MAKERERE UNIVERSITY

POSITIVE EMOTIONS, RESPECTFUL ENGAGEMENT, HIGH QUALITY CONNECTIONS, AND BUSINESS SUCCESS

BY:

KABAGAMBE FRANCIS COMET

2013/HD10/2209U

+256773017915

franciskabagambe@mail.com

A RESEARCH DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS PSYCHOLOGY OF

MAKERERE UNIVERSITY

PLAN A

NOVEMBER, 2016

DECLARATION

I, KABAGAMBE FRANCIS COMET, declare that this research dissertation is my original work. It has never been presented to any other University or Institution of Higher learning for the award of any academic qualification.

SIGNATURE:………………………… DATE: …………………

KABAGAMBE FRANCIS COMET

2013/HD10/2209U

APPROVAL

This is to certify that the research dissertation has been submitted for the award of a Masters'

Degree in Business Psychology with our approval as university supervisors.

SIGNATURE……………………….. DATE: …………………….

Professor J.C Munene (Supervisor)

SIGNATURE……………………….. DATE: …………………….

Dr. Samuel Mafabi (Supervisor)

DEDICATION

I dedicate this work to my Parents; Asiimwe Margret Kadowa and Clement Zahura for the support you have given me.

ACKNOWLEDGEMENT

I want to thank the almighty God for all the favors he has granted me. It has not been my wisdom but for his mercy I have got this far.

I am very grateful to the management of Makerere University Business School (MUBS), headed by the principal, Prof. Wasswa Balunywa for the study fellowship awarded to me to pursue this Master's degree in Business Psychology. This has enhanced my career and personal growth.

Special thanks to Professor J. C Munene and Dr. Samuel Mafabi, who undertook to supervisor me. You were inspiration to me as you shared and passed on wisdom and knowledge to me in the highest delivery standards.

I am very grateful all my colleagues (MUBS) whose support and encouragement has enabled me to complete this programme. I am also very grateful to all my facilitators and colleagues in the MBPSY class.

I also express my gratitude to the respondents who spared me time to interview them. Thank you very much.

May God reward you abundantly

TABLE OF CONTENTS

LIST OF TABLES

ABSTRACT

This research aimed at examining the relationship between positive emotions, respectful engagement, high quality connections, and business success. This thesis employed a qualitative design so as to describe in details the study variables and answer the questions from the personal experiences of the respondents. Responses were sought from small and medium business owners established in Kampala business Centre, an Area with the highest business activity in Uganda. The researcher used purposive and snowballing sampling. The data was mainly collected through the use of semi-structured interviews and the data analysis mainly contained three linked sub-processes; data reduction, data display, and conclusion drawing/verification. Data reduction involved developing a contact summary for each interview, coding & finding themes and patterns in the data. The data was displayed using events matrices, causal effect matrices, vignettes and other arrays of data that allowed the research to analyze in a condensed form the full data set and literally see what was in that data. Drawing and verifying conclusions involved interpreting the displayed data. The findings of the study brought insights on the influence of positive emotions, respectful engagement, and high quality connections on business success. The small and medium business owners/entrepreneurs demonstrated that positive emotions, respectful engagement enabled high quality connections which paved way for business success.

1.0   Introduction

This chapter presented the background of the study, statement of the research opportunity, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study, conceptual framework and the theoretical frame work

2.0   Background

Business owners wishing to survive and grow in the twenty first century must understand the human side of their business and business processes. According to Jansen et al., (2013), they must be social architects who can work well with others to exploit the unique, rare and enduring business resources that exist and emerge out of human interrelations. This is demonstrated in the case of Steven Kayiwa, the founder and the managing Director of Global paints ltd.

Steven loved paint, volunteered to work with his Brother who was a painter. He was thorough in his work at the paint workshop and clients liked his paint mixes. His Brother trusted his paint selection abilities and always sent him to the paint factories to buy paints. Whenever he went to factories, he was curious about paint making, befriended factory workers who took him around the factory to see how paint was made. He realized that it was possible to manufacture paint and made up his mind immediately to invest in paint manufacturing. Exchanged contacts with the workers and continued interacting with them for quite some time even after coming back to Uganda. He shared his dream with

his Brother who supported him to raise the initial capital. Invited one of the factory workers, and he helped him to setup a paint manufacturing factory.

Steven started with manufacturing of ordinary decorative paints, supplying the personal clients he developed while working with his Brother at the workshop but later ventured into a new range of products including flat emulsion, undercoat, weather guard, silk vinyl, and matt emulsion.

Today, Steven is proud that his Global paints factory has become one of the leading indigenous paint factories, having products sold all over Uganda. The factory has a production capacity of over 400,000 litres a month with a staff of about 100 people.

There are a number of theories that can explain Kayiwa's case. These include the Broaden-and-Build theory of Positive emotions and the High Quality Connections theory. The Broaden and Build theory suggests that positive emotions broaden the scope of both thinking and action, as well as foster and strengthen interpersonal connections that facilitate optimum functioning (Fredrickson et al. 2000). Steven leveraged on positive emotions, specifically the love and excitement for paints, to foster and sustain high quality connections through which he developed an idea and started manufacturing paints in Uganda.

However, the Broaden and build theory does not clearly explain how Steven equally leveraged on respectful engagement behaviors to build and sustain high quality connections for his business success. The high quality connections theory, specifically the respectful engagement variable of the theory which suggests that everyday behaviors and small moves (e.g. gestures, talk and bodily postures) communicate how one person

values another (Stephens, Heaphy & Dutton, 2012), and when these behaviors demonstrate the basic human entitlements of respect and dignity they foster peoples' chances of experiencing a high quality connection (Dutton & Heaphy, 2003) best explains the respectful engagement behaviors in the case. Steven always accepted to be sent to the factory and shops, and while at the factory interacted with the workers and requested them to give him more information about how paint was being made. As a result he was able to foster and strengthen connections with his brother, workmates and factory workers that led to his business success.

Therefore, if individuals are to succeed in the current inter-dependent business environment, they have to understand and tap into the interrelation resources through affordable business means.

1.2   Statement of the Research Opportunity

Successful business individuals leverage on positive emotions and respectful engagement to build and sustain high quality connections (Dutton & Heaphrey, 2003). The high quality connections enable them access and combine business resources and ideas that put them on path to business success. However, research on the relationship between positive emotions, respectful engagement, high quality connections and business success is still limited (Carmeli et al., 2009).

1.3   Purpose of the study

The purpose of the study is to examine the relationship between positive emotions, respectful engagement, high quality connections and business success

1.4   Objective of the study

    I.   To examine the relationship between Positive Emotions and High Quality Connections

    II.   To examine the relationship between Respectful Engagement and High Quality Connections

    III.   To examine the relationship between High Quality Connections and Business success

1.5   Research Questions

    I.   What is the relationship between Positive Emotions and High Quality Connections

    II.   What is the relationship between Respectful Engagement and High Quality Connections

    III.   What is the relationship between High Quality Connections and Business success

1.6   Scope of the study

Subject scope

The study focused on Positive emotions, Respectful engagement, High Quality Connections, and Business Success among small and medium business owners

Geographical scope

The study was carried out among small and medium business owners in Kampala Business Centre.

1.8   Significance

- The study enables interested parties such as small and medium business owners to understand and appreciate the role of positive emotions and respectful engagement in developing high quality connections and enabling business success

- For academicians, the study helps to bring out more information on how positive emotions and respectful engagement can help in developing high quality connections and enabling business success

- The results of the study contribute to the existing knowledge on positive emotions, respectful engagement, high quality connections and business success. This in future will be used as a reference for the researchers and scholars drawing on small and medium business owners in Uganda.

1.7   Conceptual frame work
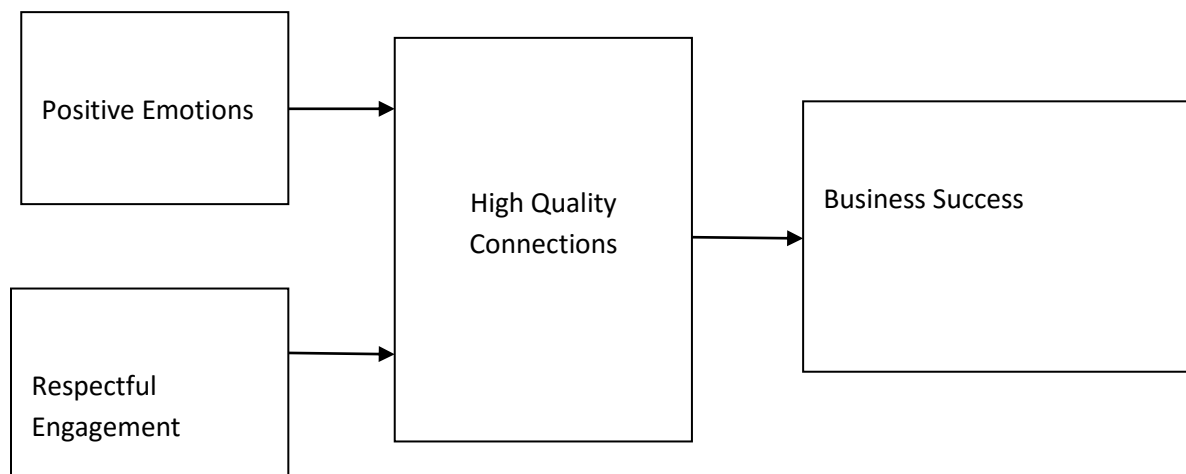
Source: Broaden & Build theory of Positive Emotions (Fredrickson, 1998; 2001) and High Quality Connections theory (Dutton & Heaphy, 2003).

1.8   Theoretical Framework

This study was informed by Broaden and Build theory of positive emotions (Fredrickson 1998; 2001) and High Quality Connections theory (Dutton & Heaphy, 2003).

The Broaden and Build theory was developed by Fredrickson to describe the form and function of positive emotions, including joy, interest, inspiration, and love (Fredrickson, 1998; 2001). The theory posits that experiences of positive emotions can widen individuals' awareness and prompt novel and exploratory thoughts and actions, enabling high quality connections and optimum functioning (Fredrickson et al. 2000). In this study, the Broaden and Build theory explains the relationship between positive emotions, high quality connections and business success among small business owners. In line with the theory, this study predicts that positive emotions enable small and medium business owners/entrepreneurs to flexibly draw on high quality connections by expanding their arrays of thoughts and actions. When for instance they experience interest for a given business, they flexibly connect with other entrepreneurs in their business interest areas.

However, the Broaden and Build theory does not give a detailed explanation on how respectful engagement create and sustain high quality connections that lead to business success (Dutton & Heaphy, 2003).). In this study, the high quality connection theory, specifically the behavioral mechanism of the theory supplements the Broaden and Build theory to explain the relationship between respectful engagement, high quality connections and business success. The High Quality Connections theory was developed to explain the pathways and outcomes of high quality connections Dutton & Heaphy, 2003). According to the theory, specifically the variable of respectful engagement,

everyday behaviors and small moves (e.g. gestures, talk and bodily postures) communicate how one person values another (Stephens, Heaphy & Dutton, 2012). When these behaviors demonstrate the basic human entitlements of respect and dignity they foster peoples' chances of experiencing a high quality connection. Despite the above mentioned role of the two theories, research on how they enable high quality connections and business success is limited (Carmeli et al., 2009) hence the need for this study.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This section reviews literature on Positive Emotions, Respectful Engagement, High Quality Connections, and business success. The review comprises of a definition and the relationships between the variable. The relationships include; the relationship between Positive Emotions and High Quality Connections, Respectful Engagement and High Quality Connections, High Quality Connections and Business success.

2.1   Business Success

Success is a concept that can be defined in multiple ways, take on multiple meanings, and be measured many ways personally and in business (Vallone, 2008). According to Esuh (2011), while as the difference between success of the business owner and that of the business are clear, there tends to be an overlap especially since the owners are part of their businesses. Consequently, it has in several studies been generalized that the success of a business is the same as that of the owner's (Harold and Loren, 2009) which has neglected the intangible psychological success of the business owners (Harber and Reichel, 2005) and put more emphasis on the business related aspects of success. To clear this indistinctiveness, it has been suggested by Abaho, Kusemererwa, and Akisimire (2014) that success in a business context should be viewed holistically as business success but analyzed at either Organizational or individual level.

Still, on measuring business success, on either level, researchers have taken different stands (Harber & Reichel, 2005). As a result, many scholars on business success have recommended researchers on business success to use at least two dimensions which should be both financial and non-financial measures (Juhdi, 2011; Masuo et al., 2001). In line with the above arguments and considering the uniqueness of the small firms, coupled with the uniqueness of individual entrepreneur/owners in organizing and managing their firms, this study analyses business success at an individual levels adopts the definition that has been given by Seligman & Csikszentmihalyi (2000) who mentioned that entrepreneurial success refers to any positive outcome of human strengths and virtues.

The positive outcomes for small and medium business owners/entrepreneurs refer to both economic & financial measurement such as business sustainability & growth and non-financial measure such as customer satisfaction, personal development and personal achievement (Jihdi,2011; Masuo et al.,2001)

2.2   Positive Emotions

Emotions have been defined as physiological, behavioral, and psychological state towards an object, person, or event that creates a state of readiness. Positive Emotions are momentary mental and physiological states in individuals that arise in response to the circumstances appraised or interpreted to be good prospects or fortune (Fredrickson, 2004). Thus, when an individual, in this context, business owner, appraises or interprets a circumstance as good prospects or fortunes for the self, positive emotions arise, reflecting a pleasurable connection with that environment (Fredrickson &Joiner, 2002).

There are four key elements of positive emotions (Fredrickson & Branigan, 2005); first, emotions, specifically positive emotions are momentary states, events or "episodes". An emotional state is likely to subside within a few minutes. Second, positive emotions are directed toward someone or something. We experience joy, interest and inspiration towards tasks, customers, among others. This contrasts with moods, which are less intense emotional states that are not directed toward anything in particular. Third, emotions are experiences. They represent changes in a person's physiological conditions, such as blood pressure, heart rate, and perspiration, as well as changes in behavior, such as facial expression, voice tone, and eye movement.

2.3   Respectful Engagement

Respectful engagement refers to interrelating that conveys a sense of presence and worth and communicates positive regard for others (Dutton & Heaphy, 2003). It focuses on everyday behaviors and small moves (e.g. gestures, talk and bodily postures) that communicate how one person values another and create respect (Stephens, Heaphy & Dutton, 2012), distinguishing it from mutual respect, an asset that marks a particular relationship or set of relationships in a team or organization (Carmeli, Dutton & Hardin, 2015).

According to Dutton & Heaphy (2003), respectful engagement behaviors include recognizing others, and helping or being resourceful to others, and communicating presence in relating with others. When these behaviors demonstrate the basic human entitlements of respect and dignity they foster peoples' chances of experiencing a high quality connection (Dutton & Heaphy, 2003).

2.4 High Quality Connections

A connection refers to the dynamic, living tissue that exists between two people when there is some contact between them, involving mutual awareness and social interaction (Dutton & Heaphy, 2003). The existence of some interaction means that individuals have affected one another in some way giving connections a temporal as well as an emotional dimension. Connections can occur as a result of a momentary encounter, and can also develop and change over a longer time period (Marthe &Martine, 2013).

Dutton and Heaphy (2003) define the quality of the connection between people depending on whether the connection is value adding to the contact members or life-depleting. The connection is defined as high quality if it is value adding. High quality connections can also be defined basing on three characteristics namely (Carmeli, Dutton & Hardin, 2015); Emotional carrying capacity which is evidenced by expression of more positive and negative emotions; the level of tensilty which looks at the relationship flexibility and resilience; and the degree of connectivity that looks at the degree of openness to new ideas and influence.

2.5 Relationship between Positive emotions and High Quality Connections

Usually (perhaps always) describing an emotional episode depends on referring beyond the person who has an emotion experience to various significant objects and significant others (Cowie, Naomi & Aaron, 2011). An appraisal is an appraisal of people, events, or things (Sander et al., 2005); and thus positive emotions bring individuals close to particular self-significant people.

People experiencing positive emotions show patterns of thought like flexible and inclusive (Dreisbach & Goschke, 2004), creative (Hirsh & Anderson, 2007), integrative and openness to information (Pyone &Isen, 2011). According to Fredrickson, (1998; 2001), whereas negative emotions are associated with specific action tendencies that focus and narrow thoughts and action, positive emotions broaden one's thought and actions, and by consequence build enduring resources that including high quality connections

According to Waugh and Fredrickson (2006), the experience of Positive Emotions predicts the breadth of connection, assessed as self-other overlap and oneness and this broadened sense of self may predict a more complex understanding of others. Having a more complex understanding of others will strengthen the quality of the connection by allowing each person to better appreciate the other and continue to become closer (Fredrickson, 2013).

More so, People experiencing or induced to feel positive emotions expand their circle of trust (Dunn & Schweitzer, 2005) and are more likely to form inclusive social groups with which they strongly identify and belong (Dovidio etal., 1998). These relationships support expanded mindsets and behavioral repertoires that raise the possibility of open hearts and open minds enabling high quality connections. There is also an agreement within the management literature that expressed affects are a tool of social influence because encounters with a friendly person are positively reinforcing (Rafaeli & Sutton, 1991).

Emotions, specifically positive emotions, have thus been found to have a profound effect on high quality connections. However, research on positive emotions is still limited. Commonly, most scholars have generalized emotions (both positive and emotions) to be having same influence on individuals and others have assumed that a person's thoughts and actions are governed primarily by conscious reasoning hence ignoring the greater influence of emotions(Fredrickson,2001).

Hypothesis: There is positive relationship between experiencing Positive Emotions and High Quality Connections

2.6   Relationship between Respectful Engagement and High Quality Connection

According to Dutton & Heaphy (2003), respectful engagement is an important relational mechanism through which individuals are accepted as a person of worth, feelings that are not guaranteed at work or in Business. When members respectfully engage one another, they send a message of positive regard, a 'warm, acceptant attitude' toward other people. This sense of acceptance opens people up to diverse points of view and makes them more attentive when engaging with people who might be different from themselves and hence enabling Quality Connections (Dutton & Ragins, 2007). The sense of being accepted arises when others convey genuine interest through respectful engagement by for instance speaking and reacting honestly, having deep interest in colleagues and creating opportunities to authentically convey interest in others (Carmeli, Dutton & Hardin, 2015).

When people engage respectfully there is an enhanced motivation to be with and contribute to one another. Respectful Engagement motivates interaction because it satisfies conditions for human growth and development: the need to belong (Baumeister

& Leary, 1995) as well as acceptance and love (Fredrickson, 2013). Respectful Engagement also encourages mutual empowerment, associated with openness and zest, allowing people to strengthen the quality of their connections (Miller & Stiver, 1997).

Through Respectful Engagement, individuals can authentically connect with others in ways that allow greater mutual awareness, acceptance and responsiveness owing to a psychological presence cultivated through genuine interaction (Stephens et al., 2013; Kahn, 1992). This way of interrelating enables individuals and teams to be more resilient and able to make real-time adjustments (Stephens et al., 2013). Thus, Respectful Engagement motivates immediate and future interpersonal attention and interest in other people hence creating and strengthening quality connections.

At the same time, if organizational members are engaging with one another respectfully, the sense of being interpersonally accepted, valued and affirmed will call up positive emotions like appreciation and gratitude (Carmeli, Dutton & Hardin, 2015). These positive interpersonal emotions broaden people's capacities to build other forms of durable resources such as the capacity to adapt. Positive emotions strengthen people from within and equip them to be more resourceful and resilient (Fredrickson, 1998). When individuals experience this, they are more willing and capable of creating reflective conversations about their Business operations and goals hence likely to create and sustain quality connections.

Although respect has received considerable attention in marital and relationship sciences (Gottman, 1994), less attention has been directed to respect at work (Carmeli, Dutton & Hardin, 2015).When respect has been considered in organizations, it is often viewed as either a manifestation of one's status or as a facet of relational quality(Carmeli, Dutton & Hardin, 2015). This study will hence add literature on the Respectful engagement among business owners in Uganda.

Hypothesis: There is positive relationship between respectful engagement and high quality connections.

2.7   Relationship between High Quality Connections and Business success

In the context of resources, business individuals with valuable, rare inimitable business resources are more successful because of their resource competitive advantage (Penrose, 1959 cite in Abaho, Kusemererwa & Akisimire, 2014). Most importantly, Penrose argues that the decision to combine certain resources (resource bundling) creates a sustainable competitive advantage and increases their productivity. In a related context, Saras and Dew (2005) posit that for any firm to succeed in a competitive environment, there is need to maximize resource productivity and this requires owner's ability to stitch together the available resources and look for ways of accelerating their productivity through strategic deployment and application in the most efficient and effective manner.

High Quality Connections enable individuals acquire and deploy the needed business resources by improving individual functioning (Dutton & Heaphy, 2003). According to Carmeli, Brueller, and Dutton (2009), HQCs amongst members of business organizations

are associated with greater levels of psychological safety and trust. Higher levels of psychological safety, in turn, contribute to greater allow expression of sensitive and valuable business information, and business ideas through which business individuals start and sustain their business.

More importantly, the high levels of psychological safety that characterize high quality connections, enable individuals to flexibly adapt ideas and information from their trusted partners, and learn from business failures (Carmeli & Gittell, 2009), enabling business improvements and survive. According to Ferrin, Bligh, and Kohles, (2008), higher levels of interpersonal trust spawn spirals of increasing cooperation and trustworthiness which is likely to enable the partners in the relationship to tap into the others potential for the benefit of their business. The synergetic influence of inter-dependence cannot be overemphasized. Interdependent enable business individuals tap into business resources that exist in others.

Furthermore, research suggests that HQCs facilitate individuals' recovery and adaptation when business suffers loss (Frost etal., 2008), undergoing transitions in business careers (Ibarra, 2003) or need task-related help (Venkataramani & Dalal, 2007). On the other side, inter-dependence demonstrates love and concern for others including the community, hence enabling altruistic benefits such as gratification and pride that may come as a result of helping others grow in business.

Hypothesis: There is positive relationship between HQC's and business success

CHAPTER THREE

RESEARCH METHODOLOGY

3.0   Introduction

This section introduces the research methodology that was used to carry out the study on Business success. It covers procedures and analytical tools that were used in the study. The section also contains philosophical debates underpinning the study, research design, target population and the sample design. It also shows how the variables were described, how the data was collected and analyzed.

3.1   Philosophical foundation

In order to understand and select the different approaches to be adopted by this study, it was helpful to have some understanding of the philosophical debates underpinning social research in general. The issue of how the social world can be studied raises a number of philosophical questions. Some of these relate to ontology (Ritchie et al., 2013), others relate to epistemology (Neuman, 2007) and the debates have led to two dominant traditions/ideologies (i.e. positivism and interpretivism).

The positivists believe that the world is external, and that there is a single objective reality to any research phenomenon or situation regardless of the researcher's perspective or belief (Neuman, 2007). Thus, they take a controlled and structural approach in conducting research by identifying a clear research topic, constructing appropriate hypotheses and adopting a suitable research methodology (Carson et al., 2001). Interpretivists on the other hand believe that reality exists in the mind of the participants,

and depend on other systems for meanings, which make it even more difficult to interpret in terms of a single objective reality (Neuman, 2007). Thus, avoid rigid structural frameworks such as in positivist research and adopt a more personal and flexible research structures (Carson et al., 2001).

However, both positivism and interpretivism have problems as forms of inference suitable for social research on the basis that the social phenomenon exists not only objectively but both in the mind and in the objective world (Hurbman & Miles, 1994). In line with this argument, the researcher entered the field with some sort of prior insight of the research context but assumed that this was insufficient in developing a fixed research design due to complex, multiple and unpredictable nature of what is perceived as reality (Neuman, 2007). The research remained open to new knowledge throughout the study. One of the advantages of this approach was the close collaboration between the researcher and the participant, while enabling participants to tell their stories. Through these stories the participants were able to describe their views of reality and this enabled the researcher to better understand the participants' actions

3.2   Research Design

According to Parahoo (2006), a design to be used for a research needs to be suitable, if the proposed research questions are to be appropriately addressed. In view of the above scholarly explanation, this study employed a qualitative design so as to describe in details the study variables and answer the research questions from the personal experience of the respondents. The design was also cross sectional with the researcher collecting data once

without repeating it in subsequent times. This was because the researcher collected data on the lived experiences of the respondents which could not change over time.

3.3   Population of the study

The study focused on small and medium business entrepreneurs in Kampala that have sustained their business for at least five years. According to Global Entrepreneurship monitor report (2004; 2009); most Entrepreneurs in Uganda do not sustain their business for more than five years. However, amidst the high failure rate, there are those Entrepreneurs that have managed to stand a test of time by starting and sustaining their business for more than five years. It is probable that those business owners/entrepreneurs that have sustained their business for more than five years could be displaying some unique tendencies and behaviors uncommon to most others. The Unit of analysis was thus the small and medium business owners/entrepreneurs.

3.4   Sample size and selection

3.4.1 Sample size

The sample size for this study was 10 cases of small and medium business owners/entrepreneurs. This size was determined at a point of data saturation, a point at which no more themes were emerging out of the data (Baker & Edwards, 2012).

4.2   Sample selection

This sampling decision in this qualitative study was made with the explicit purpose of obtaining the richest possible source of information to answer the research questions. Thus purposive and snowballing approaches were used rather than probability or random approaches.

Purposive sampling

The researcher purposively selected the first respondent, who happened to be a classmate and at the same time a businessman. During class presentations, this respondent narrated his business success story that depicted the researcher's' study variables.

Snowballing sampling;

The researcher relied on the first respondent to identify the next respondent who shared the same characteristics and the process continued as the previous respondents referred or mentioned the next suitable respondents until no new themes emerged from the data, a point that has been called data saturation.

3.5   Operationalization of the study variables

Business Success

The researcher adopted the definition that has been given by Seligman & Csikszentmihalyi (2000) who mentioned that business success refers to any positive outcome of human strengths and virtues. The positive outcomes among small and medium business owners/ entrepreneurs include both economic and financial measurement such as business sustainability & growth and non-financial measures such as customer satisfaction, personal development and personal achievement (Jihdi, 2011; Masuo et al., 2001).

Positive Emotions

Positive emotions were measured as momentary psychological responses to circumstances that are interpreted or appraised to be good prospects or fortune. Common

positive emotions including excitement, interest, and inspiration adopted from the work of Fredrickson (2001) were considered.

High quality Connections

The quality of the connection was measured basing on whether the connection is value adding or depleting. In line with Dutton and Heaphrey (2003), High quality connection was operationalized as the connection that was adding value. High quality connections were further measured by the three characteristics that were suggested by Dutton and Heaphrey, (2003). The characteristics include; Emotional carrying capacity, relational resilience and high degree of connectivity.

Respectful engagement was considered as a set of everyday behaviors and small moves that communicate how one person values another (Stephens, Heaphy & Dutton, 2012). These behaviors include; conveying presence, recognizing others, and being resourceful to others.

3.6   Research Instruments

The researcher collected data through in-depth face to face interviews as discussed earlier. The participants shared their feelings on the variables in a conversational style so as to eliminate control and allow free flow to the discussion (Vinje, 2007). To enable the conversational approach in data collection, semi-structured interviews were conducted using an interview guide though it was not a limitation to the discussion of the emerging themes.

3.7 Validation and reliability

The trustworthiness of qualitative research generally is often questioned by quantitative researchers, perhaps because their concepts of validity and reliability cannot be addressed in the same way as in qualitative research (Shenton, 2004). Nevertheless, several writers on research methods, notably Silverman (2001), have demonstrated how qualitative researchers can incorporate measures that deal with validity and reliability of qualitative research. The following measures were incorporated in this research in order to deal with the reliability and validity of this study;

3.7.1 Research Validity

In order to deal with validity of the research scores, the following measures were incorporated by the researcher;

Credibility

One of the key criteria addressed by quantitative researchers is that of internal validity, in which they seek to ensure that their study measures or tests what is actually intended. According to Merriam (1998), the qualitative investigator's equivalent concept, i.e. credibility, deals with the question of how congruent are the findings with reality (Merriam, 1998)? While conducting this research, the researcher maintained continuous interactions with respondents and encouraged the participants to be frank from the outset of each session, which established a rapport between the researcher and the participants and allowed for more willingly and free expression on a particular theme. Credibility was further achieved through the use of different data collection methods, especially individual interviews and observations.

Transferability

Transferability which is comparable with external validity/generalizability is concerned with the extent to which the findings of one study can be applied to other situations (Shenton, 2004). In quantitative research, the concern often lies in demonstrating that the results of the work at hand can be applied to a wider population. Since the findings of a qualitative research are specific to a small number of particular environments and individuals (Shenton, 2004) generalizability is always limited. Nevertheless, if practitioners believe their situations to be similar to that described in the study, they may relate the findings to their own positions (Creswell, 2009). In this study, the researcher ensured that sufficient contextual information about the fieldwork sites and the respondents was provided to enable the reader to make such a transfer.

Confirmability

Confirmability aims at ensuring that the finding is a reflective of the participants' perspectives (Loh, 2013) rather than the researchers own reflection. This is the degree of objectiveness achieved in the study. Researchers achieved this through establishing and giving details of the processes involved in the collection, transcribing and interpretation of the data. The researcher was also as objective as possible to ensure that personal bias did not affect the result, through cross reference with audio recordings, transcribed work and proof reading the data provided by the respondents.

3.7.2 Reliability of the research

Dependability

Dependability, which relates to reliability in quantitative studies, refers to the extent to which if the study was repeated, in the same context, with the same methods and with the same participants, similar results would be obtained (Shenton, 2004). Merriam and Yin, (2011) have suggested an audit trail to be followed to ensure dependability (Merriam, 2009: Yin, 2011). The researcher maintained and preserved all transcripts, notes, and notes for the study as suggested by (Creswell, 2009).

3.8   Data collection and transcription

In collecting and/or transcribing data, researchers are faced with making a choice between inductive and deductive forms of reasoning. Deductive modes of reasoning involve testing theory against practice using a positivist epistemology while inductive modes involve developing theory from practice using an interpretive epistemology (Hatch & Cunliffe, 2006). However, both induction and deduction have problems as forms of inference suitable for social research. Deductive reasoning does not provide selection criteria for choosing between alternative explanations, and thus in effect sidesteps the question of alternative explanations and focuses instead on testing a single theory for empirical adequacy (Marcio, 2010). Inductive reasoning, on the other hand, faces an unavoidable logical gap between empirical data and theoretical generalizations (Marcio, 2001).

Abduction reasoning, sometimes called inference to the best explanations, which strikes a balance between induction and deduction (Marthe & Martine, 2003) was adapted by this study. At the start of a research project, the researcher typically used existing theory and research to help plan and design the study, develop a sampling approach and create fieldwork tools. In the field and in early analysis, however, the focus was on understanding and exploring participants' views and experiences from their points of view. The goal during this phase was therefore to seek to obtain as much detailed information as possible about the study variables. Then, towards the end of the analysis, the findings of the research were put back into the context of other theories or existing knowledge. Audio recordings were done for all the interviews and transcribed verbatimely.

3.9 Research Procedure

The researcher obtained an introduction letter from Makerere University Business School (MUBS), introducing him as student from the university and giving assurance to participants that the research being conducted was for academic purpose. This helped the researcher to gain entry into organizations and get consent from respondents. Respondents were contacted and asked for interview appointments. Once the appointments were made with the respondents, the researcher collected and analyzed the data

3.10 Ethical considerations

For a qualitative research like this one, where participants even share their sensitive information, the researcher has to work ethically and legally. As earlier mentioned,

before starting on the research project, the research submitted the research proposal and gained ethical clearance from the supervisors and the faculty. Once the researcher gained ethical approval for the research project, he sought informed consent from the participants, and throughout the study maintained highest levels of confidentiality by for instance disclosing only information that was important to the study, and not disclosing the names of the participants during data displays.

3.11 Data analysis

Data analysis contained three linked sub-processes (Miles and Huberman, 1994); data reduction, data display, and conclusion drawing/verification. These processes occurred before data collection, during study design and planning; during data collection as interim and early analyses are carried out; and after data collection.

Data reduction; this occurred continually through the analysis. In the early stages it happened through editing, and summarizing the results. Once field notes, interviews, and recordings were available, a contact summary for each interview was developed, paying attention to information relevant to the main concerns the researcher intended to address. In the middle stage, it occurred through coding and finding themes and patterns in the data, and in the later stage it occurred through conceptualizing and explaining the findings.

Data display; The data was displayed using events matrices, causal effect matrices, vignettes and other arrays of data that allowed the research to analyze in a condensed form the full data set and literally see what was in that data. The researcher started with events matrices which brought the basic information from several cases in one big matrix. The events matrix was followed by causal-effect matrix, showing the themes and patterns

26

out of the events matrix. This causal-effect matrix helped the researcher to demonstrate how one variable or factor caused another. The vignettes were used to again display the information as interlocking set of real life events taking place and clearly capturing messages generalized in memos and summarized in codes. Finally, in order to illustrate a relationship where each item is linked to a central item, a radial diagram (also known as a spider diagram) was used. This helped the research to compare the emerging relationship with the relationship that was earlier proposed in the conceptual frame work paving way for the discussion of the findings.

.Drawing and verifying conclusions; this involved the research making interpretation. The researcher had to draw meaning from the information displayed in matrices and vignettes. The interest was to assess the outcome of the study and any possible new information against the model.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF FINDINGS

4.0   Introduction

This chapter presents results of the study and interpretation of the findings. The data was displayed at different levels of analysis using events matrices, causal effect matrices, vignettes and radial diagrams. The presentation started with the description of the characteristics of the sample businesses and the business owners (participants). This was followed by the presentation of data on the major research questions. The study used only qualitative data because qualitative data adequately described the study variables by capturing the personal experiences of the respondents. The major questions that the researcher attempted to address were;

1) What is the relationship between positive emotions and high quality connections?

2) What is the relationship between respectful engagement and high quality connections?

3) What is the relationship between high quality connections and Business Success?

4.1.   Findings on the characteristics of the sample businesses and the demographic Information of the respondents

This section presents the characteristics of the sample businesses and the demographic information of the participants

4.1.1 Characteristics of sample business

Table 4.1; Characteristics of the businesses that were considered by the study;

Name	Nature of the Business	Years of Existence	Staffing
FK	Fabrications &Hardware	5 years	6
PS	Roofing Iron Sheet Manufacturing	6 years	80
JM	Foreign exchange Bureau	12 years	5
SK	Paints Man. Co.	7 years	100
AS	Tiles making and importation	10 years	20
Kya	School of beauty and fashion ware	11 years	50
Offui	School buses and shuttle	9 years	20
Kig	Function hire services & Photographs	12 years	70
Kiy	Discotheque Club	16 years	6
CG	Furniture Making Co.	5years	15

Findings in table 4.1 revealed that the businesses that were studied had a range of 5 to 100 employees and on average; they had 36 full time staff. According to Kasekende and Opondo (2003), in Uganda, a small-scale business is a business that has five and above full time employees but not more than 50 employees, and a medium size business is a business employing 50 to 100 employees. This indicates that the businesses studied qualified as small and medium business as far as the number of employees was concerned.

Furthermore, the study revealed that the businesses studied had years of existence of 5 years to 16 years and on the average 9 years. According to the Global Entrepreneurship monitor report (2009; 2004); most small and medium business

started in Uganda fail to exist for more than five years, hence the businesses studied passed the test of time.

The businesses that were studied included; hardware, manufacturing, foreign exchange bureau, transport, tile making & importation, Discotheque club, furniture making and function hire services.

4.1.2 Demographic information of the respondents

Table 4.2; Characteristics of the small and medium business owners that were considered by the study;

Name	Gender	Age	Designation
FK	Male	35-40 years	Proprietor & Managing Director
PS	Male	35-40 years	Proprietor & Managing Director
JM	Male	30-35 years	Proprietor & Managing Director
SK	Male	45-50 years	Proprietor & Managing Director
AS	Male	35-40 years	Proprietor & Managing Director
Kya	Female	45-50 years	Proprietor & Managing Director
Offui	Male	45-50 years	Proprietor & Managing Director
Kig	Male	50-55 years	Proprietor & Managing Director
Kiy	Male	50-55 years	Proprietor & Managing Director
CG	Male	45-50 years	Proprietor & Managing Director

Findings in table 4.2 revealed that the respondents of the study comprised of 9 males approximately 90% and 1 female approximately 10%. This signifies that in

Uganda, there is gender imbalance in business, with men still dominating small and medium business ownership.

Furthermore, the age brackets of the respondents ranged from 30 years to 70 years of age, and all were founders and managing directors of their business, an indication that they had an upper hand in the business success.

4.3   Relationship between positive emotions and high quality connections

This section presents information on the first objective of the study. The first objective of this study was to establish the relationship between positive emotions and high quality connections The data on this objective was displayed using events matrix, causal effect matrix, vignettes, and radial diagram as follows;.

4.3.1   Events matrix on positive emotions and high quality connections

In order to bring the basic information on positive emotions and high quality connections from several cases into one display, and literally see what was happening in those cases for further analysis, the events matrix was used. This matrix gathered events of all cases into one place and allowed the researcher to literally see the themes and patterns in the cases.

Table 4.2: The events matrix showing the relationship between positive emotions and high quality connections

	Positive Emotions			High Quality Connections		
Case	Event1	Event2	Event3	Event4	Event5	Event6
1.	Loved paint and paint designs	Volunteered to work at the workshop	Passionately mixed paints at the workshop and as a result he was liked by clients and his brother always sent him to meet clients or buy paints	Whenever at factory, he was curious about paint manufacturing and closely interacted with the factory workers to learn about it	One of the factor workers moved him around the factory, explored and got more excited about paints and immediately decided to invest in paints	Saved money and invited his factory friends who helped him in setting up a paint manufacturing factory in Uganda.
2.	Loved music and volunteered to work as a DJ at a night club	Traveled with a business friend to Dubai and bought affordable Music system	Partnered with his brother and opened a discotheque in Masaka.	Through his business contact, acquired a strategic land in Kampala	Opened a branch in Kampala and late transformed it into the main branch	N/A
3.	Loved the job of a photographer	partnered with his classmate at the University to supply photographic material to Uganda at a small interest	After campus, mobilized capital from his parents and friends and started a photo studio.	His classmate recommended him to a Kodak agency deal	Kodak connected him to the agency contract with Nuristu company, a Japanese company and became their supplier in Uganda	Kodak company trained him and his staff in in photographic materials marketing and service delivery
Case	Event1	Event2	Event3	Event4	Event5	Event6

4.	While still young, used to attend church services	Enjoyed observing the brides smartly matching to and from the church.	Passionately designed her friends and prayer group members at a small fee	The client introduced her to an idea of opening a bridal ware fashion offering beauty and decoration services	A friend mentored her on how to run her business and to manage her finances	
5.	Loved self-employment and being busy all the time.	His friend sold him a second hand car at 2millions Uganda shillings	His sister recommended him for an opportunity of offering transport services to her school children	He was passionate about his his current work, and clients liked his services	Got more contracts for providing transport services	Partnered with one of his old friends and they purchased a Van to meet the increased demand
6	While still employed as sales man, accessed books of ordinary Kikubo market traders who were earning high.	Got inspired to cross to business and become self employed self-employment	Sought for their advice on how he could start and one of them advised him to deal in clothing from China	Made a maiden business trip to China, a trip that paved way for his current	N/R	N/R
7	Worked in a shop trading in tiles, and developed passion for tiles business	Passionately performed his tasks and as a result drew was trusted by his boss, and clients	Learnt business management knowledge from his boss and developed a pool of personal clients	His boss offered to partner with him on one of the projects through which he raised money to register and start his own business .	His relationship with his former boss transformed to a partnership relationship as they partnered together on several other projects and expanded their business operations to Kenya and Darlesalam.	N/R

Case	Event1	Event2	Event3	Event4	Event5	Event6
8	Grew up with a self-employed mother and developed interest in self-employment	Whenever he went to UK, he actively searched for business opportunities that would be viable in a Ugandan economy	He helped the UK based Ugandans to bring their money to their family in Uganda at a small interest.	Opened a money transfer business in Uganda, with Branches in UK through which they comfortably transferred their money.	The informal workers got more comfort with the mechanism as the business operated and kept linking other informal workers to the business	N/R
9	While still employed, developed a product, marketed it	Got so excited and confident to start his own business and market it himself	Introduced his business dream to one of his personal clients who contracted him to supply material for his project	Through this first tender, he raised capital and opened up a hard ware, dealing in construction material	He connected to big hardware shops where he purchased material at a fair price and at times on credit.	N/R
10	while still at the university, becoming a successful businessman was at helm of his career ambitions	In final year at university, teamed up with two class mates and formed a business dealing in general Merchandise	One of his friends that he used to meet in the political forums contracted him to print his campaign posters	The contract boosted his business and paved him a way to secure more scholastic supply contracts	**N/R**	N/R

The above events matrix indicates that the respondents, through interacting and associating with other business individuals who were performing well in business, including their parents and friends, got inspired to start and grow their business. For instance, case number 8 indicated that he grew up with his Mother who was self-employed in business. Through that positive experience, the respondent indicated that he

got inspired and developed interest in pursuing a business career. This finding means that positive emotions such as inspiration and interests arise out of positive experience such as relating with successful others.

4.3.2 Causal effect matrix on positive emotions and high quality connections

In order for the researcher to illustrate how each category or construct of positive emotions caused another construct of high quality connections, a causal-effect matrix was used as illustrated below;

Table 4.3: Causal effect matrix showing the relationship between positive emotions and high quality connections

Positive emotions	High Quality Connections(HQCs)
Business Inspiration Business individual being mentally stimulated to start business, or expand business as a result of interacting or witnessing other ordinary people that are doing well in business	Actively search for and accept opportunities to work with resourceful others Open up to new Ideas and influence of others e.g. accepting advice given by others Passionately execute business related activities and as a result they are liked and entrusted by clients, workmates and potential business partners.
Business interest Loving and being passionate to do or pursue a particular business for example loving paint making or fashion designing	
Business Excitement Landing on unexpected good business deal and receiving good business news during business endeavors e.g. getting exposed to exciting business ideas	Become curious to bench mark with others with whom they interact and draw closer to others with such ideas

The causal effect matrix above further reveals that when business individuals experienced positive emotions such as business inspiration and interest, they actively searched for resourceful others that had the necessary resources, and sought for their business advice

and support. For instance, Case 6 demonstrated that before joining business, worked as a salesman and as he served his business clients (Kikubo market traders), he got a chance to see their books of accounts and realized that their daily earning was far better than his monthly salary. He got inspired to start his own business, and sought for their advice on how to start and stabilize in business. This finding clearly indicates that positive emotions such as business inspirations, propel business individuals to act on their business interests by approaching and expressing their business desire to those with the needed business resources.

4.3.3 A vignette on the relationship between positive emotions and high quality connections

The vignettes were used to again display the information as interlocking set of real life events taking place and clearly capturing messages generalized in memos and summarized in the causal-effect matrix.

Vignette 4.1: shows how positive emotions enabled high quality connections

Vignette 4. 1: Positive emotions and high quality connections

On a regular basis, small and medium business owners /entrepreneurs interact and associate with others. Through such interactions, entrepreneurs get exposed to new business ideas or opportunities that excite them and get inspire them to venture into new business or new products and services. As a result, these entrepreneurs actively search for and accept opportunities to work with others in related businesses and are curious to bench mark with those they meet. They also seek for business advice and support from resourceful others, and partner with them to pursue their business goals and desires. When working, these passionate entrepreneurs execute their duties and tasks to the satisfaction of their clients or partners and as a result they are entrusted with more business deals that put them on a path to business success.

The above vignette further revealed that entrepreneurs / small business owners, who experienced positive emotions, performed their work all heartedly and provided better services to their clients and business partners. As a result, they were able to excite their customers and business partners, develop personal relationships and won trust and support from their business partners, workmates and bosses. For instance, one of the respondents indicated that because he loved paints, he mixed his paints very well, attracted customers and enticed his workmates and bosses to the extent of relying on him to go to the factories to buy them paints; an experience that enabled him explore his passionate goals and desires. Meaning, positive emotions reflect in the work that is being

The study has found evidence that business interests, business excitements, business inspirations, and gratitude make up positive emotions which ultimately leads to high quality connections.

4.4 Respectful engagement and high quality connections

The second objective of the study attempted to examine the relationship between respectful engagement and high quality connections. The data on this objective was displayed using events matrix, causal effect matrix, vignettes, and radial diagram as follows;

4.4.1 Events matrix on Respectful engagement and high quality connections

In order to bring the basic information on respectful engagement and high quality connections from several cases into one display, and literally see what was happening in those cases for further analysis, the events matrix was used. This matrix gathered events of all cases into one place and allowed the researcher to literally see the themes and patterns in the cases. Table 4.3 lists the events that reflected the relationship between respectful engagement and high quality connections among small and medium business owners.

Table 4.4: Events Matrix showing the relationship between respectful engagement and high quality connections

	Respectful engagement		High Quality Connections	
Case	Event1	Event2	Event3	Event4
1	On a maiden trip to China, interacted with a family of Chinese that dealt in roofing machinery	Introduced himself to them as a Uganda trader who was on a business trip.	Leant from the family that dealing in roofing materials was more rewarding	The family supplied him with startup machinery on credit and paid them as he operated
2	Directed clients to shops where they could buy products that his employer did not have	Developed personal relationship with the clients who motivated him to establish his own company	His client supported him to raise initial capital and connected him to big hardware shops	Hardware supplied him material on credit and paid after
3	Was trustworthy and honest to his boss and clients while working as a shop Assistant	His boss exposed him to valuable business information and introduced him to big clients	His boss supported him to open up his own business dealing in construction materials	Started with the clients he had created at the shop and as his former boss and other friends partnered with him on some big construction business or referred him.
4	Assisted the UK based Ugandans to bring their money to Uganda.	Whenever they sent him, he made sure that he delivered the money to the right people it was sent to.	Diaspora asked him to open up a constant mechanism and transfer their money and at a fee	Introduced him to other interest groups in UK, and opened up a money transfer business with branches in UK and Uganda
5	Talked with all kinds of people in his business dealings and related well with his business community	The neighbor saw a sweep stealing the business material, and informed her	The cleaner could throw the material in the dust bin, as she cleaned early morning.	Got to know why her business was not growing, disciplined the worker and her business stabilized
6	Was trust worthy and honest in his partnership with a classmate at the university	Later after Campus, his class mate connected him to a Kodak agency deal, that required 375 million as startup	His friend negotiated for him and got the agency deal without any startup capital	Kodak connected him to Nuristu Japanese Company, and became the sole distributor of their products in Uganda.

Case	Event1	Event2	Event3	Event4
7	Introduced and interacted with a furniture deal	They struck a partnership deal of running a furniture workshop with branches in Mbarara and Kampala.	While in Mbarara, he handled his clients well and attracted a number of them to the business, and opened his workshop	His friend connected him to one of the factory and started making for him customized premium high density premium on order
8	While working at his brothers workshop, he was honest and trustworthy	His brother and workmates relied on him and always sent him to buy paints for the workshop	In one of the factory visits in Kenya, interacted with Factory workers at the site, who exposed him to more information about paints	Brother enabled him raise the initial capital, and the factory workers technically helped him setup a factory
9	Worked as a sub county secretary for youths and used to meet in some political forums in the constituency.	Was honesty and respectful to the classmates at the university and the people he met in these forums.	In final year at university, teamed up with two of class mates and formed a business consultancy company to deal with simple accounting jobs	In the year 2010, partnered with registered company and convinced a friend to be his partner, and dealt in general trade.
10	Requested one of the Dubai business traders to travel with him to Dubai	Got exposed to good and affordable Music systems in Dubai,	With top up from his business friend he travelled with, bought the systems	Partnered with his brother and opened called Club Ambius Masaka

The events matrix indicates that when business individuals meet other people, they recognize them by greeting them and introducing their business interests or fields. For instance, Case 2 demonstrated that on a flight to Chine, he sat next to a Family of Chinese. He greeted them and introduced his business interests. The Chinese were friendly too, and as the conversation went on, peaked interest into what they specialized in and later started dealing in too. This implies that recognizing another person including even a stranger that you have just met for the first time communicates respect and value for that person and starts business interaction or conversation.

4.4.2 **Casual-effect matrix on respectful engagement and high quality connections**

In order for the research to illustrate how each category or construct of respectful engagement caused another construct of high quality connections, a causal-effect matrix was used as illustrated below;

Table 4.5; Casual effect-matrix on respectful engagement behaviors and high quality connections

Respectful engagement Behaviors	High Quality Connection(HQCs)
Recognizing others • Greeting others • Introducing yourself and business fields • Inviting others to your business • Welcoming others to your business	• Starts a business interaction • Opening up for each other and accessing the others business potential e.g. business management information
Being resourcefulness to others • Proactively trying to understand the other person (e.g. your client), • Giving business help	• The receive feels valued and encourages exchange of resources • Enables mutual support and mutual growth among business individuals
Being Present for others • Allowing easy access to your office • Picking others phone calls • Sharing space with your partners	• Reduces the power distance • Encourage sharing positive and negative business experiences • Enables relationships to grow and take different shapes including business partnerships
Being trustworthy • Doing your work all heartedly and well • Being honest to other	• Encourage dialogue among members • Members are flexible to adapt better views from others

The respondents demonstrated that they allowed to be accessed by others physically or on phone. One of the respondents was seen personally attending to a client on a phone call for about 5 minutes and inviting him to his site for more interactions. All the respondents were also seen to locate their Offices at places where their employees and clients would easily get them. One of the respondent whose Office was located near the entry indicated that sitting with his employees enabled him to understand them personally. Meaning, sitting at a point where clients would easily get you, and sitting with or you're your employees, creates a symbolic perception of equality and commitment with your employees and business partners or clients. More so, you are able to develop personal relationship with others who in turn are able to share their confidential business information and are motivated to come back for any future business dealings.

4.4.3 A vignette on the relationship between respectful engagement and high quality connections

The vignettes were used to again display the information as interlocking set of real life events taking place and clearly capturing messages generalized in memos and summarized in the causal-effect matrix as demonstrated below;

Vignette 4.2; Respectful engagement and High quality connections

Entrepreneurs' every day behaviors and small moves as they interact with others communicate basic human entitlement of acceptance and determine the quality of their connections. Successful Small and medium business owners/Entrepreneurs greet all kinds of people including those they have just met for the first time and those they sit next to on a plane or any other public environment. They introduce their business fields and invite them to their business premises. By so doing, they communicate recognition for others and initiate business conversations that pave way for business opportunities.

Both physically and on phone, Small and medium business owners/entrepreneurs allow easy accessibility and directly attend to other people's needs. They carefully listen and digest what others have to say in comparison to what they know and their business potentials. As a result, they are able to reduce the power distance and enable the development of personal relationships that transform into future business partnerships.

Whether in new or existing relationships, small business individuals are truthful, and willing to give personal assistance to others. As a result, they are easily entrusted with sensitive business knowledge and business resources and enable mutual growth. The members strengthen and sustain the quality of their relationship by continuing to share, support others with business assistance such as providing advice on where to trade, how to begin businesses or succeed in business. Consequently, these small and medium business owners/entrepreneurs ably enhance their business knowledge and acquire more unique and enduring business resources.

Business individuals indicated that they were able to build high quality connections with their others because of being genuine in their business dealings. For instance, one of the respondents who initially worked as a shop assistant indicated that because he demonstrated trust as he worked with his boss, he easily expressed the business idea that he obtained and his boss supported him to start his own related business, and their relationship flexibly transformed from boss-employee relationship to being partners. Meaning, the business individuals consider the character of an individual to build high quality connections.

The business individuals also showed that the practice of helping others gave them a sense of meaningfulness in business. One of the respondents indicated that he started his business by genuinely helping the Ugandan diaspora to bring their money to Uganda. Meaning, when an individual is given help, the other person gets a feeling of being seen, valued and important which enables high quality connections.

4.4.4 A converging radial diagram on respectful engagement and HQCs

Finally, in order to illustrate a relationship where each dimension is linked to a global variable, a radial diagram (also known as a spider diagram) was used. This helped the research to compare the emerging relationship with the relationship that was earlier proposed in the conceptual frame work paving way for the discussion of the findings.

4.5   Relationship between High Quality Connections and Business Success?

The third objective of the study attempted to examine the relationship between High Quality Connections and Business Success. The data on this objective was displayed using events matrix, causal effect matrix, vignettes, and radial diagram as follows;

4.5.1   Event Matrix on the Relationship between high quality connections and business Success

In order to bring the basic information on high quality connections and business success from several cases into one display, and literally see what was happening in those cases for further analysis, the events matrix was used. This matrix listed and gathered events of all cases into one place and allowed the researcher to literally see the themes and patterns in the cases as demonstrated in the table below;

Table 4.6: Event Matrix on high quality connections and business Success

Case	High quality connections			Business success	
	Event1	**Event2**	**Event3**	**Event4**	**Event5**
1	Through the factory workers got an idea of starting manufacturing paint	The boss/brother assisted him to raise the startup capital	One of the factory workers helped him technically, to establish paint factory in Uganda	The vice president introduced him to the foreign investors that shared with him new technology that he adapted in his factory.	Today the factory has become one of the leading indigenous paint factories with products all over the country
2	The former class mate connected him to Kodak agency deal	Negotiated for him the agency deal, was able to get it without the needed startup capital of 35 million	Kodak company connected him to become Nuristu – Japanese agency in Uganda	Nuristu - Japan trained his staff in marketing and business evaluation that improved his business services	Today, the business is the leading photographic material and service provider in Uganda
3	Clients introduced to him the idea of establishing private hard ware shop	The personal client and friend supported him to raise the initial capital	Was connected to the big hard wares and started getting supply materials on credit	Getting material boosted his business and expanded production to include to include Fabrication of building materials	N/R

Case	Event1	Event2	Event3	Event4	Event5
4	Was inspired by the successful business men to start business	The businessmen introduced him to the business material supply sources in China	The Chinese business family shared with him the idea of manufacturing plastics and roofing sheets	The Chinese supplied him roofing machines for startup on credit	Started manufacturing roofing material in Uganda, and steadily the business has expanded
5	The spare parts dealers directed him to the source of spare parts in Dubai	While in business, one of his clubs had no space for parking which had limited the number of his clients	One of his connections, offered to buy a neighbors plot and sell it to him without any additional costs	The of clients increased as a result of expansion	Today, the business is its own stored building with its parking yard
6	The furniture dealer offered him a partnership deal .	. Got a big number of clients and thought of opening an outlet in Kampala.	His friend connected him to one of the factory and started making for him customized premium high density premium on order	The new supply increased his competitive advantage and the number of clients increased further	Today delivers sofas in all parts of he country, is also supplying Office furniture imported from Malaysia
7	The client revealed to her about one of the Cleaners used to steal her business design material	the cleaner could throw the material in the dust bin, as she cleaned early morning.	Got to know why her business was not growing, disciplined the worker and it boosted her business	Today, her Fashion wear is one of the oldest and biggest bridal boutique in Kampala	Out of the Fashion wear, she has built a Resort Hotel and a School of Beauty
8	The diaspora connections exposed him the idea of Money transfer business	While in business, the diaspora introduced him to other interest groups in UK,	The number of clients increased and opened a foreign exchange Bureau in Uganda with branch in London	Connected with Banks in Uganda for easy delivery of clients' money to their respective bank accounts in Uganda	The money transfer mechanism for the diaspora was streamlined, and the business expanded to include fully dealing in all Foreign currencies and is registered with Bank of Uganda
9	While still employed, his boss exposed him to valuable	Acquired business knowledge ,raised capital and his boss supported him	In his new business, he started with the clients he had created at the	His clientele increased with the profitability of the business and expanded his business to Kenya and Dar lersalam	Today is one of the top importers of building materials and furniture

	business information and introduced him to big clients	to open up his own business dealing in construction materials	shop and as his former boss and other friends partnered with him on some big construction business or referred him.		
10	As his network developed, got an idea of crossing to self-employment, and start hardware to supply his personal clients	One of his personal clients, supported him to raise the startup capital	The client also Connected him to big hardware shops	The hardware shops supplied him with the hardware material on credit	Today, the business has expanded consisting of the hardware and Fabrication of construction finishing material

The above events matrix indicates that while in high quality connections, business individuals expressed their true feelings, and were able to access sensitive business information, or obtained business support. For instance, case 7 indicated that her high quality connection client revealed to her about one of her cleaners who used to steal her business design material by throwing it in the dust bin as she cleaned and picking it later. Meaning, accessing sensitive and valuable business information requires a sense of safety among business individuals. The other party should feel that he is with the right person who values his contribution.

4.5.2 Causal effect matrix on high quality connections and business success

In order for the researcher to illustrate how each category or construct of high quality connection caused another construct of business success, a causal-effect matrix was used as illustrated below;

Table 4.7: Causal effect matrix on the relationship between high quality connection and business success

High Quality Connections	Business success
Emotional carrying capacity • Sharing business interests and ideas • Sharing business challenge • Seeking for business support	• Accessing sensitive business information e.g. cheaper source of raw material • Generating business ideas, and better business tactics • Getting financial support in form of business startup capital and credit supplies of business material
Degree of connectivity • openness to new ideas and influence of others e.g. flexibly revisiting your business goals and objectives, and adapting generated business ideas and tactics	• Accumulation of business knowledge • Improved products and services • Business sustainability and growth
Relational resilience/Business Interdependence • Respecting each other's area of expertise • Relying on each other for valuable resources	• Business recommendations • Social contributions e.g. enabling others to grow in business • Support during challenging and adversity periods

Respondents indicated that high quality connections enabled them to generate business ideas, come up with solutions to business challenges which enabled them to start or continue in business. The respondents showed that their ability to survive in business was grounded in the accumulation of and access to adequate resources and an orientation to learning and improving through high quality connections. Meaning, if business individuals have to solve their day to day business challenges, then they have to create high quality connections.

4.5.3 A vignette on high quality connections and business success

The vignettes were used to again display the information as interlocking set of real life events taking place and clearly capturing messages generalized in memos and summarized in the causal-effect matrix as shown below;

Vignette 3 – High Quality Connections and Business success

Business individuals create and sustain high quality connections. When in high quality connections they express their true business feelings, and in effect are able to access sensitive business information such as the cheap source of business material, effective production methods or obtain business support in form of financial or business assistance that enable them grow their business or improved their products and service,.

Entrepreneurs flexibly adapt and support from their high quality connections; revisit their business goals and plans, and adapt better business ideas from their connections. They recognize and rely on each other for business consultations in their areas of expertise and recommend each other for better business opportunities which enable mutual business development. They offer each other support during challenging and adversity period that enable their business continuity.

The respondents revealed that while in high quality connections they depended on each other and respected each other's area of expertise, relied on each other for valuable business resources, and their relationships worked out in various forms that included individuals being friends, partners, and customer/client enabling the accumulation of non-financial resources. For example, case 9 indicated that while still employed, his boss exposed him to valuable business information and introduced him to big clients. In his new business, his former boss and other friends partnered with him on some big construction business that enabled him to sustain and grow his business

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0   Introduction

This study was informed by Broaden and Build theory of positive emotions and the High Quality Connections theory. The main aim was to assess the theories' applicability to small and medium business owners in Uganda. Therefore the study aimed at examining the relationship between positive emotions, respectful engagement and high quality connections, and to show how high quality connections result into business success. Findings of this study were in line with the two theories and therefore both theories were found to be appropriate to explain high quality connections among small and medium business owners in Uganda. The following discussion tries to show and elaborate the relationship between the study variables in respect to findings.

5.1   Positive Emotions and High Quality connections

The study sought to examine the relationship between positive emotions and high quality connections, and the study found that small and medium business owners/entrepreneurs leverage on positive emotions to build and sustain high quality connections as suggested by the Broaden and Build theory of positive emotions (Fredrickson, 2003). Successful entrepreneurs indicated that they had either directly developed businesses based on their positive emotions and affects, or they were able to incorporate positive emotions and affects into their day to day business operations.

The respondents indicated that they regularly experienced positive emotions as they interacted and associated with others. Through interactions, business individuals got exposed to business ideas and opportunities that excited them and inspired them to pursue

a particular business. This means that positive emotions arise out of a positive environment as suggested by Fredrickson (1998; 2001).

Entrepreneurs indicated that positive emotional experiences influenced them to actively search for and accept opportunities to work with resourceful others. One of the entrepreneurs indicated that because he had interest in paints, he volunteered to work with his brother through whom he acquired paint business knowledge and developed more connections. This finding implies that positive emotions motivate business owners/entrepreneurs to draw close to resourceful others in order to learn and tap into unique and enduring business resources. This finding relates to Cowie, Naomi and Aaron (2011) assertion that positive emotions are objective and directed towards significant others.

Furthermore respondents indicated when experiencing positive emotions, they are curious to bench mark with others with whom they interact. They engage others into business conversations through whom they were able to tap and exploit enduring business resources. One of the respondent indicated that due to his love for painting and paint mixing, he drew closer to the paint factory workers; he engaged them in conversation on how paint is made and asked them to teach him more about paints. The workers moved him around the factory, and he learnt more about paint making. He exchanged with them contacts that he late used to contact them to help in setting up a paint manufacturing company in Uganda. This finding relates with Fredrickson (2001) assertion that positive emotions enhance individuals thinking and actions, and as a result draw them close to enduring business resources including quality connections.

The respondents further reported that the interest and inspirations (positive emotions) they experienced during interactions with others, influenced them to reconsider their business goals and objectives, and influenced their ongoing behavior sequences. For example, one of the respondents, was inspired by the Kikubo businessmen who traded in clothes and decided to cross from employment to business, indicated that while on his first business trip to China, he interacted with some Chinese passengers on the plane. Through that conversation, he shared his cloth business idea with them; the Chinese also shared business of dealing in roofing materials manufacturing. He revisited his business interest to manufacturing roofing materials and he rechanneled his efforts and resources from trading in clothes to the new business. Meaning, positive emotions have an influence on the flexibility of business decisions. Actually, it can be said that business individual's actions are influenced by emotions before cognition. This finding is in line with Scherer, (2005) who suggested that positive emotions prepare and enable business owners to flexibly adapt to the business ideas they got from others, to the cheap sources of business materials, and to alternative business tactics

Positive emotions influenced entrepreneurs to passionately execute their work to the satisfaction of their clients and partners. As a result they were trusted and entrusted with more business deals. One of the respondents indicated that because she loved designs and decorations, she was also thorough when designing her business clients and as a result she was liked and she attracted more clients. This means that positive emotions reflect also in the works and services of business individuals who are experiencing the and hence bringing more close to others.

5.2   Respectful Engagement and High Quality Connections

The second objective of the study sought to examine the relationship between respectful engagement and high quality connections, and the study found that respectful engagement is the foundation for high quality connection among small and medium business owners as suggested by the High quality connection theory (Heaphy & Dutton, 2003).

Entrepreneurs indicated that their everyday behaviors and small moves as they interacted with others communicated basic human entitlement of acceptance and determined the quality of their connections. By greeting others including those they met for the first time or those they sat next while in a public means of transport, and by introducing themselves to others and inviting others to their business premise, small and medium business owners/entrepreneurs communicated recognition for others and were able to initiate business interactions motivated others to interact with them hence creating a path for business opportunities. This finding means that when a human beings, specifically business individuals communicate recognition for others, they create a safer and free environment that fosters interaction and self-expression, hence enabling high quality connection. More so, it becomes easy for the other person to contact or deal with a person who recognized and welcomed him, who exchanged introduced to him his business and they had an interaction.

The practice of conveying presence among small and medium business owners includes; business individuals sitting with their employees or locating their offices near their employees, and allowing easy accessibility on phone or physically by all kinds of people. One of the respondents explained *"one of the Popular Musicians who came to my Office had expected me in a hard to reach office. To his surprise, he found me in a humble office that was easily accessed by all kinds of people. My clients including you and my employees can easily access me here and we freely exchange ideas"*. When entrepreneurs allow easy accessibility by all kinds of people, they are able to develop personal relationships with clients, employees and potential business partners which enable them to tap into sensitive and valued business information. Meaning, conveying presence, creates a symbolic perception of equality, and communicates that you value one's ideas and expression. The others feels valued and as a result shares sensitive and valued business information or becomes a business client. Thus, business owners who want to create high quality connections must learn how to present themselves professionally. This finding is in line with Martine and Marthe (2013) who found that the practice of sharing space allowed people to share knowledge verbally, non-verbally and visually, and created a symbolic perception of equality and commitment to colleagues and clients.

By so doing, they were able to initiate business interactions and self-expressions that turned into high quality connections.

People are sensitive about the character of others. Respondents indicated that they were able to attract financial support from their partners because they were trustworthy and had proved to be genuine in their business dealings. For instance, one of the respondents who initially worked as a shop assistant indicated that because he demonstrated trust as

he worked with his boss, he easily expressed the business idea that he obtained and his boss supported him to start his own related business. In relations to that, the respondents started business by supplying goods to the clients they had demonstrated to be trustworthy when he was still employed. This finding implies that the behavior of being trustworthy in business allows your relationship with clients, business partners and employees to grow and to take different shapes. High quality connections have been defined as connections that are characterized by flexibility and transformation of the relationship into different forms (Dutton & Heaphy, 2003) hence being trust worthy allows this characteristic of high quality connections. Meaning, whether in new or existing relationships, if business individuals are to solicit and exploit unique and enduring business resources that exist and emerge out of interconnections, they have to demonstrate trust in their business dealings.

The respondents also indicated the behavior of being resourceful to others to be important in fostering and strengthening high quality connections. As suggested by As Martine and Marthe (2013) the practice of help giving or being resourceful to others means proactively trying to understand the other person e.g. your client or business partner. The business individuals showed that the practice of helping others gives them a sense of meaningfulness in business. When given help, the other person obtains a feeling of being seen, valuable and important which creates trust in the relationship and enables the individuals to be there for each other in future. One of the respondents indicated that he helped a client to differentiate between products of good quality and those of fake products. He later started a business to deal in these particular products, and these clients that he genuinely helped became first client at his new business and some of them even

supported him to raise initial capital. This finding means that business individuals who want to create high quality connections should also be willing to give or enable others grow.

5.3 High quality connections and Business success

The third objective of the study aimed at examining the relationship between high quality connections and business success. The finding of the study confirmed this relationship by indicating that high quality connections enable business success.

The entrepreneurs in high quality connections accessed sensitive business ideas, and as a result were able to make informed business decisions. The individuals were able to share their business ideas and interests, evaluate and revisit these ideas and solicit financial and non-financial support that enabled business growth and sustainability. This finding implies that unique, profitable and enduring business ideas that are central for business success exist in, and emerge out of quality connections. Since these unique ideas exist within quality connections, business individuals can only tap them by fostering and strengthening interpersonal connections. The finding is in line with the previous research that has shown that people who find themselves being in a high-quality connection are, for instance, more likely to experience psychological safety, which in turn facilitates learning- and knowledge sharing behaviors (Carmeli, Brueller & Dutton, 2009) that are need for business start and sustainability.

The respondents also showed that their ability to survive in business was grounded in high quality connections. When faced with challenges, business individuals solicit for financial and non-financial support from their high quality connections. One of the

respondents indicated that when he was robbed of his business capital, he turned to his close friends and parents for rescue. Meaning, if business individuals are to solve the day to day business challenges and continue in business, they have to rely on high quality connections. This finding relates to the earlier studies which suggest that high quality connections, specifically emotional carrying capacity, enable business resilience. The business individuals also turned to their high quality connections to expand their business. One of the respondents indicated that he wanted to expand his business but had been limited by space. However, due to his quality connections, he has been able to acquire a piece of land from his neighbors at an affordable price; which has enabled him to put a building for the business and create a parking yard.

Business individuals indicated that being in high quality connections with their employees, business partners and the entire business community, they were able to understand others' personal needs and make necessary contributions. In itself, enabling others grow in business was mentioned by respondents as a business success. This means that business success is not about pursuing financial and psychological goals only but also social accomplishments which are best met through high quality connections.

5.4   Conclusion

This study examined the relationship between positive emotions, respectful engagement, high quality connections and business success among small and medium business owners in Kampala-Uganda. The researcher makes the following conclusions from the study findings:

Positive emotions enable high quality connections among small and medium business owners, since it was demonstrated that small and medium business owners/entrepreneurs leverage on positive emotions to create and strengthen high quality connections. It is therefore important that business individuals understand and leverage on their positive emotional experiences to foster and sustain high quality connections.

Respectful engagement plays a founding role for high quality connections. Small and medium business owners convey respectful behaviors that communicate value for another person. These behaviors include recognizing, others, conveying presence, enabling others and being trustful. When these behaviors demonstrate the basic human entitlements of respect and dignity they foster peoples' chances of experiencing a high quality connection. Small business owners/entrepreneurs must therefore learn and convey respectful behaviors since they are the foundation for high quality connections.

High quality connections pave way for business success because; the unique and enduring resources that are central for business success exist and emerge out of quality connections. Therefore, since these unique resources are bound to quality connections, business individuals who need to start and sustain their business ventures need to foster and strengthen interpersonal connections.

5.5   Recommendations

Based on the findings of the study, the researcher makes the following recommendations;

- Small business owners/Entrepreneurs should actively search for and utilize opportunities for nurturing their business potentials and interests. They should for instance accept opportunities of working with other successful entrepreneurs so as to learn from them and grow in business.

- Small and medium business owners/entrepreneurs should interact and benchmark with others. They should be open to all kind of people and engage them in any possible business conversation so as to access and combine unique and enduring business ideas and resources.

- When in business, entrepreneurs should passionately execute their work to the satisfaction of their clients and partners. By so doing, they will easily be entrusted with more business deals. When given such deals, they should be honest so as to sustain the relationship

- Business success was confirmed as a combination of both financial and non-financial accomplishments. Business individuals should therefore include non-financial goals in their business endeavors if they are to sustain their businesses.

5.6   Limitations

The findings of the study have some limitations that provide the initiatives for future research; and some of these include:

The study was qualitative with a purpose of in-depth information with few respondents. This is because business success has been described as a person experience and hence qualitative approach was the sought to be the best approach for understanding personal

experience. However, generalizing of the findings to other business owners may be limited.

The empirical data used was gathered from small and medium business owners that may have unique characteristics from entrepreneurs in other larger size organizations, and which may limit the application of the results in explaining business success in large size companies.

In spite of the limitations, policy makers in public universities, researchers and academicians and the general public might find this study important.

Areas for further research

There is need to conduct other studies in the following areas of study because the current study did not consider these areas:

- Examine the relationship between positive emotions, respectful engagement, high quality connections and business success in large size organizations in Uganda.

- Carryout a quantitative study so as to answer the question of how much on the relationships and use a big size sample to generalize to a big population.

REFERENCES

Abaho E., Kusemererwa C., & Akisimire R. (2014). Entrepreneurial success: Do owner's entrepreneurial attributes and resource productivity matters? *International Journal of Economics, Commerce and Management. Vol. II, Issue 6, 2014*

Andrew K. Shenton K. A. (2004). Strategies for ensuring trustworthiness in qualitative research projects. *Education for Information 22 (2004) 63–75 63 IOS Press*

Approaches. 3rd Edition. Los Angeles: Sage Publications.

Baker, W. E., & Dutton, J. E. (2007). Enabling positive social capital in organizations. In J. E. Dutton & B. R. Ragins (Eds.), *Exploring positive relationships at work (pp. 325-246). Mahwah, NJ: Lawrence Erlbaum Associates.*

Baumeister, R. F., & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin, 117,497-529.*

Berger, P. L., & Luckman, T. (1967). The Social Construction of Reality: *A Treatise in Sociology of Knowledge*, New York: Irvington Publishers.

Black, I. (2006). The presentation of interpretivist research. Qualitative Market Research: An *International Journal, 9(4), 319–324.*

Carmeli A & Gittell JH (2009) High quality relationships, psychological safety and learning

Carmeli, A., Brueller, D., & Dutton, J.E. (2009). Learning behaviors in the workplace: The role of high-quality interpersonal relationships and psychological safety. *Systems Research and Behavioral Science, 26*(1), 81-98.

Carmeli, Dutton & Hardin (2015). Respect as an engine for new ideas: Linking respectful engagement, relational information processing and creativity among employees and teams. *Human relations Journal-Vol. 68(6) 1021–1047*

Carson, D. etal.(2001). *Qualitative Marketing Research*. London: Sage.

Collis, J., & Hussey, R (2003). *Business Research: A practical guide for undergraduate and Post graduate students*. London, Palgrave Macmillan

Cowie R, Naomi S, & Aaron (2011). *Emotion: Concepts and Definitions. P. Petta et al. (eds.), Emotion-Oriented Systems, Cognitive Technologies, 9*

Creswell, J. W.(2009). Research Design: Qualitative, Quantitative, and Mixed Methods

Cummings, J. N. (2004). Work groups, structural diversity, and knowledge sharing in a global organization. *Management Science, 50(3), 352!364.*

Dovidio, J. F., Isen, A. M., Guerra, P., Gaertner, S. L., & Rust, M. (1998). Positive affect, cognition, and the reduction of intergroup bias. *In C. Sedikides (Ed.), Intergroup cognition and intergroup behavior (pp. 337–366). Mahwah, NJ: Erlbaum.*

Dreisbach, G., & Goschke, T. (2004). How positive affect modulates cognitive control: Reduced perseveration at the cost of increased distractibility. *Journal of Experimental Psychology. Learning, Memory, and Cognition, 30(2), 343–353.*

Dunn, J. R., &Schweitzer, M. E. (2005). Feeling and believing: The influence of emotion on trust. *Journal of Personality and Social Psychology, 88(5), 736–748.*

Dutton JE & Ragins BR (2007) Moving forward: Positive relationships at work as a research frontier. In: Dutton JE and Ragins BR (eds) *Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation*. Mahwah, NJ: Lawrence Erlbaum Associates, 387–400

Dutton, J. E., & Heaphy, E. D. (2003). The power of high quality connections. In K. S. Cameron, J.E. Dutton, & R.E. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline* (pp. 3-13). San Fransisco, CA: Berrett-Koehler.

Dutton, J.E., & Ragins, B.R. (Eds.). (2007). Exploring positive relationships at work: *Building a theoretical and research foundation.* New York: Lawrence Erlbaum Associates.

Esuh, O, L. (2011). Entrepreneurial Success and Firm Success. Are they Synonymous: A PhD Experience. *International Journal of Business and Management Tomorrow Vol. 1 No. 2*

Ferrin, D. L., Bligh, M. C., & Kohles, J. C. (2008). It takes two to tango: An interdependence analysis of the spiraling of perceived trustworthiness and cooperation in interpersonal and intergroup relations. *Organizational Behavior and Human Decision Processes, 107. 161-178.*

Fredrickson, B. L. (1998). What good are positive emotions? *Review of General Psychology, 2*, 300-319.

Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist,* 56, 218- 226.

Fredrickson, B. L., & Branigan, C. (2005). Positive emotions broaden the scope of attention and thought–action repertoires. Cognition and Emotion, 19(3), 313−332

Fredrickson, B. L., &Joiner, T. (2002). Positive emotions trigger upward spirals toward emotional well-being. Journal of Personality and Social Psychology, 65(1), 45-55. from failures in work organizations. *Journal of Organizational Behavior* 30: 709-729.

Fredrickson, B. L., Mancuso, R. A., Branigan, C., & Tugade, M. M. (2000). The undoing effect of positive emotions. Motivation and Emotion, 24(4), 237–258. Fredrickson, B. L. (2013). Love 2.0. New York: Hudson Street Press.

Global Entrepreneurship Monitor report (GEM) 2004.

Global Entrepreneurship Monitor report (GEM) 2009.

Goffman E (1967) *Interaction Ritual: Essays on Face-to-Face Behavior*. New York: Doubleday Anchor.

Gottman JM (1994). *Why Marriages Succeed or Fail… and How You Can Make Yours Last*. New

Haber, S., & Reichel, A. (2005). Identifying performance measures of small ventures: The case of the tourism industry. *Journal of Small Business Management,* **43**, 257-287.

Ibarra, H. (2003). Working identity. Boston, MA: Harvard Business School Press.

Innovation: An exploratory study of entrepreneurial tendencies and Behaviors in SMEs in

Jansen RJG, Curseu PL, Vermeulen PAM (2013). Information processing and strategic decision-making in small and medium-sized enterprises: The role of human and social capital in attaining decision effectiveness. International Small Business Journal,31(2): 192-216.

Juhdi ,N,H. (2011). Entrepreneurial Success Attributes And Entrepreneur. 2nd *International Conference on Business and Economic Research (2nd ICBER 2011) Proceeding 1204*

Juhdi, N.H. & Juhdi, N. (2013). *Entrepreneurial success from positive psychology view:* paper presented at the 4th International Conference on Business and Economic Research, Bandung, March 4-5.

Kahn WA (1992). To be fully there: Psychological presence at work. *Human Relations* 45(4): 21–349.

Kasekende. L. & Opondo. L. (2003). Financing Small and Medium-Scale Enterprises SMEs): Uganda's Experience. *Bank of Uganda Working Paper*

Loh, J. (2013). Inquiry into issues of trustworthiness and quality in narrative studies: A perspective. The Qualitative Report, 18(65), 1-15. Retrieved from http://www.nova.edu/ssss/QR/QR18/loh65.pdf on 30 December 2013

Marcio, J. J. (2001). Abductive inference, design science, and Dewey's theory ofinquiry. *Transactions of the Charles S. Peirce Society, 37(1), 97-121.*

Marthe T. B. & Martine A. (2003). The power of high-quality connections in knowledge work: A qualitative study of knowledge sharing practices in oil exploration and management consulting. *BI Norwegian Business School – Thesis*

Merriam S. B (1998). Qualitative research and case study applications in education, San Francisco: Jossey-Bass.

Miller, J. B., & Stiver, I. P. (1997). The healing connection: *How women form relationships in therapy and in life. Boston: Beacon Press.*

Mueller JS & Kamdar D (2011). Why seeking help from teammates is a blessing and a curse: A theory of help seeking and individual creativity in team contexts. *Journal of Applied Psychology* 96(2): 263–276.

Nangoli etal., (2013). Strategizing for firm excellence in Innovation: An exploratory study of Entrepreneurial Tendencies and Behaviors in SMEs in Uganda. *International Journal of Economics and Management Sciences* Vol. 2, No. 8, 2013, pp. 62-68

Nangoli S, Basalirwa E, Kituyi M, Kusemererwa C. (2003). Strategizing for firm excellence in

Neuman W.L (2007). Basics of social research: *Qualitative and quantitative approach. 2nd Edition. Pearson Education, inc.*

Parahoo, K.(2006) Nursing Research: Principles, Process and Issues. *Second Edition. Palgrave Macmillan. 480 pp ISBN 0333987276*

Patton, M. Q. (1990). *Qualitative Evaluation and Research Methods*. Sage Publication, Newbury Park, CA

Pyone, J. S., & Isen, A. M. (2011). Positive affect, intertemporal choice, and levels of thinking: Increasing consumers' willingness to wait. *Journal of Marketing Research, 48(3), 532–543.*

Ragins, B. R. & Verbos, A. K.. (2007). Positive relationships in action: Relational mentoring and mentoring schemas in the workplace. In J. E. Dutton & B. R. Ragins (Eds.) *Exploring positive relationships at work: Building a theoretical and research foundation*, (pp. 91-116). New York: Lawrence Erlbaum Associates.

Ramarajan L, Barsade SG & Burack O (2008) The influence of organizational respect on emotional exhaustion in the human services. *Journal of Positive Psychology* 3(1): 4–18.

Ritchie J., Lewis J., Carol M. Nicholls (2013). Qualitative research practice: *A guide for social science students and researchers.*

Sander D, Grandjean D, Scherer KR (2005) *A systems approach to appraisal mechanisms in emotion. Neural Netw 18(4): 317–352*

Sander D, Grandjean D, Scherer KR (2005) A systems approach to appraisal mechanisms in emotion. *Neural Netw 18(4): 317–352*

Saras D. S., & Dew, N. (2005). New market creation through transformation. Journal of Evolutionary Economics. Vol. 15, Iss. 5; p. 533Silvia, P. J. (2008). Interest: The curious emotion. *Current Directions in Psychological Science, 17(1), 57–60.*

Shenton . K. (2004). Strategies for ensuring trustworthiness in qualitative research projects. *Education for Information. 63–75 63 IOS Press*

Silverman D (2001). Interpreting qualitative data: methods for analyzing talk, text and interaction, *2nd ed. London: Sage.*

Stephens JP, Heaphy E & Dutton JE (2012) High-quality connections. In: Cameron K and Spreitzer G (eds) *The Oxford Handbook of Positive Organizational Scholarship*. New York: Oxford University Press, 385–400.

Stephens JP, Heaphy ED, Carmeli A, Spreitzer GM & Dutton JE (2013) Relationship quality and virtuousness: *Emotional carrying capacity as a source of individual and team resilience.* The Journal of Applied Behavioral Science 49(1): 13–41.

Stephens, J. P., Heaphy, E., & Dutton, J. E. (2012). High-quality connections. In Cameron, K.S., & Spreitzer, G.M (Eds.), *The Oxford Handbook of Positive Organizational Scholarship* (pp. 385-399). New York: Oxford University Press.

Uganda. *International Journal of Economics and Management Sciences. Vol. 2, No. 8, 2013, pp. 62-68*

Vallone A. M. (2008). A Study of the Success and Failure of Apparel Entrepreneurs

Venkataramani, V., & Dalal, R.S. (2007). Who helps and harms whom? Relational antecedents of interpersonal helping and harming in organizations. *Journal of Applied Psychology, 92*(4), 952-966.

Walker, E., & Brown, A. (2004). What success factors are important to small business owners? *International Small Business Journal, **22***, 577-593.

Waugh, C. E., & Fredrickson, B. L. (2006). Nice to know you: Positive emotions, self other overlap, and complex understanding in the formation of new relationships. *Journal of Positive Psychology, 1*, 93-106.

Williams, M. (2007). Building genuine trust through interpersonal emotion management: A threat regulation model of trust and cooperation across boundaries. *Academy of Management Review, 32*(2), 595-621.

Appendix A: Interview guide

Positive emotions

Describe a time as a business person when you were inspired, excited or when you developed interest to start or continue in business? What exactly happened?

What were the circumstances around that time?

How do you think positive emotions such as inspiration and interest helped you to create and strengthen your business connections?

Respectful engagement

Describe a time when you expressed behavior(s) that communicated respect and value for another person? What exactly happened?

What were the circumstances around that time?

How do you think your everyday behaviors and small moves that communicate respect and value for others have enabled you to create and strengthen your business connections?

High quality connections

Describe a time when you felt that your connection with another person was value adding to you and your business? What exactly happened?

What were the circumstances around that time?

How do you think high your value adding connections have enabled your business success?

Business success

Describe a time when you started a new business or when you ventured into a new product or service? What exactly happened?

What were the circumstances around that time?

How do you think your connections contributed to your business achievements?