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A CRITICAL INVESTIGATION OF FACTORS INFLUENCING UGANDAN FAMILY-OWNED MANUFACTURING BUSINESSES' PERFORMANCE

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ABSTRACT

Objective: This study investigated the role of resources, capabilities, entrepreneurial orientation, and stewardship on the performance of family-owned manufacturing businesses in Uganda to establish how a firm can identify the rare and valuable resources that simultaneously enable better performance levels and competitive advantage. **Research Design & Methods:** A qualitative study with 15 participants from six family manufacturing businesses using interviews. The transcribed data was analysed and grouped into themes. **Findings:** 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 and play are pivotal in achieving better performance and sustainability. Secondly, it was found that proactiveness, risk management, and continuous evaluation and appraisals of their performance were practised among family-owned manufacturing businesses. Thirdly, decision-making systems and lines of authority, enabling them to constantly analyse market trends and know about competitors were in place. Lastly, although there are supporting programmes for the manufacturing industries to help family-owned manufacturing businesses acquire start-up resources and import raw materials, there still needs to be more consistency in implementing such support programmes in Uganda. **Implications & Recommendations:** Family business owners should embrace proactivity, risk management, and continuous evaluation and appraisals of business performance. Furthermore, a review of current government policies, particularly those about industry financing and labour management, is recommended. **Contribution & Value Added:** The study was the first attempt to examine the performance of family-owned manufacturing businesses in Uganda. An improved framework was developed for their entrepreneurial success.

Keywords: business; entrepreneur; resources; stakeholder; stewardship.
JEL codes: L26, L22
Article type: research paper

INTRODUCTION

The performance of family-owned businesses in longevity, sales growth, revenue base, and a range of manufactured products is considered crucial in creating business stability, sustainability, and long-term employment for families and the general public (Nabuzale, 2017). Although research has been carried out on family-owned businesses across multiple sectors (Shi et al., 2015), these studies have focused on developed countries. More scholarly research is needed in developing countries (Sanchez-Famoso, 2015). Nevertheless, family-owned businesses provide a crucial source of economic growth and expansion in developing countries (Rahman et al., 2017). Additionally, Ferreira & Fernandes (2017) point out that the rarer the resource/capability combination, the greater the probability of

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attaining a competitive advantage. This raises a critical need to understand how a firm can identify the rare and valuable resources that simultaneously enable better performance and competitive advantage. This was the motivation for this study.

A soaring unemployment rate characterises Uganda – currently noted as 9.2%, with the unemployment rate for youth aged 18-30 years estimated as 13.3% (Nabuzale, 2017). 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. Uganda's family businesses are the leading employers; for example, the Madhivani group employs over 10,000 people. This study attempts to provide a scholarly solution to the unemployment problem by articulating the necessary knowledge to support policy formulation. This study investigates Ugandan family-owned manufacturing businesses’ performance, focusing on resources and capabilities, entrepreneurial orientation, and stewardship as the mainstream themes associated with family entrepreneurship, as detailed in the literature review. Calabrese et al. (2019) reveal that given the rapid population growth in Uganda, there is a need to create large-scale employment in labour-intensive manufacturing businesses. In a study to understand family entrepreneurship in Africa, Mlotshwa (2022) highlighted a need for more case study research on family entrepreneurship in African countries. Although there is vast scholarly literature on family-owned businesses relating to various dimensions, most of it is from developed countries (Shi et al., 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), Sebaggala et al. (2018), Monteith & Camfield (2019). Although Uganda is considered one of the African countries who gained independence relatively early (1962), there is a high unemployment rate in the country and high potential in the manufacturing sector which currently makes up 25% of the economy. In addition to informal entrepreneurship, family entrepreneurship is one of the key avenues for sustainable business development in Africa (Mlotshwa, 2022; Ndlovu-Hlatshwayo & Nesamvuni, 2022). This study contributes to the knowledge gap on Family entrepreneurship in Africa and is situated in the scope of family manufacturing in Uganda.

LITERATURE REVIEW

Importance of Family Businesses and Governance in Uganda

Given the well-recognised significance of family firms in developed economies, it is informative to consider the operating advantages of these enterprises. The operating philosophy of family firms is often guided by a personalised mission related to the integrity of the family name (Sebaggala et al., 2018). 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. These enterprises provide a unified management-shareholder group since managers and shareholders are the same. Hence, there are fewer conflicts of interest (agency conflicts) between the firm's managers and shareholders. Financial theory suggests that firms experiencing lower agency costs usually provide superior financial performance (Nuwagaba, 2011; Sebaggala et al., 2018).

Family plays a crucial role in the governance of these businesses. Very few family governance issues may be apparent when the family business is still at its initial founder(s) stage. 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 the main corporate governance elements such as board supervision, the auditing process and financial disclosure, as well as institutional and societal arrangements (Sarbah & Xiao, 2015).

Ugandan Manufacturing Landscape

The Ugandan manufacturing sector is dominated by agro-processing, food, beverages, household products, construction materials and fast-moving consumer goods. Sub-sectors that have experienced the highest level of growth in recent years include (i) paper, publishing, and printing; (ii) chemical products; and (iii) furniture manufacturing (African Development Bank Group (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 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 important export destinations for Uganda in manufacturing and primary products. Both foreign and domestic firms invest in manufacturing. Ugandans own many firms involved in manufacturing. 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 businesses surveyed (most of which were micro and small). The sector sees the presence of several Ugandan firms and a handful of large Ugandan–Asian conglomerates, which tend to have very diversified investments ranging from agriculture to manufacturing to services. Domestic firms have been very active and dynamic in an extremely challenging environment.

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 points out that family-owned businesses have graced Africa's business landscape for decades and play a pivotal role in the economic development of these countries (Acquaah, 2011). However, little has been ventured into assessing the influence of resources and capability, entrepreneurial orientation and stewardship concerning business performance on family manufacturing businesses.

Rangus & 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, entrepreneurship scholars lack consensus on the metrics for measuring business performance because other parameters, such as customer satisfaction and employee loyalty, form part of business performance. It has also been indicated that to have a holistic measurement of performance, both the economic factors and non-economic factors need to be considered, especially in the family-owned manufacturing business, because given the rapid population growth in Uganda, there is a need to create large-scale employment through labour-intensive manufacturing (Calabrese et al., 2019; Madison et al., 2016; Williams Jr et al., 2018).

Resources and Capabilities

A related study investigated the impact of tangible and intangible resources, together with the capabilities of Malaysian listed firms, on their performance (Masood et al., 2017). The study's findings revealed that tangible resources did not impact firm performance. In contrast, intangible resources, such as skills, reputation and brand names, had a 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. A supportive and conducive firm climate is the most significant criterion in the adjustment of resource and capability factors of entrepreneurial ventures (Ikpesu et al., 2019). 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.

Entrepreneurial Orientation

Entrepreneurial orientation is the willingness of a business firm to generate and absorb new opportunities and ideas while taking responsibility for implementing them (Rauch et al., 2006). Entrepreneurial orientation positively influences small business performance; competitive aggressiveness and proactiveness tend to vary independently, and their effect on performance is contingent on moderating variables (Grande et al., 2011). Consequently, financial position, unique competence, and entrepreneurial efforts are significant to the long-run performance of the investigated firms. Furthermore, in line with resources and capabilities effects on firm performance Ferreira & Fernandes (2017) concluded that it cannot be inferred that the rarer the resources and capabilities combination, the greater the probability of attaining competitive advantage. 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., 2015). They recommended further investigation into the moderators between EO and performance, such as managerial or entrepreneurial competencies.

Stewardship Theory

Stewardship notion has, over time, been associated with the family business and is considered the most practical family business theory. Stewardship theory 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 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 firm's objectives (Forsyth, 2016). The pivotal concept of the steward theory is the need to serve rather than the need for profit (Karns, 2011). Consequently, stewardship theorists build structures that empower and facilitate the management, believing it unnecessary to develop control or monitoring mechanisms since management has the same intrinsic values as the owners (Madison et al., 2016). Family-owned businesses that build a stewardship climate are those with a collectivist culture rather than an individualistic culture (Craig et al., 2017). The implication is that critical tasks, such as succession planning, monitoring and evaluation, result in the 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. The collective effort yields positive benefits to the business owners through increased sales and profits (Pastoriza & Ariño, 2008).

Based on the literature, the role of the resources and capabilities, entrepreneurial orientation, stewardship is conceptualised. In this study, it was conceived that resources and capabilities, entrepreneurial orientation, stewardship plays a role in the performance of family-owned manufacturing businesses.

METHODS

A qualitative research method was adopted 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. Furthermore, an explanatory case study design was chosen because little scholarly research has been conducted about 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 researcher's understanding of the subject of study.

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. Out of these, about 70% are family-owned businesses. 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. As such, the 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). This study made use of structured face-to-face interviews in Uganda. The researcher selected three participants (two top executives and the founder or a family representative in a managerial position from each of the six family-owned manufacturing businesses (cases). This was aligned with the inclusion criterion of the study. Once this was established, the study used convenience sampling to select the participants for the study.

This study collected primary data through structured interviews that were recorded, captured on notes, and transcribed to understand the data and identify emerging themes. Responses were grouped into recurrent issues emerging from the interviews. After that, data were evaluated and analysed in the form of summaries relating to different themes. Since the study sought to discover views, opinions, knowledge, experiences, or values from six separate family businesses, a thematic analysis technique was used using Atlas.ti v8.2020. The use of Atlas.ti software was most appropriate for this study as it enabled the researchers to effectively analyse the data in alignment with recommendations from Braun & Victoria Clarke (2012) and Nowell et al. (2017).

FINDINGS

General Business Management Skills

Following the interviews with the participants, general management skills proved to be one of the capabilities which enhance the smooth operations of the manufacturing businesses in Uganda. Four elements were common in describing general business management philosophies of manufacturing businesses in Uganda: strategic planning, clear chain of command, proper risk management and continuous evaluation and appraisals. The interviewed participants also viewed a clear chain of command as one of the general management components necessary for the success of manufacturing businesses in Uganda. Decision-making systems and lines of authority should be clear and for every duty assigned, management and subordinates should understand their accountability. More importantly, the participants also emphasised the importance of top management and family in any manufacturing family business. In cognisance of such, top management interviewed in Uganda have cited the importance of a clear chain of command, as shown in Figure 1. Another important general business management skill the participants proffered was effective risk management skills. The interviewed participants assert that family-owned manufacturing businesses should be able to take calculated risks to operate efficiently. Most participants believe that many risks are involved in running a family-owned manufacturing business in Uganda. Therefore, comprehensive risk analysis is key to family-owned manufacturing businesses in Uganda.

The last common general management skill of the participants was constant evaluation. The top managers interviewed expressed concern about 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.

Financial Management

From Figure 2, 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, it has been 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 (Ggoobi et al., 2017). This could explain the dismal performance of manufacturing entities in Uganda. It has also been noted that how 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 (Breman & van der Linden, 2014). Nonetheless, studies show that an increase in a firm's capabilities through competent management, market linkages and marketing capabilities leads to enhanced SME performance. SME owners and managers, through their entrepreneurial competencies, can use firm capabilities as tools to influence their firms' operations to enhance their performance (Abaho et al., 2016).

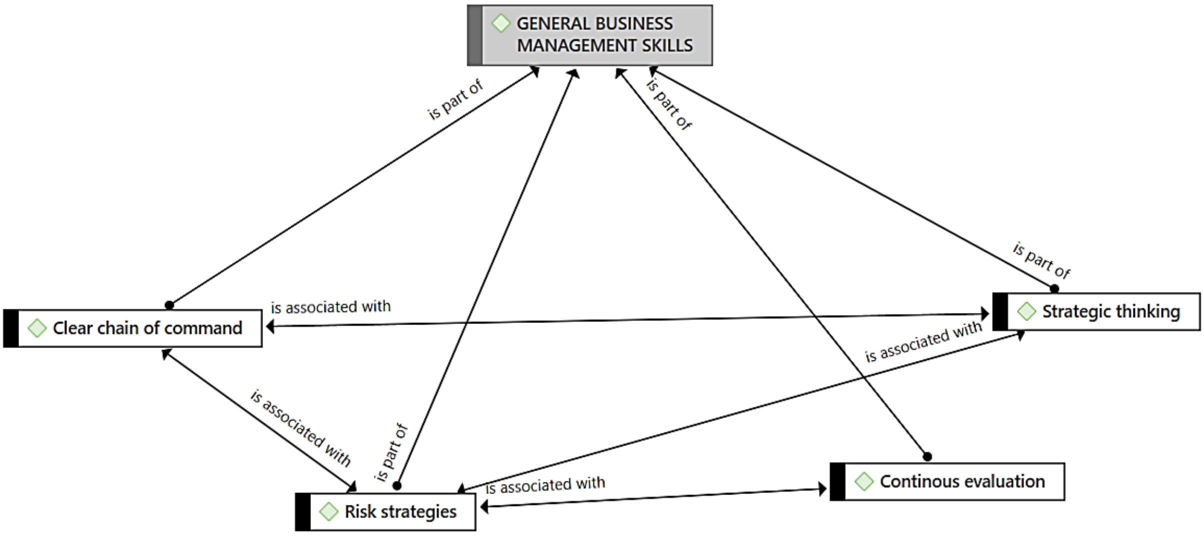

Figure 1. General Business Management Skills
Source: Compiled by Authors using ATLAS.ti v8, 2022

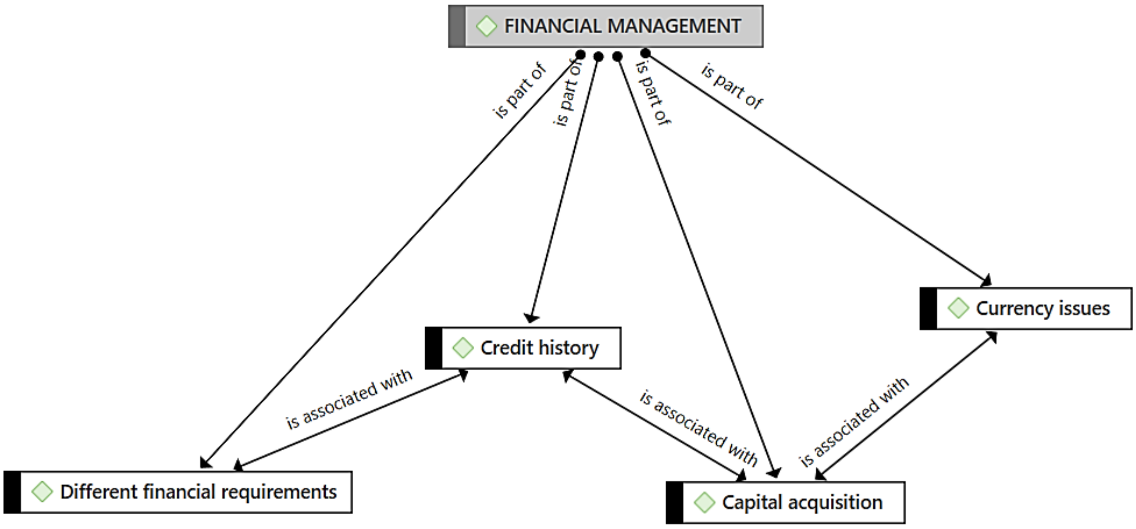

Figure 2. Financial Management
Source: Compiled by Authors using ATLAS.ti v8, 2022

Marketing Management

The process of executing ideas using goods and services that create value for customers through pricing and promotion proved critical for satisfying family-owned manufacturing businesses' objectives in Uganda. As displayed in Figure 3, the interviewed participants highlighted that family-owned manufacturing businesses must understand their target market's needs, demands, and wants and provide these customers with quality products for repeat purchases and outsmart competitors. Effective marketing for family-owned manufacturing businesses convinces customers to prefer the products or services of a specific business over those of competitors, reminds customers that the business still offers its product or services and encourages 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. 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 (Rezaei & Ortt, 2018).

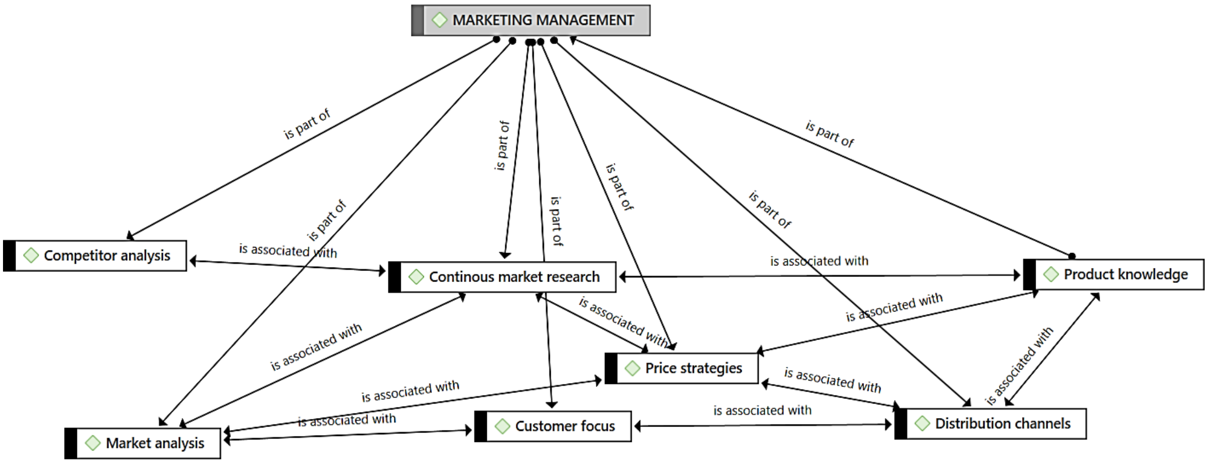

Figure 3. Marketing Management
Source: Compiled by Authors using ATLAS.ti v8, 2022

Technological Benefit

As depicted in Figure 4, technical benefits were mainly to the advantage of family-owned manufacturing businesses in Uganda, where the businesses can use technology to improve their 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 to family-owned manufacturing businesses in Uganda. With globalisation, ever-changing customer needs, and, recently, the COVID-19 pandemic, organisations must be astute and adapt to the volatile modern market. From all the discussed technical benefits, it is important to comprehend that if a family-owned manufacturing business adapts a certain technology efficiently, the business will enjoy a technical edge over its competitors. The technical edge may be experienced due to the uniqueness of products and the novelty of ideas displayed by the family-owned manufacturing business.

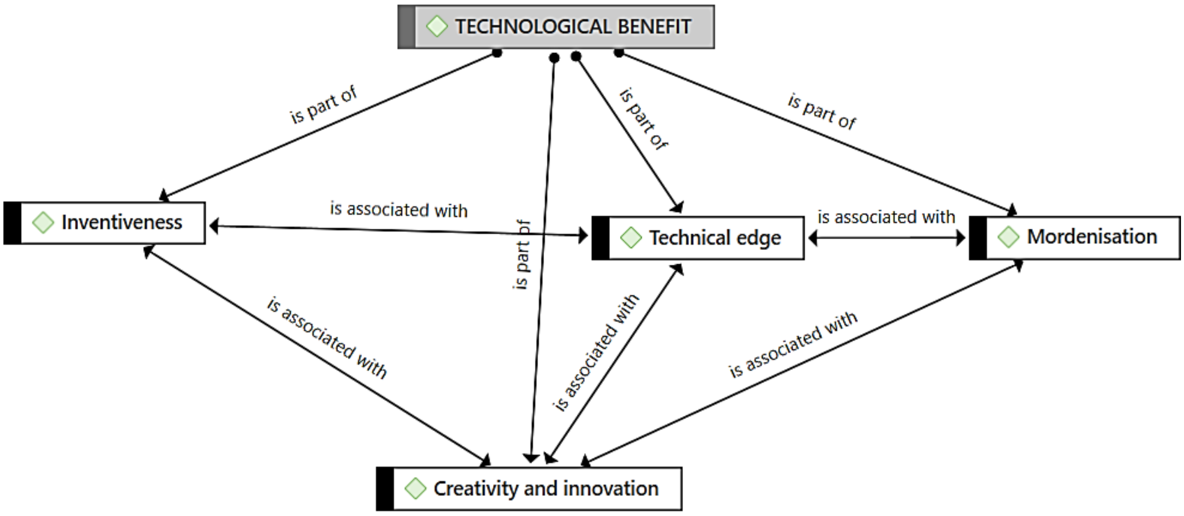

Figure 4. Technological Benefit
Source: Compiled by Authors using ATLAS.ti v8, 2022

Entrepreneurial Character and Orientation

The study established that an entrepreneur's ability to bring new ideas into the community is critical to strong entrepreneurial prospects. Novel inputs in the community represent a strong sellable idea in the marketplace which can flourish for a continued period. This study's participants are astute, giving prospective family-owned manufacturing businesspersons an opportunity to bring unique ideas into their communities. As evidenced in the quotations above in Figure 5, the interviewed businesspersons are not only problem solvers but also risk takers. Businesspersons take calculated risks, and in the manufacturing industry, they reduce the risk by finding investors to provide finance or deciding with suppliers to provide goods immediately and persuade suppliers to accept special payment terms. Understandably, the interviewed businesspersons are tenacious, decisive, and persistent in problem-solving. However, due to technology and the forever-changing needs of the customers in today's marketplace, the 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.

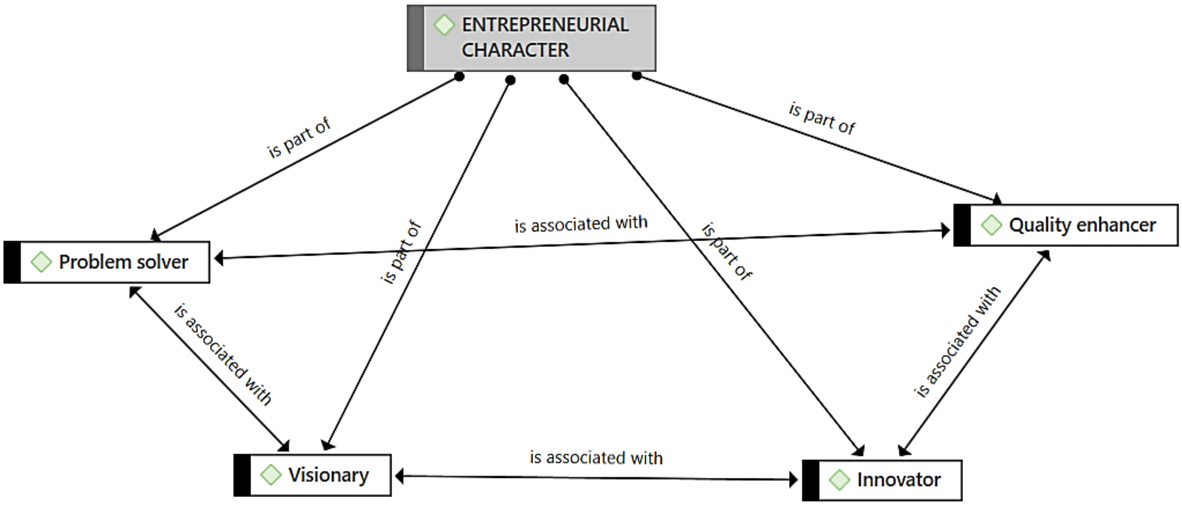

Figure 5. Entrepreneurial Character
Source: Compiled by Authors using ATLAS.ti v8, 2022

Apart from being quality enhancers, problem solvers and innovators, the interviewed businesspersons displayed a visionary entrepreneurial character. This is the single visionary character that must differentiate entrepreneurs from non-entrepreneurs. Indeed, businesspersons develop and leverage that vision to change the present situation. Importantly, a vision is only as good as an execution plan. To bring their vision to life, entrepreneurs must 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.

Entrepreneurial Challenges

Figure 6 summarises the critical elements indicated by participants as entrepreneurial challenges. The study evaluated the challenges of shortage of capital, volatile exchange rates, skills challenges, 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. The study also confirmed a skills challenge as one of the entrepreneurial challenges faced by family-owned manufacturing businesses operating in Uganda. Lack of technical skills, business management skills and training proved to be the main skills challenges faced by family-owned manufacturing businesses in Uganda. Apart from the shortage of capital and skills challenge, the study also confirmed poor decision-making as an entrepreneurial challenge. Most common among the interviewed participants were poor decision-making in terms of succession planning and lack of vision.

The participants also confirmed the challenges brought about by the COVID-19 pandemic. As depicted in Figure 6, the pandemic brought many businesses to a standstill and closure due to a severe decline in access to inputs, alluding to the risk of over-reliance on international rather than regional or domestic supply chains for raw materials and intermediates (Lakuma et al., 2020). From the technical point of view, the COVID-19 pandemic brought some new opportunities, but for family-owned manufacturing businesses, it led to low sales volume and several financially related problems.

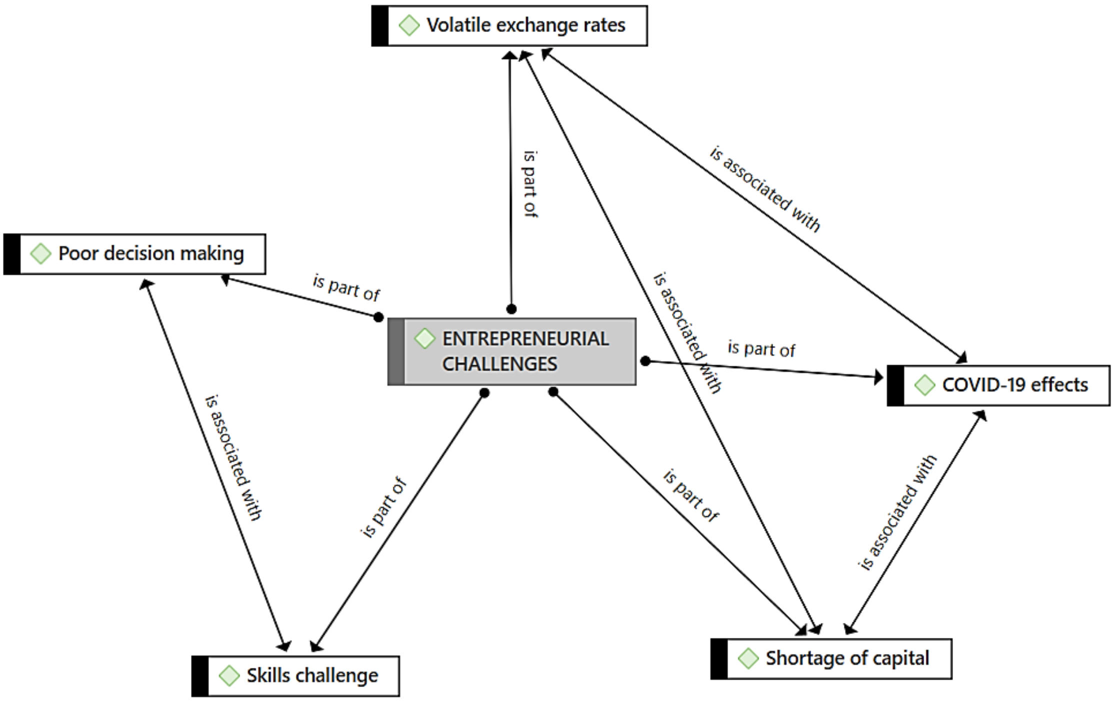

Figure 6. Entrepreneurial Challenges
Source: Compiled by Authors using ATLAS.ti v8, 2022

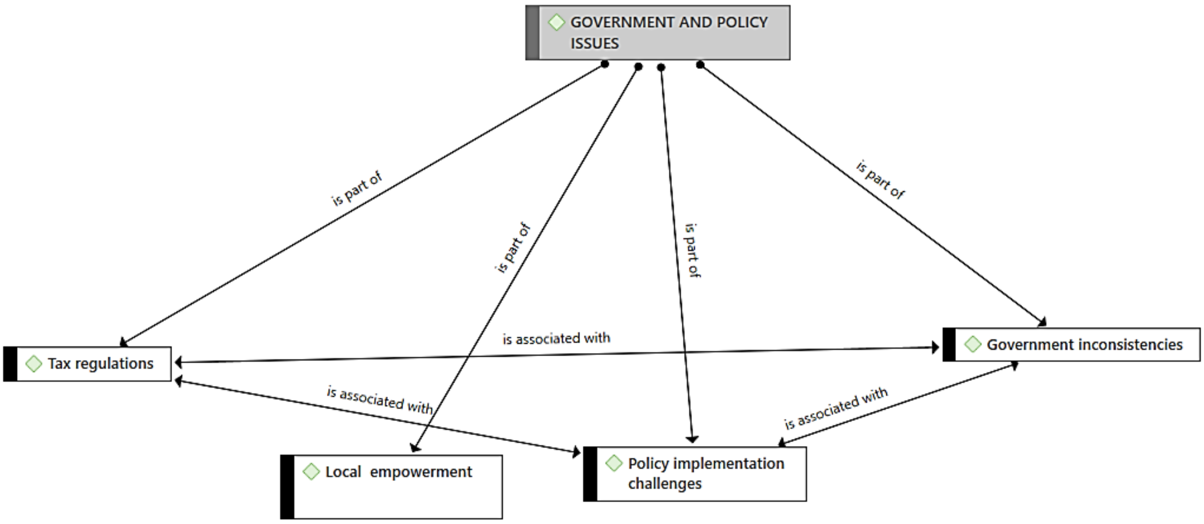

Figure 7. Government and Policy Issues
Source: Compiled by Authors using ATLAS.ti v8, 2022

Government and the Family-Owned Manufacturing Business in Uganda

Figure 7 summarises the critical elements indicated by participants as macro-policy issues. The study looked at discussions of family-owned manufacturing businesspersons' perceptions and the implications for government policy. Evidence in the literature review revealed that there are supporting programmes for the manufacturing industries to help family-owned manufacturing businesspersons acquire start-up resources and import raw materials (African Development Bank Group (AfDB), 2014). Nevertheless, there is still evidence of inconsistencies in implementing such support programmes in Uganda. Moreover, it would also appear that a significant majority of African policymakers lack a general understanding of the traditional entrepreneurial environment (Balchin et al., 2016). Although Uganda's Industrial Policy was developed in 2008, its implementation has been haphazard. Professionals on macro government 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, sub-sector policies and standards regulation policies, among others (Ggoobi et al., 2017).

DISCUSSION

Entrepreneurial Orientation

The study established that family-owned manufacturing businesspersons were creative, innovative, open-minded, flexible, and quick learners. Findings further showed that the businesspersons took calculated risks. 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 payment terms. Apart from being quality enhancers, problem solvers and innovators, the interviewed businesspersons displayed a visionary entrepreneurial character. In summary, findings reveal that family owned-manufacturing businesses in Uganda were practising 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 businesses to innovate new products, expand markets and increase their revenue base.

Additionally, competitive aggressiveness and proactiveness are distinct dimensions of entrepreneurial orientation (EO) (Lumpkin & Dess, 2001). It was also found 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 (Basco et al., 2020). Furthermore, the study demonstrated that entrepreneurial orientation, management, and innovativeness positively affect business performance (Elumah et al., 2016). The entrepreneurial orientation is not only essential for small and medium-sized firms for survival and growth but also affects 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 the smooth operations of the family manufacturing businesses in Uganda and played a key role in achieving better performance and sustainability. As a result, family-owned manufacturing businesses could communicate effectively and offer innovative products and services to customers. General management skills proved to be one of the capabilities which enhanced the smooth operations of the manufacturing businesses in Uganda. Four elements were common in describing 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 - interpret cash and calculate basic ratios to help in the financial management of the business (such as profit percentage and return on investment).

In line with marketing, the study highlighted that family-owned manufacturing businesses must understand their target market's needs, demands, and wants and provide these customers with quality products for repeat purchases and outsmart competitors. Effective marketing for family-owned manufacturing businesses convinces customers to prefer the products or services of a specific business over those of competitors, reminds customers that the business still offers its product or services and encourages loyal customers to be ambassadors through word 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 their marketing strategies, reach out to a larger customer audience, and improve production plants. The most important aspect of technology is that it brings creativity and innovation to family-owned manufacturing businesses in Uganda. However, the study noted that the lack of capital, skills, and poor decision-making presented an entrepreneurial challenge. Findings revealed poor decision-making in succession planning and a lack of vision. Additionally, the COVID-19 pandemic brought many businesses to a standstill and the closure of 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 business firms, which 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, 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 a firm's capabilities through competent management, market linkages and marketing capabilities leads to enhanced SME performance. The study further showed that tangible resources had no impact on firm performance, and intangible resources had a positive and significant impact on firm performance (Abaho et al., 2016). Moreover, the efficient allocation of intangible resources was crucial for achieving better firm performance (Masood et al., 2017). 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 core organisational resources and capabilities such as managerial skills, organisational culture, organisational communication, and perceived organisational reputation (Carmeli & Tishler, 2006). Karina & Astuti (2022) revealed that basic technology and equipment, advanced technology and equipment, knowledge, and organisational and relational resources were most likely to perform better in customer service innovation and cost leadership.

However, Ikpesu et al. (2019) cited the 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 et al. (2015) 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 (NC) and knowledge creation lead to firm performance through the mediating effect of competitive aggressiveness and innovativeness, with no direct relationship between NC and knowledge creation and 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 lines of authority, which enabled them to constantly analyse market trends and know about competitors. They engaged in strategic planning by establishing priorities and helped to identify areas of conflicting objectives. This level of stewardship among family-owned manufacturing businesses in Uganda enhances competitive advantage. Understandably, clear comprehension of what is going on and a sense of ownership enhance 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. The study findings show that employee buy-in and commitment require a clear understanding, a shared vision and a 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.

A link between family ownership and boards of directors strengthens the relationship between CEO stewardship and firm performance when managers behave in the best interests of shareholders and are not motivated by individual goals but act as stewards of the principal to pursue the firm's objectives (Forsyth, 2016). The pivotal concept of the steward theory is the need to serve rather than the need for profit (Karns, 2011). Consequently, stewardship theorists build structures that empower and facilitate the management, believing it unnecessary to develop control or monitoring mechanisms since management has the same intrinsic values as the owners (Madison et al., 2016). Craig & Moores (2006) explain that family-owned businesses that build a stewardship climate have a collectivist culture rather than an individualistic culture. The implication is that critical tasks, such as succession planning, monitoring and evaluation, result in the 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. According to Pastoriza & Ariño (2008), a collective effort yields positive benefits to business owners through increased sales and profits. Sciascia et al. (2014) argued that family managers might 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 positively impact firm profitability. Family management had a higher positive effect on firm profitability positively to firm performance at later generational stages.

The Framework for Family-Owned Manufacturing Business Success in Uganda

As evidenced from discussions of participants' information and earlier sections of this article, the success of family-owned manufacturing businesses is pinned to different proponents who 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. Figure 8 shows the revised theoretical framework. The model proposes that leadership succession must be in place to ensure the success and performance of family-owned manufacturing businesses. Organisations should plan for new leaders by appointing successors before the current leaders leave. From Figure 8, 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 the success and performance of family-owned manufacturing businesses.

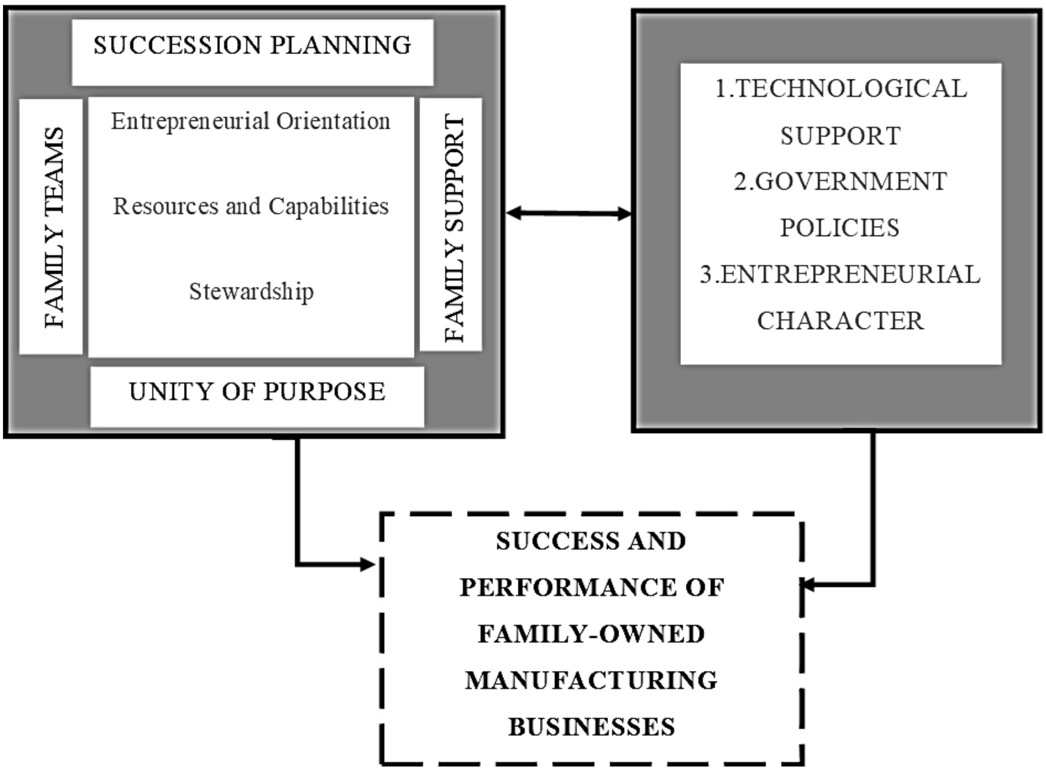

Figure 8. Proposed Framework for Family-Owned Manufacturing Business Success in Uganda
Source: Compiled by Authors, 2022

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 allows selected successors to be known to other family members and business partners and exposes them early to the business's internal and external environments (Bozer et al., 2017). This process is expected to increase the successor's commitment and credibility. It diminishes the chances of conflicts in management and ownership of the business, which is a stumbling block in the performance of family-owned SMEs (Zaki et al., 2018).

Unity of purpose/trustful relationships permits firms to gain access to resources, engage with their customers and employees and achieve financial and non-financial objectives (Jena et al., 2018). The existence of inter-firm trust shapes reciprocal ties (Bapna et al., 2017), replaces legal agreements/contracts (Van de Ven & Ring, 2006), shrink transaction costs (Stacchini & Degasperi, 2015), lessens relationship conflicts (Hadjielias & Poutziouris, 2015), stimulates inter-firm co-operative behaviour (Mayer et al., 1995) and grants family businesses the creation of new knowledge (Bouncken et al., 2020)(Eddleston & Kellermanns, 2007). Moreover, intra-firm trust brings transparency, a sense of ownership and stronger relationships within family firms (Sundaramurthy & Kreiner, 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). Simply put, increased trust is likely to enhance the likelihood of resource exchange and knowledge transfer and reduce transaction costs.

CONCLUSION

This article aimed to explore the role of resources and capabilities, entrepreneurial orientation, and stewardship in the performance of family-owned manufacturing businesses in Uganda. The study had the objective of responding to the research 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, and lastly, is government macro-policy contributing to the performance of family-owned manufacturing businesses in Uganda? Evidence collected produced some interesting findings about which factors and resources play a significant role in the profitability and sustainability of family-owned manufacturing businesses; the importance of innovation to address the aspects of competitive advantage; and how organisational innovation can include changes in organisational structures and the modification of people's behaviours and beliefs. While previous studies have pointed that being quality enhancers, problem solvers and innovators is critical, the interviewed businessperson displayed a visionary entrepreneurial character which can be developed further through future studies and theory building. Entrepreneur orientation (EO) was also viewed as a key factor in unveiling market opportunities, generating innovative business ideas, building competitive advantage, and, eventually, promoting rapid business growth.

Leadership, management, and organisational culture are critical aspects of stewardship which determine business success. 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 the smooth operations of family-owned manufacturing businesses in Uganda and aid in achieving better performance and sustainability. It was concluded that proactiveness, risk management, and continuous evaluation and appraisals of a business performance play an enormous role in innovating new products, expanding markets, and increasing revenue base. These practices have enabled family-owned manufacturing businesses to achieve a competitive advantage. 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, this came out strongly in the Ugandan context and may be an opportunity for further study and theory building. Visionary persons have a strong sense of unity of purpose and are critical on succession planning issues, this is in line with mainstream literature, indicating that the sample interviewed entrepreneurs. It was concluded that a lack of policies on industry financing, labour management, small and medium enterprises mobilisation, sub-sector policies and standards regulation policies adversely affect the sustainability levels of family-owned manufacturing businesses.

The study made recommendations for owners and managers of family-owned manufacturing businesses and the government. Family business owners should embrace proactiveness, 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. Regarding government institutions, the study recommends reviewing current policies, especially on industry financing and labour management, because sub-sector policies and standards regulation policies adversely affect the sustainability levels of family-owned manufacturing businesses. The study was the first attempt at examining 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 businesses in Uganda, which highlights an improved framework to the model and proposition, was developed in this study. Further research can be done on family business, entrepreneurial orientation and small firm performance, and the role of entrepreneurial motivation and education on individual entrepreneurial orientation and intention.

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