respondents confirmed that modernisation and the use of digital marketing technologies is an essential component to their day-to-day operations. The use of digital technologies is also essential in family-owned manufacturing industries according to findings of this study. In general, as shown in the matrix, the family-owned manufacturing businesses in Uganda are embracing the technological changes which might change the marketing principles of the environment in the study setting. Also, critical to understand in Table 4.1 is that the family-owned manufacturing industries should continually scan their marketing environment for any change in technology usage.

ii. Matrix B: Government Policy

The matrix comparisons done in the earlier sections resemble the building blocks of the study for the new theory (a framework to assist the family-owned manufacturing businesses in Uganda). So far, a matrix can be used to explain the different kinds of family-owned business persons' needs. It is now imperative for the study to compare the government policy issues with the family-owned manufacturing industries. The matrix in Table 4.2 shows the comparisons of these two core categories.

Table 4. 2: Comparison of Government Policy and family-owned manufacturing business success factors

Family Support	Respondent:11 Quote:17	Respondent 8 Quote: 12 Respondent:9 Quote:8	
Succession Planning		Respondent: 6 Quote: 11	Respondent: 11 Quote: 14 Respondent 9 Quote: 9
Unity of Purpose	Respondent: 1 Quote: 31 Respondent:3 Quote: 22		Respondent: 3 Quote: 23
	Tax Regulations	**Government Inconsistencies**	**Implementation Challenges**
	GOVERNMENT AND POLICY ISSUES		

Source**:** Author's Compilation

Constant comparison of the policy issues and family-owned manufacturing industries assisted the study to understand the inconsistencies by government and contributions made by family-owned manufacturing industries to the Gross Domestic Product (GDP) of Uganda. Similar issues which include input to the Gross Domestic Product (GDP), tax regulations and implementation challenges are compared critically as shown in Table 4.2. All respondents confirmed that the later three government issues are critical for success of their operations.

iii. Matrix C: Entrepreneurial Character

Lastly, a matrix which compare entrepreneurial character was drawn against family-owned manufacturing business success factors. It is from this point that the research clearly brings each individual family-owned manufacturing business to the character of its owner. The matrix in Table 4.3 shows the comparisons of these two core categories.

***Table 4. 3**: Comparison of Entrepreneurial Character and Family-Owned Manufacturing Business Success Factors*

	Visionary	Innovator	Problem Solver
Family Support		Respondent 12 Quote: 5 Respondent:14 Quote:3	
Succession Planning	Respondent: 10 Quote: 9	Respondent: 10 Quote: 8	Respondent: 2 Quote: 27 Respondent 3 Quote: 20
Unity of Purpose	Respondent: 11 Quote: 8 Respondent:4 Quote: 16	Respondent: 3 Quote: 21	Respondent: 11 Quote: 23 Respondent: 4 Quote: 16
	ENTREPRENEURIAL CHARACTER		

Source**:** Researcher’s own construct

From Table 4.3 family-owned manufacturing businesspersons who are visionary have strong sense of unity of purpose and are critical on issues of succession planning. The innovative family-owned manufacturing business persons are critical about all the three family-owned manufacturing business success factors. With the process of cross case analysis opening new lens of thinking and thoroughly comparing all the codes. The research now turns to present the new theory generated by this study’s data analysis.

4.6 The Framework for Family-Owned Manufacturing Business Success in Uganda

The study established the success factors and family-owned manufacturing businesses activities as preferred by the respondents which were crafted against the research objectives and propositions discussed in chapter 4 of this study. As evidenced from discussions in the chapter 4 of respondents’ information and earlier sections of this chapter, success of family-owned manufacturing business is pinned to different proponents which are encompassed in the study model, **"The Framework for Entrepreneurial Success for Family-Owned Businesses in Uganda"** which highlights an improved framework to the model and propositions suggested in chapters 2 and 4. Figure 4.10 shows the revised theoretical framework.

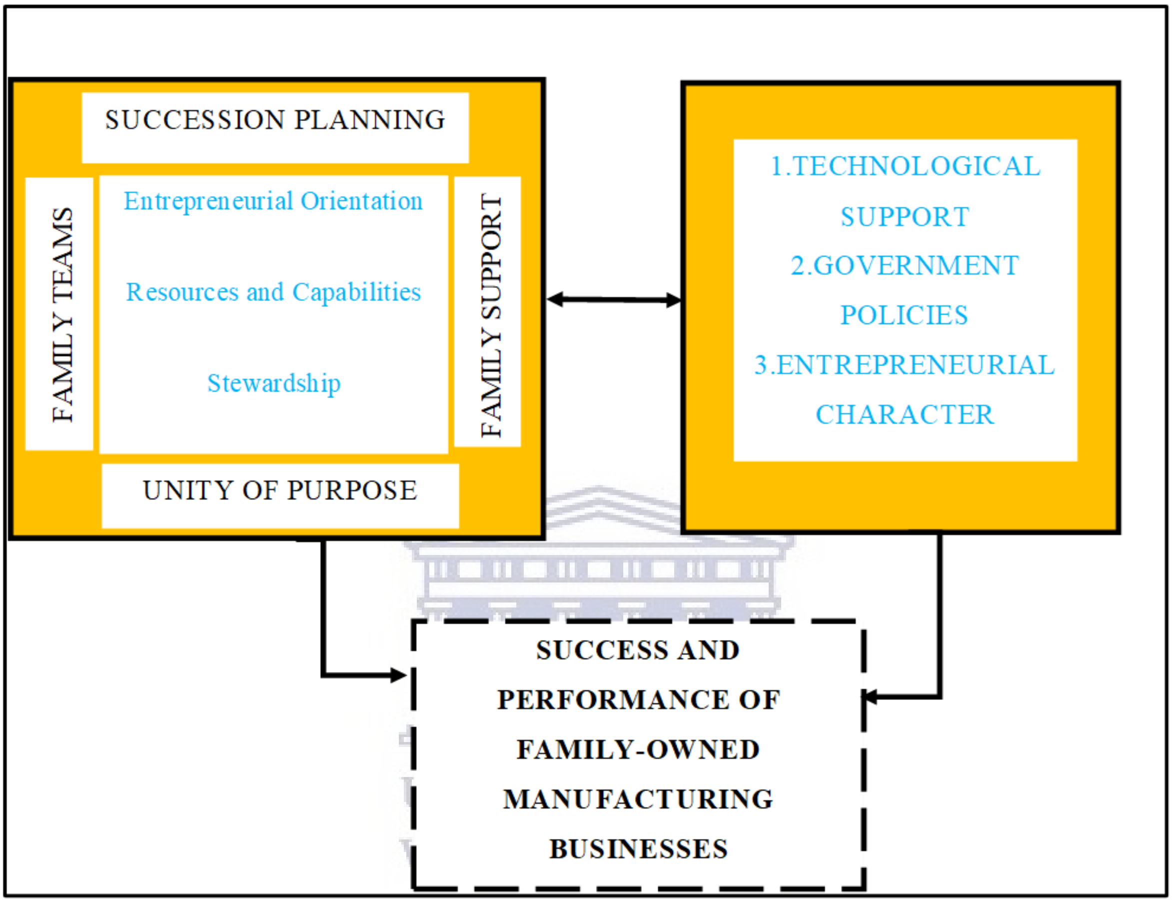

Figure 4. 10: Revised Theoretical Framework

Source**:** Author's Compilation

From figure 4.10 above, apart from entrepreneur orientation, resources and capabilities and stewardship, other factors such as succession planning, family teams, unity of purposes and family support contribute to success and performance of family –owned manufacturing businesses.

The model proposes that, to ensure success and performance of family-owned manufacturing business, it is critical that leadership succession is in place, organisations should plan for new leaders by appointing successors before the current leaders leave. Moreover, organisations should prepare selected internal candidates by allowing them to shadow the current leaders. This process makes leadership change smoothly from one generation to the next (Boyd et al., 2015; Galbraith et al., 2012). The model has two important constituents for shaping succession planning studies. First, the model insists that the selection of successors be done before business leaders/founders depart the business (Galbraith et al., 2012). This process does not only give room for selected successors to be known to other family members and business partners, but also exposes them early to the business' internal and external environments (Bozer et al.,2017). This process is expected to increase the successor's commitment and credibility, and diminishes chances of conflicts in management and or ownership of the business, which is a stumbling block in performance of family-owned SMEs (Zaki et al., 2018).

Unity of purpose/trustful relationships permit firms to gain access to resources, engage with their customers and employees and achieve financial and non-financial objectives (Jena, Pradhan, & Panigrahy, 2018). The existence of inter-firm trust shapes reciprocal ties (Bapna, Gupta, Rice & Sundararajan, 2017), replaces legal agreements/contracts (Van de Ven & Ring, 2006), shrink transaction cost (Stacchini & Degasperi, 2015), lessens relationship conflicts (Hadjielias & Poutziouris, 2015), stimulates inter-firm cooperative behaviour (Mayer et al., 1995) and grants family businesses to create new knowledge (Bouncken et al., 2020, Eddleston and Kellermanns, 2007). Moreover, intra-firm trust brings transparency, a sense of ownership and stronger relationships within family firms (Sundaramurthy, 2008). In brief, investing in trustful relationships and a favourable reputation offers exclusive rewards to family firms, including access to resources (Cunningham & McGuire, 2019) and professionals from outside the firm (Azizi et al., 2017). It increases trust and consumer engagement (Zanon et al., 2019, Motoc, 2019). Simply put, increased trust is likely to enhance the likelihood of resource exchange and knowledge transfer and reduce transaction costs (Lucas, 2005).

4.7 Summary of Key Findings and Conclusions

Table 4. 4: Summary of the study findings

Research Questions	Summary of key findings	Conclusions
1. *What is the role of resources and capabilities on the performance of family-owned manufacturing businesses in Uganda?*	The study established that general management skills, financial management, marketing management and technology benefit were key resources and capabilities that enhanced smooth operations of the family manufacturing businesses in Uganda and played a key role in achieving better performance and sustainability. As a result, the the family-owned manufacturing businesses were able to communicate effectively, offer innovative products and services to its customers.	General management skills, financial management, marketing management and technology benefit are resources and capabilities that play a key role in enhancing smooth operations of the family-owned manufacturing businesses in Uganda, and aid in achieving better performance and sustainability.
2. *How are entrepreneurial orientation practices affecting the performance of family-owned manufacturing businesses in Uganda?*	Findings reveal that family owned-manufacturing businesses in Uganda were practicing proactiveness, risk management, and continuous evaluation and appraisals of their performance. Findings further indicate that the business persons were flexible and quick to learn. These practices have enabled family-owned manufacturing business to innovate new products, expand markets and increase revenue base.	Proactiveness, risk management, and continuous evaluation and appraisals of business performance play an enormous role in innovating new products, expanding markets and increasing revenue base. These practices have enabled family-owned manufacturing business to achieve competitive advantage
3. *How does stewardship contribute to the performance of family-owned manufacturing businesses in Uganda?*	Study findings reveal that family-owned manufacturing organizations in Uganda had a clear chain of command to build decision making systems and line of authority which enabled them to carry out constant analysis of market trends and knowledge about	Apart from being inventive and modernised, the manufacturing business should also have unity of purpose, proper succession planning and strong family support. Persons who are

	competitors. They engaged in Strategic planning by establishing priorities and help to identify areas of conflicting objectives. This level of stewardship among family-owned manufacturing businesses in Uganda enhanced competitive advantage.	visionary have strong sense of unity of purpose and are critical on issues of succession planning. Leadership, management, and organisational culture are critical aspects of stewardship which determine business success.
4. *Is government macro-policy contributing to the performance of family-owned manufacturing businesses in Uganda?*	Evidence in the findings revealed that there are supporting programmes for the manufacturing industries to help family-owned manufacturing businesspersons in acquisition of start-up resources and importation of raw materials. However, up to date there are still inconsistencies in implementation of such support programmes in Uganda. Moreover, it would also appear that a massive majority of African policymakers lack the general understanding of the traditional entrepreneurial environment.	Lack of policies on industry financing, labour management, small and medium enterprises mobilisation, subsector policies and standards regulation policies adversely affect the sustainability levels of family-owned manufacturing businesses.

4.8 Conclusion

This chapter presented the results from the study, introduced the data analysis research questions, which were the basis for data analysis. The various themes conveying the views, opinions, and experiences of respondents on entrepreneurial orientation, resources and capabilities, and stewardship as they had encountered were discussed. This chapter captured the discussions with the research respondents, which were merged in various themes. Moreover, all assumptions of the study were confirmed, and the trustworthiness of the study demonstrated to ensure that the data were credible and dependable. The next chapter presents the conclusions and recommendations for this study.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a conclusion to the study. The research problem of the study indicates that despite the availability of literature on the role of entrepreneurial orientation and stewardship on performance of business firms, scholarly literature on the role of resources and capabilities, entrepreneurial orientation, stewardship on the performance of family-owned businesses, especially in the manufacturing sector of Uganda, is lacking. This chapter further makes recommendations regarding solutions that can help address some of the findings in the study. Particularly recommendations to the owners of family-owned manufacturing businesses, managers, and to policy makers in the Ugandan government are discussed.

5.2 Findings from the Study

This section covers the overall findings of the study. It mainly focuses on findings from the relevant literature, which is categorised in three areas: (1) entrepreneurial orientation, resources and capabilities, and stewardship; (2) from the data collection; and (3) the conclusions.

5.2.1 Aligning Findings from the Primary Research and the Literature Review

Entrepreneurial orientation: The study established that the family-owned manufacturing businesspersons were creative and innovative, open minded, flexible, and quick learners. Findings further showed that the businesspersons took calculated risks and in the manufacturing industry they reduce the risk by finding investors to provide finance or decide with suppliers to provide goods immediately and also persuade suppliers to accept special terms of payment. Apart from being quality enhancers, problem solvers and innovators, the interviewed businessperson displayed a visionary entrepreneurial character.

In summary, findings reveal that family owned-manufacturing businesses in Uganda were practicing proactiveness, risk management, and continuous evaluation and appraisals of their performance. Findings further indicate that the businesspersons were flexible and quick to learn. These practices have enabled family-owned manufacturing business to innovate new products, expand markets and increase revenue base. Wiklund and Shepherd (2004), Arshad *et al* (2014) indicted that proactiveness, innovativeness, and risk taking positively influence small business performance.

Additionally, Lumpkin and Dess (2001) showed that competitive aggressiveness and proactiveness are distinct dimensions of an entrepreneurial orientation. Basco, Hernández-Perlines, Rodríguez-García (2019) found out that an overall positive effect of entrepreneurial orientation on firm performance exists regardless of firm context, because their effect on firm performance is contingent on moderating variables. Furthermore, the study demonstrated that entrepreneurial orientation, management, and innovativeness exert a positive effect on business performance (Elumah et al., 2016). The entrepreneurial orientation is not only essential for the small and medium size firms for survival and growth but also affect the large firms' profitability (Lee & Chu, 2013). Although environmental dynamism directly leads to negative performance, the interaction between EO and environmental dynamism positively influences firm performance. It was also evident from the findings that small business performance is also positively influenced by access to financial capital

Resources and capabilities: General management skills, financial management, marketing management and technology benefit were key resources and capabilities that enhanced smooth operations of the family manufacturing businesses in Uganda and played a key role in achieving better performance and sustainability. As a result, the the family-owned manufacturing businesses were able to communicate effectively, offer innovative products and services to its customers.

General management skills proved to be one of the capabilities which enhanced smooth operations of the manufacturing businesses in Uganda. Four key elements were common in the description of general business management philosophies of manufacturing businesses in Uganda: strategic planning, clear chain of command, proper risk management and continuous evaluation and appraisals. Family-owned manufacturing businesses in Uganda should be able to manage cash efficiently - be able to interpret cash and calculate basic ratios to help in the financial management of the business (such as profit percentage, return on investment).

In line with marketing, the study highlighted that family-owned manufacturing businesses must understand the needs, demands, and wants of their target market and provide these customers with quality products for repeat purchases and outsmarting of competitors. Effective marketing for family-owned manufacturing businesses convinces customers to prefer the products or services of a specific business over those of competitors, remind customers that the business still offers its product or services and encourage loyal customers to be ambassadors through words of mouth.

The findings showed that technical benefits were mainly to the advantage of family-owned manufacturing businesses in Uganda, where the businesses can use technology to improve its marketing strategies or to reach out to a larger customer audience and improve production plants. The most important aspect of technology is that it brings creativity and innovation on the family-owned manufacturing businesses in Uganda.

However, the study noted that shortage of capital, skills coupled with poor decision making presented entrepreneurial challenge. Findings revealed that poor decision making in terms of succession planning, and lack of vision was evident. Additionally, the COVID-19 pandemic brought a lot of businesses to standstill and closure to businesses which lacked strategic planning, and thus led to low sales volume and several financial related problems.

The study demonstrated that financial position, unique competence, and entrepreneurial efforts are of significant importance to the long run performance of the business firms, and this agrees with Grande et al (2011). It cannot be inferred that the rarer the resources and capabilities combination, the greater the probability of attaining competitive advantage (Ferreira & Fernandes, 2017), which raises the need to understand how a firm can identify the rare and valuable resources that simultaneously enable better levels of performance and competitive advantage. Abaho et al (2016) indicated that an increase in the level of a firm's capabilities through competent management, market linkages and marketing capabilities leads to enhanced SME performance. The study further showed that whereas tangible resources had no impact on firm performance, intangible resources had positive and significant impact on firm performance. Masood et al (2017) recommended that efficient allocation of intangible resources was crucial for achieving better firm performance.

The study also noted that the superiority of an industrial enterprise, in terms of return on sales, return on equity, market share change, and customer satisfaction can be explained by a core organisational resources and capabilities such as managerial skills, organizational culture, organisational communication, and perceived organisational reputation (Carmelia &Tishler, 2004). Relatedly, Kariaa et al (2012) revealed that basic technology and equipment, advance technology and equipment, knowledge, organisational and relational resources were most likely to perform better in terms of both customer service innovation and cost leadership.

However, Dakare et al (2019) cited firm climate as the most significant criterion in the adjustment of resource and capability factors of entrepreneurial ventures, implying that prioritising a supportive and conducive firm climate among entrepreneurial ventures can enhance other resources and capabilities factors which, in turn, will improve the overall performance of entrepreneurial ventures and small businesses. Zacca Dayan,Ahrens (2013) results show that capability is positively related to knowledge creation and that competitive aggressiveness and innovativeness are key mediators between knowledge creation and firm performance. Network Capability and knowledge creation leads to firm performance through the mediating effect of competitive aggressiveness and innovativeness with no direct relationship apparent between NC or knowledge creation with firm performance

Stewardship: The findings highlighted that the aspect of stewardship is a critical agent for change and growth, for the manufacturing family-owned business in Uganda. Most family-owned manufacturing organisations in Uganda had a clear chain of command to build decision making systems and line of authority which enabled them to carry out constant analysis of market trends and knowledge about competitors. They engaged in strategic planning by establishing priorities and help to identify areas of conflicting objectives. This level of stewardship among family-owned manufacturing businesses in Uganda enhances competitive advantage. Understandably, a clear comprehension of what is going on, and a sense of ownership enhances commitment and a total team effort. Employees and family members are aware of what they are expected to do, why they are doing it, how they are doing and how they can improve. Evidence from the study findings shows that employee buy-in and commitment requires a clear understanding, a shared vision and sense of ownership. More critical to communication is understanding that disagreement is normal and inevitable. Customer Sustainable Relationship (CSR) activities adopted by most family-owned manufacturing organisations have led to greater employee satisfaction, ethical motivation of top management and commercial advantages for entry to new markets.

Wesley (2010) posited that a link between family ownership and board of directors, strengthens the relationship between CEO stewardship and firm performance. It assumes that managers behave in the best interests of shareholders, and that they are not motivated by individual goals, but act as stewards of the principal to pursue the objectives of the firm (Forsyth, 2016). The pivotal concept of the steward theory is the need to serve rather than need for profit (Karns, 2011). Consequently, stewardship theorists build structures that empower and facilitate management believing that it is not necessary to develop control or monitoring mechanisms since management has the same intrinsic values as the owners (Madison, 2014).

Craig (2017) explains that family-owned businesses that build a stewardship climate are those with a collectivist culture, rather than an individualistic culture. The implication is that critical tasks such as succession planning, monitoring and evaluation, results in delivery and execution of the business mandate and call for a collective culture and high involvement of family members and management rather than an individualistic culture. Collective effort, according to Pastoriza and Ariño (2009) yields positive benefits to the owners of the business through increased sales and profits. Sciascia, Mazzola, Kellermanns, (2014) argued that family managers may contribute positively to firm performance even at later generational stages. Even in later generation family firms, there is no need to exclude family members from the firm's management as they can have a positive impact on firm profitability. Family management had a higher positive affect on firm profitability positively to firm performance at later generational stages.

5.2.2 Conclusions from the Primary Research

The aim of the study was to investigate the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda.

The study had the following research objectives:

1. *To explore empirically, within the context of Uganda, the set of peculiar resources & capabilities that are vital for enhancing family-owned manufacturing businesses performance.*

2. *To examine how entrepreneurial orientation practices affects the performance of family-owned manufacturing businesses in Uganda.*

3. *To explore the role of stewardship on the performance of family-owned manufacturing businesses in Uganda.*

4. *To investigate the effectiveness of government macro-policy towards family-owned manufacturing businesses in Uganda.*

5. *To provide recommendations on how the performance of family-owned manufacturing business in Uganda can be improved.*

The study aimed to answer the following research questions:

1. *What is the role of resources and capabilities on the performance of family-owned manufacturing businesses in Uganda?*
2. *How are entrepreneurial orientation practices affecting the performance of family-owned manufacturing businesses in Uganda?*
3. *How does stewardship contribute to the performance of family-owned manufacturing businesses in Uganda?*
4. *Is government macro-policy contributing to the performance of family-owned manufacturing businesses in Uganda?*

Table 5. 1: Conclusion of study aim, research objectives and questions

Research Objective	Conclusions
To explore empirically, within the context of Uganda, the set of peculiar resources and capabilities that are vital for enhancing family-owned manufacturing businesses performance.	General management skills, financial management, marketing management and technology benefit are resources and capabilities that play a key role in enhancing smooth operations of the family-owned manufacturing businesses in Uganda, and aid in achieving better performance and sustainability
To examine how entrepreneurial orientation practices affects the performance of family-owned manufacturing businesses in Uganda.	Proactiveness, risk management, and continuous evaluation and appraisals of business performance play an enormous role in innovating new products, expanding markets, and increasing revenue base. These practices have enabled family-owned manufacturing business to achieve competitive advantage
To explore the role of stewardship on the performance of family-owned manufacturing businesses in Uganda.	Apart from being inventive and modernised, the manufacturing business should also have unity of purpose, proper succession planning and strong family support. Persons who are visionary have strong sense of unity of purpose and are critical on issues of succession planning. Leadership, management, and organisational culture are critical aspects of stewardship which determine business success.
To investigate the effectiveness of government macro-policy towards family-owned manufacturing businesses in Uganda	Lack of policies on industry financing, labour management, small and medium enterprises mobilisation, subsector policies and standards regulation policies adversely affect the sustainability levels of family-owned manufacturing businesses.

Source: Researchers own Construct

5.2.4 Alignment of Study Aim, Research Objectives and Questions

From the above table, the study was set out to investigate the role of resources & capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda. The first study objective was to explore empirically, within the context of Uganda, the set of peculiar resources and capabilities that are vital for enhancing family-owned manufacturing businesses performance. The respective guiding study question was what is the role of resources and capabilities on the performance of family-owned manufacturing businesses in Uganda? It was concluded that general management skills, financial management, marketing management and technology benefit are resources and capabilities that play a key role in enhancing smooth operations of the family-owned manufacturing businesses in Uganda, and aid in achieving better performance and sustainability.

The second study objective was to examine how entrepreneurial orientation practices affects the performance of family-owned manufacturing businesses in Uganda and the guiding question was: how are entrepreneurial orientation practices affecting the performance of family-owned manufacturing businesses in Uganda? It was concluded that pro-activeness, risk management, and continuous evaluation and appraisals of business performance play an enormous role in innovating new products, expanding markets and increasing revenue base. These practices have enabled family-owned manufacturing business to achieve competitive advantage.

The third study objectives were to explore the role of stewardship on the performance of family-owned manufacturing businesses in Uganda. The research question was: how does stewardship contribute to the performance of family-owned manufacturing businesses in Uganda? It was concluded that apart from being inventive and modernised, the manufacturing business should also have unity of purpose, proper succession planning and strong family support. Persons who are visionary have strong sense of unity of purpose and are critical on issues of succession planning. Leadership, management, and organisational culture are critical aspects of stewardship which determine business success.

The fourth study objective was to investigate the effectiveness of government macro-policy towards family-owned manufacturing businesses in Uganda and the respective research question was: Is government macro-policy contributing to the performance of family-owned manufacturing businesses in Uganda? It was concluded that lack of policies on industry financing, labour management, small and medium enterprises mobilisation, subsector policies and standards regulation policies adversely affect the sustainability levels of family-owned manufacturing businesses.

5.3 Recommendations from the Researcher

With the backdrop of the objectives and findings of this study, the following recommendations were generated:

5.3.1 Recommendations to Owners of Family Manufacturing Businesses

The study has pointed out various elements of family-owned manufacturing business value creation. It summarises and suggests specific recommendations to owners of family manufacturing businesses in Uganda related to the discussed priorities as below:

a) The owners of family businesses should embrace the aspects of pro-activeness, risk management, and continuous evaluation and appraisals of business performance since findings show that these practices play an enormous role in innovating new products, expanding markets and increasing revenue base.

b) Apart from being inventive and modernised, the manufacturing business should also have unity of purpose, proper succession planning and strong family support. Persons who are visionary have strong sense of unity of purpose and are critical on issues of succession planning. Leadership, management, and organisational culture are critical aspects of stewardship which determine business success.

c) For the owners and management of manufacturing companies in Uganda to appreciate the critical importance of engaging in pro-activeness, continuous evaluation, and robust business management, they must be educated in the role that business pro-activeness, risk management and continuous evaluation play in their institution. They must be versed on the critical significance of monitoring and evaluating the functionality and performance of their business functions and how it impacts on the performance of their operations.

d) Furthermore, it is recommended that they engage in skill development on how to model their processes with Business Process Modelling Notation. Through this knowledge and skills set development decision makers of family-owned manufacturing business will be able to pay much need attention to their processes and ensure they are always performing at optimum.

5.3.2 Recommendations to Managers of Family Manufacturing Businesses

Several opportunities for managers of family-owned manufacturing businesses have been established and are discussed:

a) The managers of family-owned manufacturing businesses should invest in developing general management skills, financial management, marketing management and technology benefit within the organisation, because the findings show that these resources and capabilities play a key role in enhancing smooth operations of the family-owned manufacturing businesses in Uganda. They aid in achieving better performance and sustainability.

b) The managers should be keen on skills development and continuous evaluation of themselves and their respective team. This will enable them to achieve optimum operational efficiency as they will be able to see the efficiencies and deficiencies in the status quo and implement solutions that will eliminate the deficiencies and strengthen their robust areas.

   Furthermore, they will be able to redesign their processes to be agile and complement the rapid emergent business requirements.

c) All managers who are key decision makers in manufacturing and are involved in process optimization need to be on similar spectrum of comprehension. This is critical in appropriate and effective decision making and solution implementation.

5.3.3 Recommendations to Government

Evidence in the findings highlighted that there are supporting programmes for the manufacturing industries to help family-owned manufacturing businesspersons in acquisition of start-up resources and importation of raw materials. However, till date, there are still inconsistencies in implementation of such support programmes in Uganda. Moreover, it would also appear that a massive majority of African policymakers lack the general understanding of the traditional entrepreneurial environment.

The following are the recommendations:

a) Uganda has aspiration and has set targeted steps to be taken to achieve middle income status laid down in a document titled Uganda Vision 2040. Industrialisation is one of the avenues to use to achieve this vision, even though the country has made several efforts to promote industrialisation in the past, these efforts have not yielded positive results. The study now recommends a review of current policies especially on industry financing and labour management because subsector policies and standards regulation policies adversely affect the sustainability levels of family-owned manufacturing businesses. There is little policy clarity about whether outputs are designed to create entrepreneurs, general education, business education, or improved employability or enterprise skills. This lack of clarity about the intended outputs leads to significant diversity surrounding the inputs, such as contradictory policies, major differences over pedagogy, and differences in institutional implementation.

b) Define the process of industrialisation by including a broad scope not limited to development of certain sectors but a change in the structure, technology, and organisation of economic activity in any sector. The key indicator for industrialisation is manufacturing value added (MVA) which should be used to measure progress in industrialisation.

c) The agencies that play a major role in promoting entrepreneurship must recognise the need to provide entrepreneurship development support to family manufacturing business. This study found that environmental conditions are one of the main factors that are strengthening or weakening intentions of prospective entrepreneurs. Therefore, it is important to develop conducive environments for entrepreneurship to promote entrepreneurial intention. An environment perceived to be more supportive will increase entrepreneurial self-efficacy because individuals assess their entrepreneurial capacities in reference to perceived resources, opportunities, and obstacles existing in the environment. Personal efficacy is more likely to be developed and sustained in a supportive environment than in an adverse one. A supportive environment is also more likely to breed entrepreneurial success, which in turn further enhances entrepreneurial self-efficacy.

5.3.4 Implication for Future Research

The study was the first attempt to examine the performance of family-owned manufacturing businesses in Uganda. It contains obvious limitations such as limited data. The framework for entrepreneurial success for family-owned business in Uganda which highlights an improved framework to the model and proposition was developed.

Therefore, the areas in which future research needs to be done are:

a) With the outbreak of COVID 19, future research is recommended to fully analyse the effectiveness of the applied instruments of entrepreneurship activation, which constitute important components of interventionist, anti-crisis programs of socio-economic policy aimed at limiting the scale of the economic recession and reducing the negative effects of the economic crisis caused by the coronavirus pandemic on family-owned manufacturing businesses.

b) Investigating family business, entrepreneurial orientation and small firm performance, role of entrepreneurial motivation and entrepreneurial education on individual entrepreneurial orientation and intention.

c) Full examination of the role of resources and capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned non-manufacturing businesses in Uganda, in relation to their impact on perceived growth of Uganda's Economy.

d) An investigation in the shortcomings in entrepreneurial competency of family-owned manufacturing businesses in Uganda and suggest the best ways of addressing them. This can help to design an appropriate pedagogy for entrepreneurship education programmes that can be integrated coherently into a broad range of services offered by incubation centers, cohorts, and agendas in the existing system in Uganda to spur growth of family-owned manufacturing businesses.

e) Ascertain how family-owned manufacturing companies can easily access financing for their entrepreneurship in relation to local and foreign financing and banks and non-bank business financing.

f) Developing an effective entrepreneurial internship programme for children of founders of family-owned manufacturing businesses to ensure longevity of family-owned manufacturing businesses after the third generation.

g) Exploring the impact of pro-activeness, risk management, and continuous evaluation and appraisals on performance of family owned-manufacturing business.

h) A longitudinal study is necessary to observe whether entrepreneurship intentions of children of owners of family manufacturing businesses result in entrepreneurial behaviour, for example five years after graduation.

i) Exploring Entrepreneurship support services and their effectiveness is important. Nowadays, sustain-preneurship or sustainable entrepreneurship plays important role in creating sustainable competitive advantage of family-owned manufacturing businesses in Uganda.

j) Research and Integration of strategic elements that ensure sustainability of the industrial development in Uganda such as cleaner production practices in the business incubation concept to support sector specific product value chains.

5.4 CONCLUSION

The purpose of this dissertation was to explore the role of resources and capabilities, entrepreneurial orientation, and stewardship on performance of family-owned manufacturing businesses in Uganda. A review of the literature indicated a gap in the body of knowledge with the role of resources, entrepreneurial orientation, stewardship, and performance of family-owned manufacturing business in developing countries such as Uganda. In line with this gap, the research question and several assumptions were formulated and presented in chapter one and justified in chapter two. In addition, chapter two involved a review of the relevant literature covering Family Business Performance, Entrepreneurial Orientation, Stewardship, Systems Theory, Agency Theory, Resource Based View of the Firm, Stakeholder Theory, Socio-emotional wealth perspective. Chapter three discussed the methodology used to answer the research questions. Chapter four outlined the data analysis procedures and resultant findings. Recommendations and suggestions for further research have been highlighted in chapter five.

The study had the objective of responding to the research questions:

1. *What is the role of resources and capabilities on the performance of family-owned manufacturing businesses in Uganda?*
2. *How are entrepreneurial orientation practices affecting the performance of family-owned manufacturing businesses in Uganda?*
3. *How does stewardship contribute to the performance of family-owned manufacturing businesses in Uganda?*
4. *Is government macro-policy contributing to the performance of family-owned manufacturing businesses in Uganda?*

Evidence collected produced some interesting findings. First, entrepreneurial orientation, resources and capabilities, and stewardship had a significant role to play in the profitability and sustainability of family-owned manufacturing businesses. The elements of innovativeness in the organisation reflected the tendency to engage in and support new ideas and creative processes resulting in newness. Innovation was viewed as a critical factor to address the aspects of competitive advantage. innovation includes new ideas for the recruitment of people, the allocation of resources and the structuring of tasks, authority, and rewards. Furthermore, organisational innovation can include changes in organisational structures, modification of people’s behaviours and beliefs. Entrepreneur orientation (EO) was viewed as a key factor in unveiling market opportunities, generating innovative business ideas, building competitive advantage and eventually promoting rapid business growth.

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APPENDICES

Appendix 1- Interview guide for Key Informants

ENTREPRENUARIAL ORIENTATION

1. Please share with me your assessment on the level of innovativeness in your organization
2. How has innovativeness influenced performance of your organization?
3. In your opinion, how does proactiveness contribute to the performance of your organization?
4. Basing on your experience, how would you rate the level of competitive aggressiveness within your organization?
5. What is your take on the role of risk taking in enhancing performance of your organization?
6. Please share with me your analysis on the effect of autonomy on the performance of your organization

7. In your view, what other critical skills influence the performance of family owned manufacturing businesses?

RESOURCES AND CAPABILITY

8. Briefly comment on the availability of competent and talented staff in your organization
9. To what extent do human resources contribute to competitive advantage?
10. What is your assessment on the role of financial capital in enhancing sustainability of your organization?
11. In your view, how can financial capital be used to gain competitive advantage?
12. Do you think technology is a critical factor in improving performance of your business?
13. Please share with me how Technology capital can be used in your organization to increase market share?
14. In your opinion what other environmental factors can influence the performance of family owned manufacturing businesses?

STEWARDSHIP

15. Briefly comment on the role of succession planning in ensuring longevity of the family Business
16. Do you thing succession planning is a critical success factor among family owned businesses?
17. What is your opinion on the contribution of performance monitoring and evaluation on firm performance?
18. Is there a shared vision that drives your organization?
19. In your view, how has the shared vision influenced the performance of your organization?
20. Please share with me your assessment on the quality of delivery of your services to clients.
21. In your opinion, are you satisfied with the level of staff skills, knowledge and attitude at your organization?

PERFORMANCE OF FAMILY OWNED BUSINESS

22. Please briefly share with me the performance of your organization since its' inception
23. What parameters do you use for assessing performance of your organization?
24. From your experience, what is analysis on the extent of sales growth in your organization?

25. What is your assessment on revenue growth in your organization?
26. Since inception of this organization, to what extent has the range of products manufactured increased?
27. Do you think your organization is performing as expected? Why?
28. What is your comment on why some family businesses fail?
29. Any suggestions on how to improve the performance of family-owned businesses?

Appendix 2: Research Time Schedule

	ACTIVITIES	JULY 2020	SEPT 2020	NOV 2020	JAN 2021	MAR 2021	JUNE 2021	OCT 2021	JAN 2022	APR 2022
1	Literature review									
2	Theorization and proposal writing									
3	Meet the supervisor									
4	Questionnaire development									
5	Proposal approval									
6	Application for Ethical approval									
7	Pilot study									
8	Data collection and computing									

9	Data analysis and interpretation
10	Report writing
11	Final repot presentation and submission

Appendix 3: Budget

PhD Research Budget Summary

Budget Item	Quantities	No. days	Unit($)	Total($)
Fees				
Research assistant	1	30	50.0	1,500.0
Data analysis & Report Writing	1	15	75.0	1,125.0
Honorarium/per diem for Operational research	1	30	90.0	2,700.0
Expenses				
Data collection				
Tool Pretesting	1	2	100.0	200.0
Recorder	1	1	250.0	250.0
Communication cost for field work	1	30	75.0	2,250.0
Consumables (Teas/Coffee, meals)	2	30	25.0	1,500.0
Stationary	1	1	500.0	500.0
Travel for research team				
Vehicle Hire during Data collection	1	30	100.0	3,000.0
Fuel for data collection (Petrol)	1	30	65.0	1,950.0

Overhead	1	1,000.0
Total budget		**15,975.0**

Appendix 4: Information sheet

RESEARCH TITLE: A critical investigation of Ugandan family- owned manufacturing businesses performance

Dear Participant,

You are invited to participate in a research study conducted by Bwire Tadeo Kwoba**.** It is in partial completion of the researcher's thesis towards the Doctor of philosophy (PhD) in management Degree at the School of Business and Finance, at the University of the Western Cape.

Before you decide to participate, it is important for you to understand the purpose of the research and what it would entail. Please take time to read the following information carefully and discuss it with others if you wish. If you are unclear of anything, I would be happy to answer any questions you may have.

PURPOSE OF THE STUDY

The purpose of this research project is to explore the role of resources & capabilities, entrepreneurial orientation and stewardship on performance of family-owned manufacturing businesses in Uganda.

DESCRIPTION OF STUDY AND YOUR INVOLVEMENT

We are inviting you to participate in this research project because you meet the set criterion for the population of interest and your participation will help other people. You will also be asked speak about your experience through the interview guide. The study will be done in Uganda (Main business hubs of Kampala and Wakiso). The interview will last approximately 2 hours.

CONFIDENTIALITY

Please be advised that the results of the study will neither divulge the organization's particulars nor the individual particulars, as to maintain confidentiality at all times. Any information that can connect the responses to an individual or organization will remain confidential and will be disclosed only with your permission. The researcher shall keep all records and tapes of your participation, including a signed consent form, which is required from you, should you agree to participate in this research study, locked away at all times.

Your details such as names and other identity measures will not be revealed either during the data collection process, analysis or reporting of study findings. Data protection will be ensured by storing data in encrypted digital storage devices, with secure passwords. Hard copies or written datasets will be transported and kept in secure boxes and cabinets respectively. Both hard and soft copies of the collected data will be kept for a period of five years before disposal. However, audio recordings from face-to-face interviews will be disposed of as soon as the final report has been approved.

RISKS OF THE RESEARCH

There are no risks involved from participating in this research study.

BENEFITS OF THE RESEARCH

This research is not designed to help you personally, but the results the study will generate scholarly knowledge that may guide family manufacturing businesses in ensuring increased longevity of the family business, sales growth, revenue base and range of products manufactured by the family business. The study findings may be utilized as a benchmark by other family businesses in Uganda and Internationally. Other SMEs and Entrepreneurs in Uganda may use the study findings to inform planning, decision and policy making. Other scholars, academicians and University students interested in carrying out research within similar variables could use the study findings to inform further research. The findings of the study will be of greater benefit to the general society, considering that in recent times, entrepreneurship plays a pivotal role in reducing unemployment and poverty globally. Additionally, Institutions of higher learning that will apply recommendations of this study will be able to train entrepreneurship students better. Finally, given that technology is becoming a foundation for doing business and capital management, this study will provide recommendations to family owned-manufacturing businesses in Uganda on how technology can be utilized to achieve competitive advantage and business sustainability.

VOLUNTARY PARTICIPATION AND WITHDRAWAL

Your participation in this research is entirely voluntary, which means that you are free to decline from participation. It is your decision whether or not to take part. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind - and without giving a reason. You may also choose not to answer particular questions that are asked in the study. If there is anything that you would prefer not to discuss, please feel free to say so.

PAYMENT FOR PARTICIPATION

There are no costs to the participant for partaking in the study.

ADHERING TO COVID-19 PROTOCOLS

All COVID-19 protocols will be adhered to and that interviews will be conducted via electronic means.

ANONYMITY FOR PARTICIPANTS

Anonymity for participants may be very difficult to do.

INFORMED CONSENT

Your signed consent to participate in this research study is required before I proceed to interview you. I have included the consent form with this information sheet so that you will be able to review the consent form and then decide whether you would like to participate in this study or not.

QUESTIONS

Should you have further questions or wish to know more, I can be contact as follows:

Student Name	: Bwire Tadeo Kwoba
Student Number	: 3810123
Mobile Number	: +256772122622
Work Number	: +256759600188
Email	: bwiredeo@gmail.com
I am accountable to my supervisors	: Professor Pradeep Brijlal School of Business and Finance (SBF), Faculty of Economic and Management Sciences
Telephone	: +27 834539087
Email	: pbrijlal@uwc.ac.za
	: Dr. Patrick Ebewo Department of Management & Entrepreneurship, Tshwane University of Technology : Cell: +27 73 597 6033 :Email: EbewoP1@tut.ac.za
	: HSSREC contact details: :Humanities & Social Sciences Research & Ethics Committee (HSSREC), UWC , P O Box X17, Bellville, 7535, South Africa, : Email: research-ethics@uwc.ac.za, : Tel: +27-21-959-2988.

Appendix 5: Consent form

University of the Western Cape

Consent Form for Interview guide for top executive and the chairperson of the board of governors (directors)

Title: A critical investigation of Ugandan family- owned manufacturing businesses performance

Researcher: TADEO BWIRE KWOBA

Student number:(3810123)

Please initial box

1. I confirm that I have read and understand the information sheet explaining the above research project and I have had the opportunity to ask questions about the project. ☐
2. I understand that my participation is voluntary and that I am free to withdraw at any time without giving any reason and without there being any negative consequences. In addition, should I not wish to answer any particular question or questions, I am free to decline. (If I wish to withdraw I may contact the lead researcher at any time) ☐
3. I understand my responses and personal data will be kept strictly confidential. I give permission for members of the research team to have access to my anonymised responses. I understand that my name will not be linked with the research materials, and I will not be identified or identifiable in the reports or publications that result for the research. ☐
4. I agree for the data collected from me to be used in future research. ☐
5. I agree to adhere to all COVID 19 Protocols and that interviews will be conducted via electronic media ☐
6. I agree to take part in the above research project. ☐
7. I agree to Audio record this interview YES ☐ NO ☐

Name of Participant *(or legal representative)*	Date	Signature
Name of person taking consent *(If different from lead researcher)*	Date	Signature
Lead Researcher	Date	Signature

(*To be signed and dated in presence of the participant*)

Copies: All participants will receive a copy of the signed and dated version of the consent form and information sheet for themselves. A copy of this will be filed and kept in a secure location for research purposes only.

Humanities & Social Sciences Research & Ethics Committee (HSSREC),UWC,P.O. Box X17, Bellville,7535, South Africa, Email : research-ethics@uwc.ac.za, Tel +27-21-959-2988

Researcher:	**Supervisors:**	**HOD:**
Contact details: *Bwire Tadeo Kwoba* *P.O Box 34346 Kampala* *Mobile: +256772122622* *Email:bwiredeo@gmail.com*	*Contact details:* *Prof.Pradeep Brijlal* *pbrijlal@uwc.ac.za* *Dr. Patrick Ebewo (JR)* *ebewodr@gmail.com*	*Contact details:* *Prof. Richardson Shambare* *rshambare@uwc.ac.za*

Appendix 6: Ethical clearance letter

UNIVERSITY *of the* WESTERN CAPE

60 YEARS *of hope, action & knowledge*

22 June 2021

Mr TK Bwire
School of Business and Finance
Faculty of Economic and Management Science

HSSREC Reference Number: HS21/3/31

Project Title: A critical investigation of Ugandan family-owned manufacturing businesses performance.

Approval Period: 17 June 2021 – 17 June 2024

I hereby certify that the Humanities and Social Science Research Ethics Committee of the University of the Western Cape approved the methodology and ethics of the above mentioned research project.

Any amendments, extension or other modifications to the protocol must be submitted to the Ethics Committee for approval.

Please remember to submit a progress report by 30 November each year for the duration of the project.

The permission to conduct the study must be submitted to HSSREC for record keeping purposes.

The Committee must be informed of any serious adverse events and/or termination of the study.

Ms Patricia Josias
Research Ethics Committee Officer
University of the Western Cape

Director: Research Development
University of the Western Cape
Private Bag X 17
Bellville 7535
Republic of South Africa
Tel: +27 21 959 4111
Email: research-ethics@uwc.ac.za

NHREC Registration Number: HSSREC-130416-049

FROM HOPE TO ACTION THROUGH KNOWLEDGE.

Appendix 7: Confirmation of proofreading

Joyleen Gogodo
13 Flowers Street
Capital Park
Pretoria
0084
2022/02/28

BWIRE Tadeo Kwoba
SME & Management Consultant
P.O Box 34346 Kampala Uganda/EA
Dairy Namugongo-Wakiso District
Mob:+256 (0)772 122 622/ 0759600188

Dear Mr Kwoba

CONFIRMATION OF PROOFREADING

This letter serves to confirm that I have proofread the thesis by Mr Tadeo Bwire Kwoba entiled **A CRITICAL INVESTIGATION OF UGANDAN FAMILY- OWNED MANUFACTURING BUSINESSES PERFORMANCE.**

Should you have any questions, please contact me on jtg@topido.co.za.

Kind Regards

Joyleen Gogodo