

**WORKPLACE DEVIANT BEHAVIORS, TALENT MANAGEMENT AND
ENTREPRENEURIAL OPPORTUNITY EXPLOITATION IN
SMALL AND MEDIUM ENTERPRISES IN KAMPALA CITY**

BY

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**A DISSERTATION SUBMITTED TO THE DIRECTORATE OF RESEARCH AND
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DECLARATION

I, AGENO TRUST, declare that this research dissertation is my original work and has never been submitted for award of any degree in any institution. I therefore present it for the award of the Degree of Master of Business Administration of Kyambogo University.

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APPROVAL

This is to certify that this research dissertation titled; "*Workplace Deviant Behaviors, Talent Management and Entrepreneurial Opportunity Exploitation in Small and Medium Enterprises in Kampala City*", has been under our supervision and we therefore approve it for submission to the Directorate of Research and Graduate Training for examination.

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LIST OF ABBREVIATIONS

GDP	Gross Domestic Product
RBV	Resource Based View Theory
SCT	Social Cognitive Theory
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Scientists
UBOS	Uganda Bureau of Statistics

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ABSTRACT

The study examined the relationship between workplace deviant behaviors, talent management and entrepreneurial opportunity exploitation in SMEs in Kampala city. The objectives of the study were to; examining the relationship between workplace deviant behaviors and entrepreneurial opportunity exploitation, the relationship between talent management and entrepreneurial opportunity exploitation in SMEs, the relationship between workplace deviant behaviors and talent management in SMEs and assessing the mediating role of talent management in the relationship between workplace deviant behaviors and entrepreneurial opportunity exploitation. A cross-sectional design was used by utilizing both qualitative and quantitative approaches. The study population was 78,438 SMEs with focus on the five divisions of Kampala city in the sectors of manufacturing, trade and services. The study targeted 383 respondents and all the 383 responses were achieved. The sample size was determined based on Krejcie and Morgan (1970). The study findings revealed that there was a positive and significant relationship between workplace deviant behaviors and entrepreneurial opportunity exploitation at ($r = .396$, $p < 0.01$). The results also revealed a positive and significant relationship between talent management and entrepreneurial opportunity exploitation in SMEs at ($r=0.427$, $P<0.01$). Moreover, the findings revealed a positive and significant relationship between workplace deviant behaviors and talent Management in SMEs in Kampala city ($r=0.435$, $P<0.01$). The Beta value show that talent management is the major predictor of entrepreneurial opportunity exploitation (Beta = 0.331, $P = 0.000 < 0.05$). The study recommends that SME owners should prioritize the development of talent management by fostering training, engagement, succession planning and performance management which not only enhance entrepreneurial Opportunity exploitation but also guide and improve workplace deviant behaviors. Additionally, Longitudinal studies are recommended to track changes in entrepreneurial behaviors over time and assess the long-term effects of workplace behaviors on SME performance based on Resource Based View Theory and Social Cognitive Theory. The study concludes that learning opportunities for skill development are provided and employee training is prioritized through programs aligned with career goals and aspirations, offering opportunities for career growth. As a result, different opinions are valued as they present chances to explore innovative ideas, with feasibility studies conducted to assess available business opportunities. Therefore, businesses with training, engagement, succession planning and performance management exhibit entrepreneurial opportunity exploitation.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This section presented the background to the study, statement of the problem, objectives, research questions, hypothesis, conceptual framework, scope of the study, significance, justification and operational definition of key terms.

Global contribution of Small and Medium Enterprises is more than two-thirds of employment and over 60% of the gross domestic product. SMEs that flourish in competitive environments seize opportunities within their respective industries (Mayanja et al., 2022). Entrepreneurs who identify opportunities typically begin by analyzing marketing information. They leverage their expertise in sales and financial affairs to effectively utilize these right set of circumstances ahead of others. Following the identification of an opportunity, a potential entrepreneur then makes the decision to actively exploit it (Mayanja et al., 2019). The driving force behind Uganda's economic growth, innovation, and wealth creation are SMEs. These enterprises span various sectors, with 49% in services, 33% in commerce and trade, 10% in manufacturing, and 8% in other areas. Employing over 2.5 million people, SMEs constitute about 90% of the entire private sector. They generate over 80% of the manufactured output, contributing 20% to the gross domestic product (UIA, 2016).

In Uganda, SMEs are characterized by micro-enterprises with fewer than five employees. Small enterprises employ between 5 to 49 people, while medium enterprises have 50 to 100 employees. Many of these businesses are family-owned and managed, a large proportion of SMEs operate informally, and these enterprises are spread across various sectors, predominantly in trade, manufacturing and services. Access to finance is a significant issue for SMEs, as they often struggle with insufficient security and high-interest rates, relying

mostly on personal savings and informal lending (UIA 2016). The manufacturing sector in Uganda's SMEs is significant in industrial development and economic growth. These businesses are involved in activities of food processing, textiles, and the production of construction materials (AFDB, 2014). Their contributions include adding value to raw materials, creating employment opportunities for semi-skilled and unskilled labor, and increasing export revenues by producing goods for international markets (Ggoobi et al, 2017). The trade sector is the most dominant among SMEs in Uganda, characterized by retail and wholesale businesses. SMEs in this sector facilitate market access for consumers across different regions, create numerous jobs especially in urban and peri-urban areas, and generate substantial government revenue through taxes and fees (UBOS, 2011). According to (UBOS, 2011) SMEs in the service sector diversifies the economy by providing various services that support other sectors, fostering innovation through IT services, telecommunications, and business services, and enhancing the quality of life by offering essential services like healthcare and education. According to (Naradda et al, 2020), SMEs contribute to poverty alleviation and sustainable economic growth. They collaborate with the development of rural economies worldwide, promoting broad based and sustainable economic growth while minimizing inequalities. By supporting the United Nations Sustainable Development Goals, SMEs help generate employment and improve standards of living of women and vulnerable groups, by increasing wage and promoting self-employment. SMEs in both developed and emerging economies encounter challenges in making opportunity exploitation decisions. These decisions are typically influenced by the nature of the opportunity and individual differences among entrepreneurs. Businesses often struggle with factors such as the opportunity's expected return, costs, lifespan, and demand. On an individual level, challenges revolve around the entrepreneur's readiness to run the chance while exploiting an opportunity (Mayanja et al, 2022).

Entrepreneurial opportunities arise when new goods, services, raw materials, or organizational methods are introduced and sold at prices higher than their production costs (Shane & Venkataraman, 2000). Entrepreneurial Opportunity exploitation is understood as the process of establishing efficient, comprehensive operations for products or services originating from a business opportunity. For many entrepreneurs, opportunity exploitation is an essential phase to generate revenue and, consequently, establish a thriving business. The venturing process, however, commences with an exploration of the business opportunity. (Choi Y.R et al., 2007). Entrepreneurial Opportunity exploitation consists of opportunity identification, tension, and evaluation (Ge et al., 2016). The process of recognizing and utilizing opportunities is intricate and incurs certain discovery costs. This underscores the necessity of integrating various perspectives in the study of opportunities, including economic, strategic, and entrepreneurial viewpoints, as they are complementary and mutually enriching. For an opportunity to be developed and used, it must first exist in the form of a potential opportunity (Fuentes et al., 2010)

1.2 Background to the Study

This section presented the historical background, theoretical background, conceptual background and contextual background.

1.2.1 Historical background

Entrepreneurial opportunity exploitation has undergone significant evolution since its inception during the 18th century, marking a transformative journey within the business landscape. Originating during the Industrial Revolution, this concept emerged alongside advancements in technology and urbanization, which provided fertile ground for entrepreneurial activities (McCraw, 2007). Historical figures such as Josiah Wedgwood in England and Eli Whitney in the United States epitomized early entrepreneurial endeavors by

obtaining nascent opportunities in manufacturing and innovation, thereby laying foundational principles for modern entrepreneurial practices (Decker et al., 2018).

The 19th century witnessed further expansion of entrepreneurial activities, fueled by the rise of global trade and industrialization. Entrepreneurs like John D. Rockefeller in oil refining and Andrew Carnegie in steel manufacturing exemplified strategic exploitation of opportunities, leveraging industrial growth and emerging market demands to establish dominant market positions (Chernow, 2007). Moving into the 20th century, entrepreneurship evolved with a pronounced focus on innovation-driven enterprises. Pioneers such as Thomas Edison and Henry Ford became emblematic figures by revolutionizing industries through technological advancements and mass production techniques. Their entrepreneurial foresight not only transformed sectors like electricity and automotive manufacturing but also underscored the profound impact of innovation on market dynamics and consumer behavior (Announced & Isaacson, ., 2014).

The latter half of the 20th century and the early 21st century marked a shift towards digital entrepreneurship and globalization. Silicon Valley emerged as a hub for technological innovation and startup culture, fostering entrepreneurial giants like Steve Jobs of Apple and Mark Zuckerberg of Facebook. These entrepreneurs leveraged digital platforms and disruptive technologies to redefine industries such as computing and social media, demonstrating how entrepreneurial vision could reshape global business landscapes (Henton, D. & Held, K, 2013).

Today, entrepreneurial opportunity exploitation continues to evolve rapidly amidst unprecedented technological advancements, changing consumer preferences, and global challenges (Shane, 2012). Startups and entrepreneurs worldwide harness digital innovation, data analytics, and emerging technologies such as artificial intelligence and block chain to identify and capitalize on emerging market opportunities (Teece, 2018).

1.2.2 Theoretical background

The Resource-Based View theory

The origins of the RBV theory can be traced back to Edith Penrose's seminal 1959 work, "The Theory of the Growth of the Firm." Penrose argued that the growth of firms is driven by the effective utilization of their internal resources. However, it wasn't until the late 1980s and early 1990s that RBV was formally established and popularized as a distinct theory. This development was largely due to the contributions of scholars like Birger Wernerfelt (1984) and Jay Barney (1991), among others (Lockett, 2005). The Resource-Based View (RBV) theory, introduced in the 1980s, has emerged as a fundamental framework in strategic management, emphasizing internal organizational resources as pivotal for achieving sustainable competitive advantage. Initially proposed by Barney in 1991, RBV posits that firms can attain superior performance through resources that are valuable, scarce, difficult to replicate, and irreplaceable (Barney, 1991). The theoretical perspective shifted the focus from external market positioning to the strategic management of unique internal capabilities, such as technological expertise and brand reputation, as drivers of competitive success. RBV asserts that unique resources and capabilities within an organization such as technological know-how, skilled personnel, brand reputation, and proprietary processes are primary drivers of superior performance. This view emphasizes that strategic resources must be effectively managed and leveraged to create value (Wernerfelt, 1984).

Social Cognitive Theory

Social Cognitive Theory, developed by Albert Bandura in the late 1970s, focuses on the interplay between cognitive processes, behavior, and environmental influences in shaping human actions. SCT posits that people acquire knowledge through observation, coping, and modeling, influenced by their perceived self-efficacy and the belief in one's capability to

achieve desired outcomes Bandura (1986). This theory has been instrumental in diverse fields, including education, healthcare, and organizational behavior, by elucidating how social and environmental contexts influence behavior and motivation (Schunk & DiBenedetto, 2020).

SCT asserts that individuals learn and adopt new behaviors by observing others, considering the outcomes of those behaviors, and subsequently modeling their actions. This theory emphasizes the dynamic interaction between individuals and their environments, suggesting that behavior is influenced by and also influences both personal and environmental factors. Recent applications of SCT have examined its role in promoting health behaviors, such as physical activity and adherence to medical regimens, by enhancing self-efficacy and social support mechanisms (Glanz et al., 2015). In organizational settings, SCT has been used to understand how leadership behaviors and organizational culture influence employee performance and job satisfaction, underscoring its relevance in shaping workplace dynamics (Wood & Bandura, 1989). SCT's ongoing impact in research underscores its utility in addressing contemporary challenges and understanding the complex relationship between individual cognition, behavior, and environmental influences in various contexts.

1.2.3 Conceptual background

Entrepreneurial opportunity exploitation involves identifying, evaluating, and seizing market opportunities to launch new ventures or enhance existing businesses (Davidsson, 2015) . It encompasses entrepreneurial actions such as innovation, resource acquisition, market entry, and value creation, driven by entrepreneurial understanding and capability (Shane & Venkataraman, 2000). Conceptually grounded in entrepreneurship theories, entrepreneurial opportunity exploitation examines how individuals or organizations leverage resources, networks, and market perception to take advantage of emerging opportunities (Clough et al., 2019). Understanding this concept facilitates exploration into factors influencing

entrepreneurial decision-making, risk-taking behavior, and competitive advantage in entrepreneurial endeavors.

Workplace deviant behavior is understood as intentional behaviors that deviate from the norms of a referent group in honorable ways. Positive workplace deviant behaviors may encompass behaviors such as innovative actions not authorized by organizations but contributing to the organization's financial and economic goals. This may involve noncompliance with dysfunctional directives and criticism of incompetent superiors (Appelbaum et al., 2007). The concept of deviance has been of interest to sociologists for many years with early research focusing on deviance as a characteristic of individuals (Mertens et al, 2016)

Talent management refers to strategic practices and processes aimed at attracting, nurturing, and retaining skilled employees to achieve organizational goals and sustain competitive advantage (Boudreau & Ramstad, 2007). It encompasses activities such as recruitment, training, performance management, and succession planning, designed to maximize employee potential and contribution (Collings et al., 2017). Conceptually rooted in human resource management theories, talent management emphasizes aligning individual capabilities with organizational objectives to foster organizational success and competitiveness (Boudreau & Ramstad, 2007). Effective talent management is pivotal for organizations seeking to cultivate a capable workforce capable of driving innovation, growth, and adaptability in dynamic business environments.

1.2.4 Contextual background

SMEs within Kampala city are integral to Uganda's economic fabric, characterized by their moderate size in terms of employees and revenue compared to larger corporations. According to the SME Policy Framework established by Uganda's Ministry of Finance, Planning and Economic Development, SMEs typically employ between 5 to 100 individuals and play pivotal

roles across diverse sectors such as trade, manufacturing and services (Ministry of Finance, Planning and Economic Development., 2017). These enterprises serve as significant contributors to local employment, income generation, and economic growth within Kampala.

SMEs contribute to economic development through job creation. Uganda is one of the youngest populations globally, and SMEs account for over 80% of the total private sector employment. They offer jobs to a large number of Ugandans in rural and peri-urban areas where formal employment opportunities are limited (UBOS). SMEs contribute to tax revenue through presumptive taxes, Value Added Tax, and Pay-As-You-Earn for employees.

SMEs in Kampala city actively seize entrepreneurial opportunities by innovating within their respective industries. They demonstrate flexibility in responding to market demands and emerging trends, often leveraging their agility to introduce new products, services, and business models (Sendawula et al., 2023). Many SMEs engage in import substitution strategies to meet local demand, reducing dependency on external imports and promoting domestic production capacities (Sendawula et al., 2023). Additionally, collaborative efforts with larger enterprises and international partners enable SMEs to access new markets, technologies, and resources, thereby enhancing their competitiveness and expanding their market reach beyond the local region (Kayanula & Quartey, 2000).

Government policies in Uganda aim to foster an enabling environment for SME growth and sustainability. These policies include incentives for SME development, capacity-building initiatives, and regulatory reforms aimed at reducing barriers to entry and facilitating entrepreneurial activities (Ministry of Finance, Planning and Economic Development. , 2017). Furthermore, advancements in digital technology have empowered SMEs in Kampala city to improve operational efficiencies, market their products and services online, and access

financial services through digital platforms, thereby enhancing their overall business operations and competitiveness (Kayanula & Quartey, 2000).

1.3 Statement of the problem

Globally 46% of developed countries do not perceive opportunities and 61% of adults in low-income countries do not perceive opportunities for entrepreneurship (Global Entrepreneurship Monitor, 2020). Small and medium-sized businesses encounter difficulties in navigating highly competitive global markets marked by uncertainty, complexity, and swift technological advancements, necessitating entrepreneurial endeavors to seize opportunities. The potential for individuals to engage in opportunity exploitation presents various hurdles, including adaptability, requisite skill sets, and effectively managing tension, all of which require attention and resolution (Mayanja, et al., 2021).

Africa is endowed with natural resources however most of the resources are not exploited. 70% of the countries in Africa possess territorial coastlines and vast stretches of exclusive economic zones in the sea yet a significant portion of this potential remains untapped (Greco, 2020). Only 33% of the population has access to electricity, underscoring the need for greater investment and innovation (International Finance Corporation, 2020).

Uganda possesses abundant natural resources. The primary sectors driving Uganda's economy includes agriculture, contributing 24.2%; industry, contributing 25.5%; and services, contributing 50.3%, yet only a few of its potential opportunities have been effectively utilized. This could be attributed to negative behaviors among many Ugandan entrepreneurs, including inadequate savings practices, financial irresponsibility, lack of ambition and dedication to excel, and absence of a clear vision. These factors significantly impede the development and expansion of SMEs in the country (Mayanja, et al, 2019). Workplace deviant behaviors are often overlooked in SMEs, resulting in missed growth and development opportunities.

Inadequate opportunity exploitation, failure to manage opportunity tension and not having adequate knowledge to evaluate opportunity hinders the SME success. As a result, creating an environment where positive deviant behaviors can flourish becomes challenging, thereby restricting the potential for exploiting entrepreneurial opportunities (Olila et al, 2023). This study intends to examine how workplace deviant Behaviors and talent management predict entrepreneurial opportunity exploitation in SMEs in Kampala City.

1.4 Purpose of the study:

The purpose of the study is to examine the relationship between Workplace deviant behaviors, Talent management and Entrepreneurial opportunity exploitation in Small and Medium Enterprises in Kampala City.

1.5 Objectives of the study:

- i. To examine the relationship between workplace deviant Behaviors and entrepreneurial opportunity exploitation in Small and Medium Enterprises in Kampala city.
- ii. To examine the relationship between talent management and entrepreneurial opportunity exploitation in SMEs in Kampala city.
- iii. To assess the relationship between workplace deviant Behaviors and talent Management in SMEs in Kampala city.
- iv. To assess the mediating role of talent management between workplace deviant behaviour and entrepreneurial opportunity exploitation in SMEs in Kampala City

1.6 Research Questions

- i. What is the relationship between workplace deviant behaviors and entrepreneurial opportunity exploitation in SMEs?

- ii. What is the relationship between talent management and entrepreneurial opportunity exploitation in SMEs?
- iii. What is the relationship between workplace deviant behaviors and talent management and in SMEs?
- iv. To what extent does talent management mediate the relationship between workplace deviant behaviors and entrepreneurial opportunity exploitation in SMEs?

1.7 Research Hypothesis

H_1 : There is a positive relationship between workplace deviant Behaviors and entrepreneurial opportunity exploitation in SMEs

H_2 : There is a positive relationship between talent management and entrepreneurial opportunity exploitation in SMEs

H_3 : There is a positive relationship between workplace deviant Behaviors and talent management in SMEs

H_4 : Talent management mediates the relationship between workplace deviant Behaviors and entrepreneurial opportunity exploitation in SMEs.

1.8 Conceptual Framework

The conceptual framework shows the link between the variables.

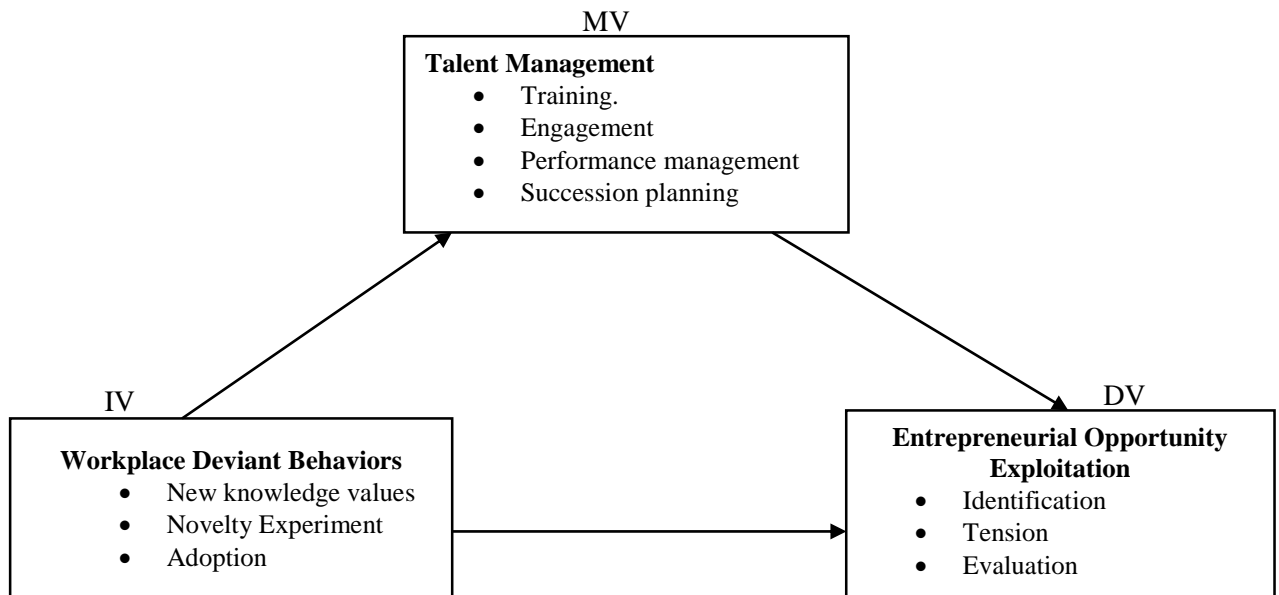


Figure 1.1: Conceptual Framework

Source: Mayanja et al (2019), (Ardichvili et al, 2003), (Shane & Venkataraman, 2000), Cappelli, 2008), (Campbell and Hirsh, 2013).

1.9 Description of the model

Workplace deviant behavior was based on the model of (Mayanja et al., 2019) measuring New Knowledge values, Novelty Experiment and Adoption. Talent Management was based on the models of (Cappelli, 2008), (Campbell and Hirsh, 2013) measuring training, engagement, performance management and succession planning. Entrepreneurial Opportunity Exploitation was based on the models of (Ardichvili et al, 2003), (Shane & Venkataraman, 2000) measuring Identification, tension and evaluation.

1.10 Significance of the Study

1.10.1 Academia

This research aims to advance academic knowledge of the link between workplace deviant behaviors, talent management, and entrepreneurial opportunity exploitation within SMEs. It will offer empirical evidence and theoretical perspectives that could be leveraged to create new frameworks and models for studying entrepreneurial behavior and management practices. Furthermore, this study will enrich the literature on SME development, especially in the context of developing economies like Uganda, and serve as a catalyst for further research in similar global settings.

1.10.2 Policy

The result of this study will provide important awareness for policymakers who want to encourage entrepreneurship and SME growth. Understanding the influence of workplace deviant behaviors and effective talent management on opportunity exploitation can help in creating policies that cultivate a supportive environment for SMEs. Policies could be developed to encourage positive behaviors such as creative problem solving and innovation in the workplace and encourage talent management practices that aid entrepreneurial activities. This, in turn, would contribute to economic development and job creation in Uganda.

1.10.3 Sector

The study may provide practical recommendations for the business sector in SMEs to enhance business performance. It will help SME managers and owners better understand how to use their human resources to gain a competitive advantage. The findings will promote the adoption of flexible and innovative management practices that encourage positive deviance and effective exploitation of market opportunities.

1.10.4 Development Partners

Development partners and international organizations focusing on economic development and entrepreneurship in developing countries will benefit from this study. The awareness provided can guide the design and implementation of support programs for SMEs. Understanding the challenges SMEs face in terms of workplace behavior and talent management will help development partners to tailor their interventions to be more effective in promoting sustainable business practices and economic growth.

1.11 Scope of the Study

1.11.1 Subject Scope

The study focused on workplace deviant behaviors because people cannot keep doing the same things over and over again, it also focused on talent management because people are gifted differently therefore it is important to nurture talent, and entrepreneurial opportunity exploitation examined how SMEs identify, evaluate, and make use of business opportunities. Effectively seizing opportunities is important for the success and expansion of SMEs, particularly in a dynamic and competitive market environment.

1.11.2 Geographical Scope

The research focused on the Kampala city area in Uganda including key divisions such as Kampala Central, Kawempe, Makindye, Nakawa and Rubaga. This region was selected because of its high concentration of SMEs and its economic significance to the country. The findings from this area offered understanding that were relevant to other regions with similar economic and social dynamics.

1.11.3 Time Scope

The study encompassed the period from January 2017 to December 2023. This was the timeframe when the economy was growing and the contribution of SMEs to GDP improved. People are manufacturing products locally because of high importation tax.

1.12 Justification of the study

The study is well vindicated by compelling evidence which underscores the persistent challenges hindering the realization of economic opportunities in regions in Uganda, despite abundant natural resources. Issues such as inadequate infrastructure and limited access to electricity have long been recognized as significant barriers to the full exploitation of entrepreneurial potential (International Finance Corporation, 2020). Concurrently, empirical research pointed prevalent negative behaviors among local entrepreneurs, including financial irresponsibility and a lack of ambition, which pose additional hurdles to the growth and sustainability of SMEs (Mayanja et al., 2019). Given these obstacles, there was a critical need to examine how workplace deviant behaviors and effective talent management practices within SMEs could either foster or impede entrepreneurial initiatives. Understanding these dynamics was crucial for developing targeted interventions that could mitigate detrimental behaviors, strengthen organizational resilience, and create an enabling environment conducive to entrepreneurial activity. Through this exploration, the study offered practical views that guided policymakers, researchers, and business.

1.12 Definition of operational terms

Workplace deviant behaviors: Workplace deviant behavior is understood as intentional behavior that violates the norms of a reference group in honorable ways which is beneficial to the organization (Spreitzer & Sonenshein, 2003).

Talent management: Talent management encompasses strategies and processes of attracting, training, developing, retaining, and deploying individuals with high potential who are particularly valuable to an organization (Armstrong & Taylor, 2023).

Entrepreneurial opportunity exploitation: Entrepreneurial opportunity exploitation is understood as the process through which entrepreneurs identify, evaluate, and capitalize on opportunities in the market (Shepherd & Patzelt, 2021).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presented a theoretical Foundation, Literature review based on the objectives of the study.

2.2 Theoretical Review

The study was guided by the RBV theory and SCT, which were valuable for understanding workplace deviant behavior, talent management and entrepreneurial opportunity exploitation because even if resources and talent are available to exploit opportunities, there is need for social interaction and cognitive processes to influence behavior and decision making.

Resource-Based View

The RBV theory was advanced by Barney (1991). It focused on the internal resources and strengths of firms as sources of competitive advantage. It assumes that firms possess different sets of resources and capabilities, contributing to their heterogeneity, It assumes that resources and capabilities vary in their capacity to generate competitive advantage with those meeting the VRIN criteria (Valuable, Rare, Inimitable, and Non-substitutable) offering sustainable advantages, RBV posits that firms can enhance their resources and capabilities over time through strategic investments and actions. The Strength of RBV is that it focuses attention on an organization's internal resources as a way to organize processes and obtain a competitive edge, RBV emphasizes that organizations should cultivate distinctive, firm-specific core competencies to gain a competitive edge. However, the limitation of the theory is that not all resources are equally valuable, and some may not contribute significantly to competitive advantage, RBV considers resources like a company's reputation or knowledge. These resources are subjective and difficult to quantify. As a result, their impact on competitive

advantage can be hard to assess. Sustainable competitive advantage relies on how difficult it is for resources to be imitated or substituted. If competitors can easily replicate a firm's resources, the advantage may not last. RBV Theory explains talent management and entrepreneurial opportunity exploitation.

Social Cognitive Theory.

RBV has limitations, therefore this study also used SCT.

The SCT was advanced by (Bandura, 1977). The theory assumes that individuals acquire knowledge not only through direct experience (behavioral learning) but also through observing others and the outcomes of their behaviors (observational learning). It assumes that individuals possess self-regulatory mechanisms that enable them to control their behavior, thoughts, and emotions, it proposes that behavior, environment, and personal factors interact dynamically to influence human behavior. The Strengths of SCT is its emphasis on the role of observational learning in shaping behavior. By recognizing that individuals can learn from observing others, SCT provides proper understanding of how behaviors are acquired and reinforced through social interactions. Additionally, SCT highlights the importance of new knowledge values and novelty experiment in determining behavior, offering practical implications for behavior change interventions. SCT explains workplace deviant behavior and talent management. In the context of talent management, SMEs can utilize SCT by providing opportunities for employees to observe and learn from successful role models within the organization, thereby enhancing their skills and competencies (Zozimo et al., 2017).

2.3 Empirical Review

2.3.1 Workplace deviant behaviors

Workplace deviant behavior is understood as intentional behaviors that diverge from the norms of a reference group in honorable ways. (Spreitzer & Sonenshein, 2003). Two parallel streams

emerged from the beginning of research on deviance, one focused on negative deviance and the other on positive deviance. (Mertens et al, 2016) and the focus on this research is on positive workplace deviant behavior. Workplace deviants typically view the world in unique ways, challenge conventional norms, and leverage resources to implement innovative ideas, enabling their organizations to compete more effectively (Mayanja et al, 2019). The concept of Positive workplace deviant behaviors has gained significant popularity in recent years (Herington & Van de Fliert, 2018).

2.3.1.1 New knowledge values:

New knowledge values refer to the importance placed on innovation, learning, and ethical behavior within an organization. New knowledge values encompass fostering a culture of integrity, creativity, and continuous improvement to workplace deviant actions (Popescu et al., 2024).

2.3.1.2 Novelty Experiment

Novelty experiments can yield distinctive approaches with likeliness to sow foundation for exceptional organizational actions. Positive behaviors undergo evaluation, scrutiny, and then trial before universally considering them for implementation. Creativity and finding solution to problem are vital components of action that foster novelty advent (Mayanja et al 2019).

2.3.1.3 Adoption

Adoption refers to the process of accepting and implementing new practices, policies, or technologies within an organization. Adoption involves open-mindedness, a readiness for change, and the capacity to recognize and leverage unique, effective solutions (Gondo and Amis, 2013).

2.3.2 Talent Management

Talent management refers to the strategic process of attracting, developing, and retaining skilled employees to meet organizational objectives and ensure long-term success (Sparrow & Makram, 2015). It involves recognizing great potential individuals, offering them development and progress opportunities, and creating an environment conducive to their continued engagement and performance (Scullion & Collings, 2011). Talent management encompasses various HR functions, including recruitment, training, performance management, and succession planning, with the overarching goal of maximizing the potential of employees to drive organizational success (Cappelli, 2008).

2.3.2.1 Training and Development

It is an effort to enhance current or future employee performance by boosting their ability to perform through learning, typically by altering their attitude or increasing their skills and knowledge (Wulim-Pam, 2014).

2.3.2.2 Engagement

Involves aligning individuals' personal resources with their work responsibilities, leading to full investment of physical, cognitive, and emotional energy in their functions (Albrecht et al, 2015). It is the concentrated vigor directed towards organizational goals. Engaged employees are more likely to exert extra effort compared to disengaged workers (Bakker, 2011).

2.3.2.3 Succession Planning

Is the process through which an organization guarantees that it has employees ready and trained to fill important roles within the company. Successful succession planning and management creates backups for key roles when there is turnover or growth and it develops individuals in every job category (Dhanabhakym & Kokilambal, 2014).

2.3.2.4 Performance Management

Is a system that promotes ongoing feedback, sets clear goals, and aligns individual performance with organizational objectives. It leads to increased employee motivation, higher productivity, and overall improvement in organizational performance. (Kushwaha & Singh, 2023).

2.3.3 Entrepreneurial Opportunity Exploitation

Entrepreneurial exploitation refers to the process by which entrepreneurs identify, develop, and take advantage of opportunities to create value and generate profit (Reuber et al., 2018). It involves the proactive pursuit of business opportunities through innovative ideas, effective resource allocation, and strategic decision-making (Zahra, 2008). Entrepreneurs exploit opportunities by leveraging their creativity, skills, and resources to develop new products, services, or business models that address unmet demands (Shane & Venkataraman, 2000). Successful entrepreneurial exploitation involves not only recognizing opportunities but also effectively executing plans to benefit from them, often in the face of uncertainty and risk (Baron & Tang, 2022).

2.3.3.1 Identification

This is the process of recognizing potential opportunities in the external environment. It involves actively scanning the surroundings for emerging trends, market gaps, or unmet needs that could serve as a basis for new business ventures (Baron, 2006).

2.3.3.2 Tension

The tension stage occurs once opportunities are identified. It involves experiencing a sense of excitement or pressure as entrepreneurs contemplate the potential of these opportunities. This tension arises from the gap between the current state and the envisioned future state, motivating entrepreneurs to pursue the identified opportunities (Baron & Tang, 2022).

2.3.3.3 Evaluation

This stage involves assessing the feasibility and viability of the identified opportunities. Entrepreneurs evaluate factors such as market demand, competition, resource availability, and potential risks associated with pursuing the opportunity (Saravathy, 2009). This evaluation process helps prioritize opportunities and focus efforts on those with the highest potential for success.

2.4 Empirical Review of the Literature

The empirical review of the literature explains the relationship between study variables by following the order of the study objectives.

2.4.1 Workplace deviant behaviors and Entrepreneurial opportunity exploitation in SMEs.

Workplace deviant behaviors are important in driving the identification, evaluation, and exploitation of entrepreneurial opportunities in SMEs. These behaviors align with the entrepreneurial function by linking individual actions such as novelty experiment, adoption to opportunity appropriation, ultimately contributing to the growth and success of the SME (Gabriel & Gimenez-Roche, 2011). Workplace deviant behaviors in entrepreneurship are unconventional and beneficial practices that can help reduce uncertainty and improve performance. These behaviors not only enhance new knowledge acquisition and legitimacy but also influence when entrepreneurs should transition from exploring to exploiting opportunities. By adopting innovative approaches, entrepreneurs can better manage the balance between acting quickly to minimize competition and waiting to gain sufficient knowledge, ultimately optimizing the timing and success of entrepreneurial opportunity exploitation (Choi. et al., 2007).

(Mertens et al, 2016) emphasizes positive effects of behaviors that deviate from norms, but does not explore how these behaviors directly influence entrepreneurial opportunity exploitation. It focuses on understanding workplace deviance rather than its direct application to business opportunities. Therefore, it does not establish a direct relationship between workplace deviant behaviors and entrepreneurial opportunity exploitation. Knowledge is important in economic growth (Mueller, 2007). It points out that established companies often don't fully utilize new knowledge, which creates opportunities for new businesses. Entrepreneurship through innovative start-ups plays a role in turning knowledge into successful products and processes. These behaviors allow people to discover unused knowledge and market gaps, turn ideas into practical applications, and improve organizational capacity to absorb new knowledge. By promoting a culture of innovation and supporting new businesses, these positive behaviors significantly contribute to entrepreneurial opportunities and, as a result, economic development.

The study explores how the alignment of a firm with its environment affects the exploitation of entrepreneurial opportunities in technology-based ventures (Yoruk & Jones, 2023). The study identifies factors that lead to high organizational growth through effective opportunity exploitation. It emphasizes the importance of complete alignment between firm strategies and market opportunities for high-growth cases, particularly focusing on market-driven approaches. However, the study does not explicitly address positive deviant behaviors that enhance entrepreneurial opportunity exploitation.

2.4.2 Talent Management and entrepreneurial opportunity exploitation in SMEs.

Talent management strategies are critical for business organizations, focusing on training and, developing, succession planning and retaining high-performing employees. It emphasizes that effective talent management is essential for achieving business goals and maintaining

competitiveness (Sindhura, 2022). Talent management significantly impacts entrepreneurial opportunity exploitation by ensuring a skilled and innovative workforce. Continuous employee development enhances the firm's capacity to recognize and seize new business opportunities, directly influencing an SME's capacity to innovate and grow. (Hulbert et al, 2015) Examines how SME owner-managers identify growth opportunities. It reveals that opportunity recognition in SMEs requires both managerial and entrepreneurial skills, relying on strategic marketing abilities and market knowledge. Talent management is crucial, involving recruiting, developing, and retaining skilled employees to foster an innovative culture and enhance the firm's capability to recognize and exploit new opportunities effectively.

The study examines how strategic entrepreneurship practices affect the performance of SMEs in Nigeria's hospitality industry (Okoi et al., 2022) . The findings indicate that strategic resource management and entrepreneurial innovation have a significant positive impact on SME performance. The research emphasizes the role of effective talent management in strategic resource management, as it ensures a skilled, innovative, and adaptable workforce capable of identifying and seizing new business opportunities, which in turn drives SME competitiveness and growth. (Arentz et al., 2013) Reveals a strong connection between prior knowledge and seizing entrepreneurial opportunities, with inference of talent management. Effective talent management prioritizes providing employees with targeted knowledge and experiences that align with potential market opportunities, enhancing the organization's ability to exploit new entrepreneurial chances for increased innovation and competitive advantage. (Kisubi et al, 2022) emphasizes the critical role of entrepreneurial skills and firm capabilities in SME success, with firm capabilities serving as a key mediator. This directly impacts talent management and entrepreneurial opportunities in SMEs. The study indicates that while entrepreneurial skills are vital, firm capabilities like management and marketing are even more

essential for predicting SME performance. Thus, talent management should focus on both developing individual skills and building firm-wide capabilities to support and enhance these skills, leading to better exploitation of opportunities and overall improved SME performance.

2.4.3 Workplace deviant behaviors and talent management in SMEs.

The relationship between workplace deviant behaviors and talent management is based on aligning individual actions with organizational goals, even when they diverge from established norms. Workplace deviant behaviors, such as novelty experiment, adoption, can be utilized through effective talent management practices that identify, train and develop individuals who demonstrate these traits (Vadera et al, 2013). By creating an environment of intrinsic motivation, and psychological empowerment, SMEs can encourage employees to engage in constructive deviance driving innovation and continuous improvement of SMEs. (Abbasi et al, 2020) explores how perceptions of organizational justice influence workplace deviance, with job satisfaction acting as a mediating factor. The study focuses on reducing negative workplace behaviors by enhancing perceptions of justice and job satisfaction. However it does not address the proactive promotion of positive deviant behaviors or the comprehensive strategies involved in talent management.

The study examines how SMEs in the hospitality industry manage talent through semi-structured interviews with entrepreneurial owners (Chung and Annunzio-Green, 2018). The findings reveal that although there is a strong focus on employee training and development, these efforts are mostly motivated by employees recognizing their training needs, resulting in informal talent management practices influenced by daily business demands. (Hidayat, 2024) examines the impact of innovation as a mediating factor between knowledge management, talent management, and SME performance. The study findings show that knowledge management and talent management positively affect SME performance and innovation.

Additionally, innovation positively influences performance, serving as a conduit through which knowledge and talent management enhance performance. (Ekhsan et al., 2023) Examines how talent management practices influence employee performance, with employee engagement acting as a mediating factor in the manufacturing sector in Bekasi, Indonesia the findings reveal that effective talent management significantly improves employee performance by enhancing employee engagement. Talent management practices that increase employee engagement can also cultivate a culture where workplace deviant behaviors are more likely to occur, enhancing overall organizational performance.

2.4.4 Talent management, Workplace deviant behavior and Entrepreneurial opportunity exploitation in SMEs

The study shows that talent management strategies prioritizing retention, development, and alignment with corporate goals can greatly improve organizational performance. These strategies promote positive behaviors and proactive entrepreneurial opportunities, resulting in a motivated workforce that recognizes and takes advantage of new business prospects, leading to overall success and growth (Langenegger et al., 2011). Effective talent management in Malaysian SMEs creates a supportive environment that encourages innovation and proactive problem-solving. Talent management practices such as training and development, succession planning, and retention align employee expectations with organizational goals and foster workplace deviant behaviors, which are essential for identifying and exploiting entrepreneurial opportunities. (Kaliannan et al., 2016).

Talent management plays a mediating role in the relationship between workplace deviant behaviors and the exploitation of entrepreneurial opportunities in SMEs through creating an environment that supports and nurtures innovative and proactive employee behaviors. Effective talent management practices align with the unique needs of SMEs, enhancing

employee engagement and capability. This, in turn, drives the identification and exploitation of entrepreneurial opportunities (Krishnan & Scullion, 2016). Talent management practices in small and medium-sized German businesses are explored by (Festing et al, 2013). The study identifies three different talent management profiles: highly engaged talent managers, reactive talent managers, and retention-based talent managers. It finds that German SMEs typically take an inclusive approach to talent management, aiming to involve most or all employees rather than just select a few, which differs from the practices of large multinational corporations. This inclusive approach leads to increased job satisfaction, commitment, and motivation, and encourages employees to exhibit positive behaviors that are important for identifying and taking advantage of entrepreneurial opportunities (Festing et al, 2013). Talent management practices in Malaysian SMEs positively impact employee engagement and retention, fostering a committed and productive workforce. These practices encourage innovative and proactive behaviors, essential for identifying and exploiting entrepreneurial opportunities, driving creativity, initiative, and problem-solving skills. Effective talent management cultivates a workforce empowered to pursue new business opportunities, ultimately enhancing business performance (Ismail et al., 2021).

2.5 Literature Gaps

The literature provided significant insights to the relationship between workplace deviant behaviors, talent management, and entrepreneurial opportunity exploitation in SMEs. Nonetheless, there are several gaps that require further investigation (Gimenez-Roche 2011) and Choi. et al. (2007) highlight the potential of workplace deviance in fostering entrepreneurial opportunities, the direct mechanisms through which these behaviors influence opportunity exploitation in SMEs remain underexplored. (Mertens et al. 2016) and (Yoruk & Jones 2023) discuss the general concept of workplace deviance but do not provide detailed

analysis specific to SMEs in different regional contexts like Kampala City. Therefore, there is a lack of localized studies that influence these relationships. The intersection of talent management and workplace deviant behavior in driving entrepreneurial opportunity exploitation is not thoroughly investigated (Vadera et al., 2013) and (Abbasi et al., 2020). Much of the existing literature relies on cross-sectional studies. There is a need for empirical and longitudinal research. Therefore, the study seeks to examine the relationship between workplace deviant behaviors, talent management and entrepreneurial opportunity exploitation in SMEs in Kampala city.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter detailed the research design, study population, sampling techniques, data collection tools, measurement of variables, validity and reliability, data collection procedure, data analysis and presentation and Limitations. Each section thoroughly described the methodologies and approaches used in the study, ensuring a clear and comprehensive understanding of the research process.

3.2 Research Approach

This study used quantitative approach to collect, quantify numerical data that were statistically analyzed to test hypotheses, measure variables and identify patterns or correlations among the study variables and qualitative approach to collect non-numerical data. This approach allowed the researcher to explore complex issues in detail, capturing the context and depth of participants' experiences and perspectives regarding the topic. The study uncovered underlying reasons, opinions, and motivations that quantitative data alone could not reveal (Mulisa, 2022). This helped the researcher to get more reliable and meaningful findings.

3.3 Research Design

The study was guided by cross sectional research designs. This design involved collecting data at a single point in time from a sample that represents a larger population. This design was used to assess the prevalence of certain characteristics, behaviors, or conditions within a population and to examine potential associations between variables (Creswell & Creswell, 2017). Descriptive research design was employed to systematically outline the characteristics of the population under study. This design facilitated the identification of patterns and relationships

among the variables, which are essential for addressing the research questions and objectives (Rahi, 2017).

3.4 Study Population

The study was conducted in Kampala city focusing on five divisions. The study population only included 78,438 SMEs in the sectors of manufacturing, trade and services. On the other hand, SMEs outside Kampala city, micro and large enterprises were excluded. The unit of analysis was SMEs and the units of inquiry were managers and employees.

3.4.1 Number of SMEs in Kampala Capital City and Sample Size

Table 3.1: Study Population and Sample Size

Division	Sectors	Number	Sample Size
Rubaga	Manufacturing	431	2
	Trade	7474	36
	Services	5431	26
Central	Manufacturing	1463	7
	Trade	23513	115
	Services	9178	45
Nakawa	Manufacturing	411	2
	Trade	4422	22
	Services	4055	20
Makindye	Manufacturing	427	2
	Trade	6219	30
	Services	5162	25
Kawempe	Manufacturing	554	3
	Trade	5468	27
	Services	4230	21
Total		7843878438	383

Source: A report on Uganda Business Register 2024 (UBOS)

3.5 Sample size determination

The sample size was determined based on (Krejcie, R.V., & Morgan, D.W, 1970) as presented below. Only one respondent was selected from each SME of at least five employees with turnover of 10 million and above and the sample size was 383.

3.6 Sampling Technique

Cluster sampling is a technique where the entire population is divided into groups typically based on geographical location. The entire population of SMEs in Kampala City was divided into clusters based on divisions of Central, Kawempe, Nakawa, Makindye and Rubaga served as cluster, representing the SMEs in the sectors of manufacturing, trade and services located within those geographical boundaries (Barbu et al, 2020). Simple random sampling was used to select the clusters to be included in the study and a list of all the divisions within Kampala City was created then a random selection of clusters was made using a random number ensured that each division had an equal chance of being selected. Furthermore, purposive sampling was implemented to target individuals or groups with relevant experiences. This approach allowed the researcher to select participants based on expertise or unique characteristics such as entrepreneurs, managers and employees who exhibit positive deviant behaviors and effective talent management (Nyimbili & Nyimbili, 2024).

3.7 Data Collection Tool

3.7.1 Closed questionnaire

A closed ended questionnaire is a structured data collection tool consisting of a series of questions with predefined response options. The closed questionnaire was primarily used to gather quantitative data, which was easily analyzed statistically. It helped in measuring the extent of positive deviant behaviors, the successfulness of talent management practices, and the degree of entrepreneurial opportunity exploitation in SMEs. By providing specific response

options, the closed questionnaire ensured that all respondents answered the questions in a consistent manner, which enhanced the dependability and compatibility of the data.

3.7.2 Interview guide

Semi-structured interviews were conducted with key stakeholders such as managers, entrepreneurs, and industry experts to achieve deep qualitative mastery of their experiences, challenges, and strategies concerning workplace deviant behavior, talent management, and entrepreneurial opportunities. open-ended questions was utilized to encourage participants to elaborate on their responses. These interviews served as a platform for stakeholders to share their unique views, enabling researchers to establish a thorough understanding of the intricacies and complexities inherent in SME operations in Kampala.

3.8 Measurement of Variables

3.8.1 Workplace-deviance behavior

This was analyzed by evaluating the level of tolerance towards individuals who tend to act differently or unexpectedly, even when it raises concerns among others. It also explored the behavior of individuals who, through their unconventional practices, are able to find better solutions to problems compared to their peers who have access to the same resources. (Mayanja et al, 2019). Workplace deviant behavior was measured using a five-point Likert scale from 1 (strongly disagree) to 5 (Strongly agree). Workplace deviant behavior was measured using New knowledge value, novelty experiment and adoption as advanced by (Galperin, 2012), (Spreitzer & Sonenshein, 2003)

3.8.2 Talent Management

This was evaluated based on indicators such as the training, talent engagement, succession planning and performance management as advanced by (Schiemann, 2014), (Mansour &

Shehadeh, 2020). talent management practices used a five-point Likert scale ranging from: 'strongly disagree'(1) to 'strongly agree'(5) (Mirro et al., 2016).

3.8.3 Entrepreneurial opportunities exploitation,

which is the dependent variable, was assessed through its dimensions such as identification, tension and evaluation to continuously improve the reliability of its products and services as adopted (Shane, 2012), (Kuckertz et al., 2017).The measures were rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)" because they show the strong validity and reliability (Liu et al, 2019).

3.9 Validity and Reliability

3.9.1 Validity

Content validity was ensured by designing survey instruments and interview protocols based on established theories and literature related to workplace deviant behaviors, talent management, and entrepreneurial opportunity exploitation in SMEs (Zohrabi, 2013). Construct validity was addressed by using multiple measures for each construct of interest and ensured that they accurately represent the concepts being studied. This was achieved through expert review and pilot testing of research instruments (Hair et al., 2019).

3.9.2 Reliability

Internal consistency of measures were assessed using Cronbach's alpha for survey items pertaining to workplace behaviors, talent management practices, and entrepreneurial activities (Vaske et al., 2017). Inter-rater reliability for qualitative data was established through multiple researchers independently coding and analyzing the data, followed by comparison of their findings to ensure consistency (Cole, 2023).

Table 3.2: Reliability statistics

Variable	Number of Items	Cronbach's Alpha
Workplace Deviant Behaviors	10	0.808
Talent Management	15	0.784
Entrepreneurial Opportunity Exploitation	12	0.827

3.10 Data Collection Procedure.

The data collection procedure for the study commenced with obtaining approval from Kyambogo university's Directorate of Research and Graduate Training, ensuring compliance with ethical guidelines and standards. Upon receiving approval, a formal introductory letter was drafted to solicit participation from SMEs in Kampala City. A pilot test of the data collection instruments was then conducted to refine their effectiveness based on feedback from a small group of participants. Once finalized, the questionnaires were distributed, and semi-structured interviews were conducted with participants in person, following clear guidelines and protocols. Throughout the process, regular communication was maintained with participants to ensure ethical standards are upheld and to facilitate the collection of reliable data.

3.11 Data Analysis and Presentation

In analyzing quantitative data, both descriptive and inferential statistics played crucial roles. Descriptive statistics painted a clear picture of the sample and variables by summarizing their characteristics, providing valuable understanding into the central tendencies and variability present in the dataset. Meanwhile, inferential statistics enabled us to go beyond mere description, allowing us to make predictions and test hypothesis about the broader population based on the sample data we collected. Through techniques like correlation and regression analysis, delved into the relationships between variables, investigating how talent management practices impact

entrepreneurial opportunity exploitation. To effectively communicate our findings, we utilized visual aids such as charts, graphs, and tables to present key statistical results in a clear and accessible manner, facilitating understanding and interpretation by stakeholders and decision-makers.

Content analysis was pivotal in analyzing qualitative data from interviews and focus groups in the study on workplace deviant behaviors, talent management, and entrepreneurial opportunity exploitation in Kampala's SMEs. Thematic coding categorized data into recurring themes related to workplace dynamics and talent management strategies, revealing commonalities and variations. The identified themes were synthesized into a coherent narrative, supported by verbatim quotes to contextualize findings. Visual aids like thematic maps represented relationships between themes. Qualitative findings complemented quantitative analysis, providing understanding of workplace deviant behavior and entrepreneurship in Kampala's SME sector, aiding nuanced interpretations and actionable recommendations.

3.12 Ethical Consideration

Participants were provided with comprehensive information about the purpose of the study, the rights of participants, and any potential risks or benefits involved. Informed consent was obtained from all participants. They were informed about the nature of the research, the procedures involved, and how their data would be used. Participants had the opportunity to ask questions and clarify any concerns before consenting to participate. Consent forms clearly outlined voluntary participation and the right to withdraw from the study at any time without facing any consequences.

The confidentiality of participants' information was strictly maintained all through the duration of the study. All data collected were anonymized, and participants were assigned identification numbers to ensure their privacy. Only authorized researchers had access to the data, and

measures were put in place to prevent unauthorized access. Any personal information collected was kept confidential and stored securely to protect participants' identities.

3.13 Limitations

The use of a closed questionnaire limited the depth of responses as respondents were constrained to predetermined answers that would not fully capture their experiences or perspectives, particularly when using a Likert scale that might not accommodate nuanced opinions. Clear, concise questionnaires were used to address the concern, and pilot testing identified and rectified potential issues.

Bias in reporting occurred when respondents felt concerned about the researcher's intentions, leading them to provide socially acceptable answers instead of their true feelings. This issue was tackled by providing assurances of anonymity and confidentiality to reduce social desirability. Frequent surveys of communities without producing visible results could lead to community fatigue, low participation rates, negative perceptions of the research process, and reduced engagement. Engaging with the community, explaining the study's purpose, and sharing results helped reduce community fatigue and improve participation.

Sensitivity to taxes during interviews especially when interviews touched on financial topics, respondents hesitated to provide accurate information because of fear that their answers could be disclosed to tax authorities.

Language barrier limited responses when questionnaires or interviews were not conducted in the respondent's preferred language, there was a high risk of miscommunication and misunderstanding of questions and translating questionnaires could lead to loss of meaning. To address this concern, a research assistant was employed to interpret the questions to the respondents, to overcome language barriers and ensure inclusivity.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents response rate, demographic characteristics of respondents, the descriptive statistics of the study variables, factor analysis, correlation analysis results and regression analysis results.

4.2 Response Rate

A total of 383 respondents operating SMEs in Kampala City were targeted for the study and all successfully completed and returned their questionnaires. This was successful because 410 questionnaires were distributed and the best 383 responses were used resulted in an impressive response rate of 100%.

4.3 Demographic Characteristics

This section presents findings on the respondents' demographic characteristics, including sex, age, marital status, education level, number of children, and number of dependents.

4.3.1 Study Division

Source: Primary Data (2024)

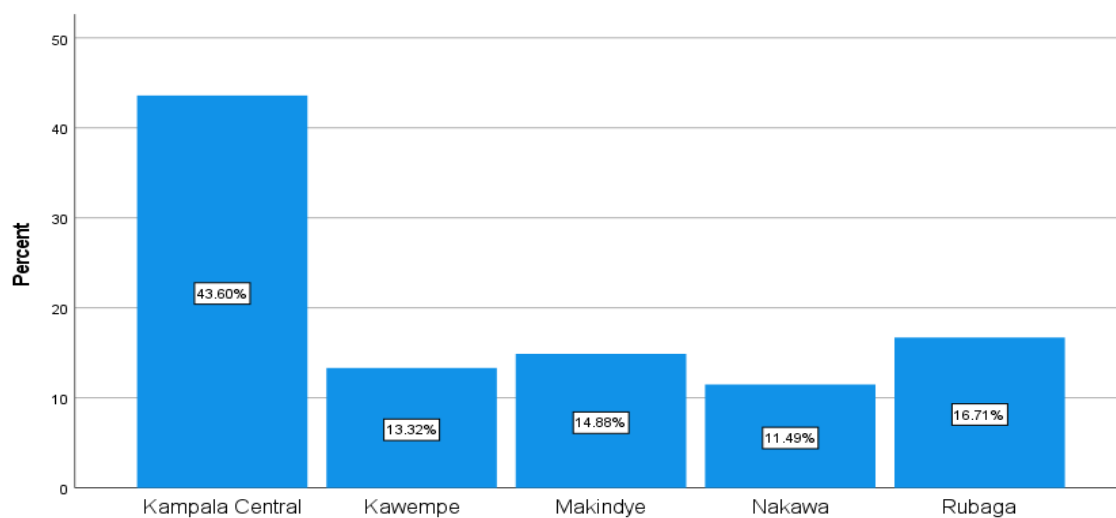


Figure 4.1: Division of residence of respondents

The results in Figure 4.1 above show that of 383 respondents across the five divisions of Kampala City. Kampala Central Division recorded the highest proportion of respondents, with 43.6%, Kawempe Division followed with 13.3% respondents, while Makindye Division accounted for 14.9% respondents. Nakawa Division contributed 11.5%, the lowest representation among the divisions, while Rubaga Division had 16.7%. This shows that central division has the highest concentration of SMEs.

4.3.2 Nature of Business

Table 4.1: Nature of Businesses Operated by SMEs

Nature of Businesses	Frequency	Percent
Manufacturing	16	4.2
Service	137	35.8
Trade	230	60.1
Total	383	100

Source: Primary Data (2024)

The results in Table 4.1 above indicates that the highest number of respondents were from Trade which is 60.1%, followed by service 35.8%, and manufacturing 4.2%. This means that most of the SMEs in Kampala City are engaged in trade and services.

4.3.3 Sex of Respondents

Table 4.2 below shows the distribution of respondents by sex in the study.

Table 4.2: Sex of the respondent

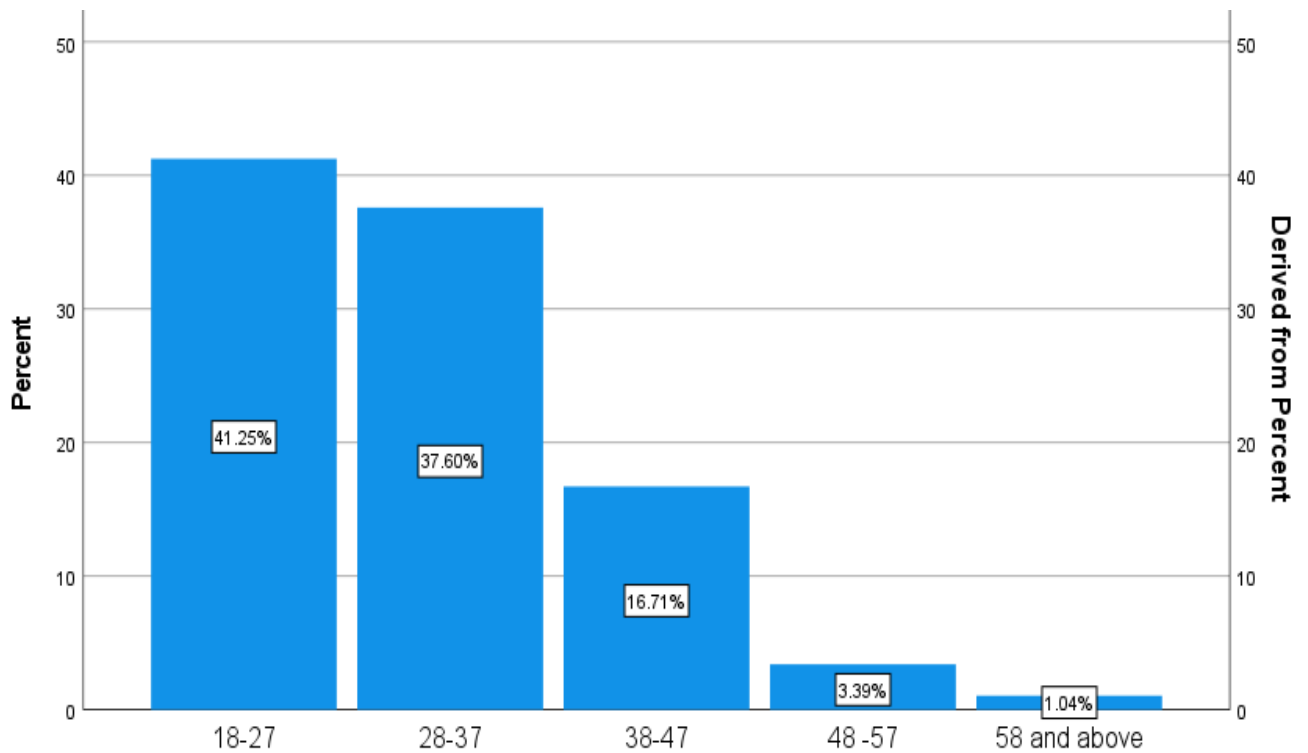
Sex of Respondents	Frequency	Percentage
Female	182	47.5
Male	201	52.5
Total	383	100

Source: Primary Data (2024)

The results in Table 4.2 above indicate that males constitute the majority, with 201 respondents representing 52.5%, while females account for 182 respondents comprising 47.5%. This indicates that the majority of respondents were male because men have easier access to capital than women.

4.3.4 Age of Respondents

Figure 4.2 below shows the age distribution of respondents in the survey.



Source: Primary Data (2024)

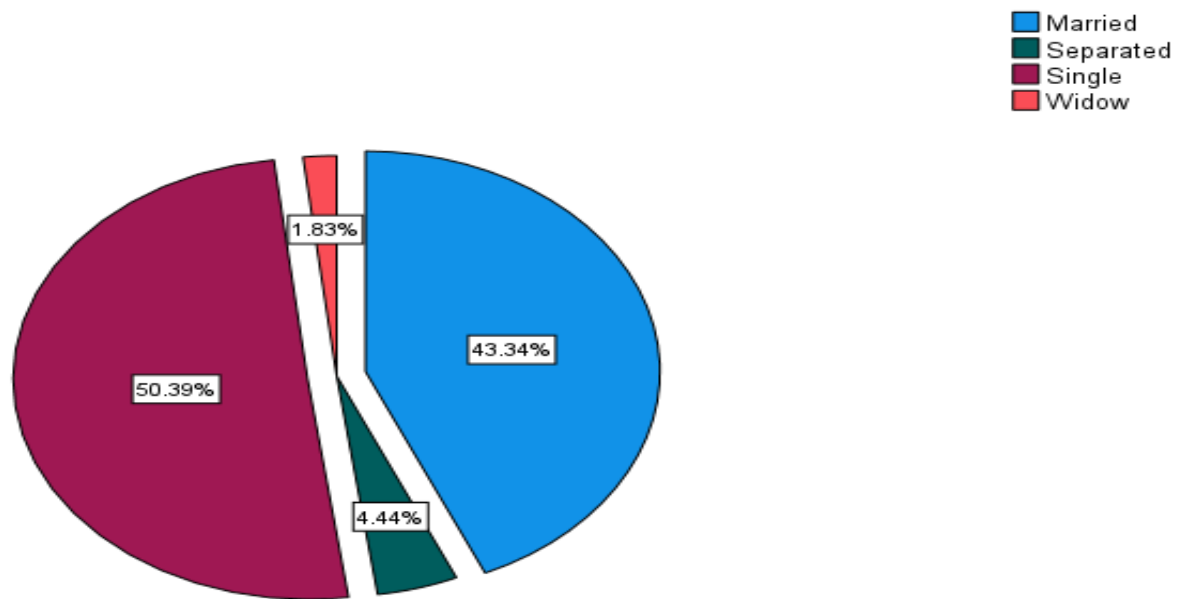
Figure 4.2: Age of respondents

The results in Figure 4.2 above reveal that the largest proportion of respondents falls within the age group of 18 to 27 (41.3%), followed closely by the age group of 28 to 37 (37.6%), then 38 to 47 age group accounts for (16.7%), while 48 to 57 age group contribute (3.4%) and those aged 58 and above constituted the least proportion (1.0%). This distribution indicates a dominant representation of younger respondents in SMEs in Kampala City because people in

the younger age group are energetic, flexible and can handle complex tasks, they are also exposed to technology.

4.3.5 Marital Status of Respondents

Figure 4.3 below presents the findings on the marital status of respondents who participated in the study.



Source: Primary Data (2024)

Figure 4.3: Marital Status of Respondents

The results in Figure 4.3 above indicate that the majority of the respondents were single (50.4%), followed by married individuals (43.3%), separated respondents accounted for 4.4%, and the widows constituted the smallest group (1.8%). The majority of respondents are single because they are able to focus more and devote their time and energy on their business.

4.3.6 Highest Level of Education of Respondents

Table 4.3: Highest Level of Education of Respondents

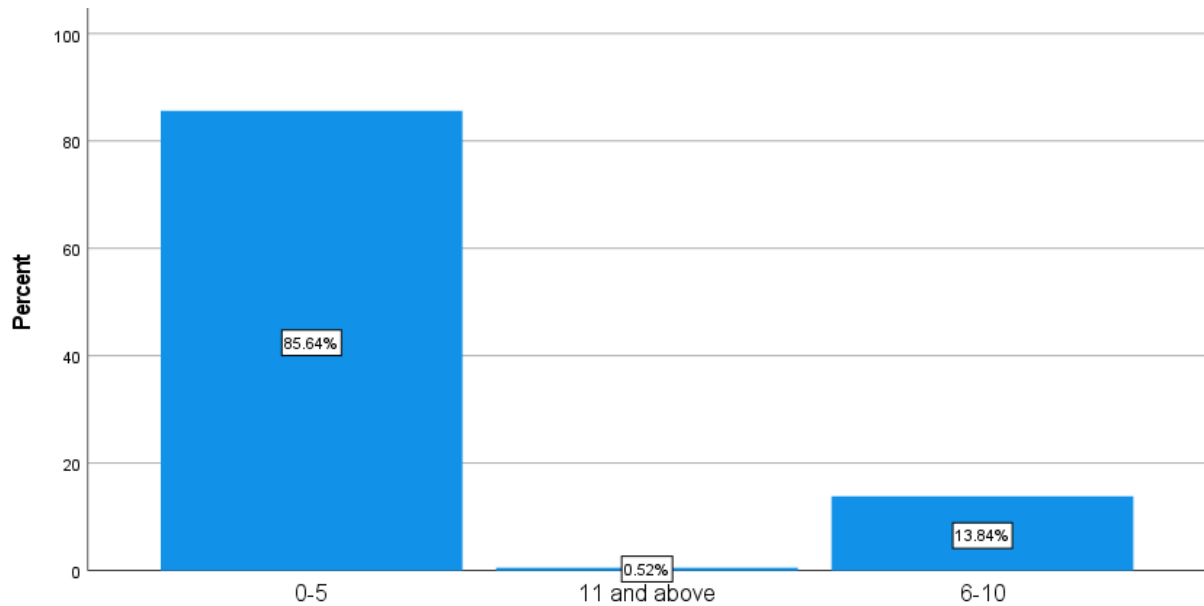
Highest Level of Education of Respondents	Frequency	Percentage
Certificate	63	16.4
Degree	68	17.8
Diploma	64	16.7
No formal education	7	1.8
Post Graduate	1	0.3
Primary	36	9.4
Secondary	144	37.6
Total	383	100

Source: Primary Data (2024)

The results in Table 4.3 above show that the majority of respondents attained secondary education 37.6%, followed by Bachelor's degree 17.8%, Diploma 16.7%, Certificate 16.4%, and the least number of respondents held Postgraduate degree 0.3%. This means that majority of SMEs in Kampala City are managed by educated and knowledgeable entrepreneurs.

4.3.7 Number of Children of Respondents

The study sought to find out the number of children held by the surveyed respondents. The findings are presented in Figure 4.4 below.



Source: Primary Data (2024)

Figure 4.4: Number of Children of Respondents

The results in Figure 4.4 above reveal that the highest percentage of respondents (85.6%) had children in the range of 0 to 5, followed by 13.8% of respondents with children in the range of 6 to 10, and the least category of respondents (0.5%) had 11 children or above. This implies that the majority of SME operators have between 0 to 5 children which indicate more sustainable families, allowing for better resource allocation per child, and improved quality of life.

4.3.8 Number of Dependents of Respondents

Table 4.4: Number of Dependents of Respondents

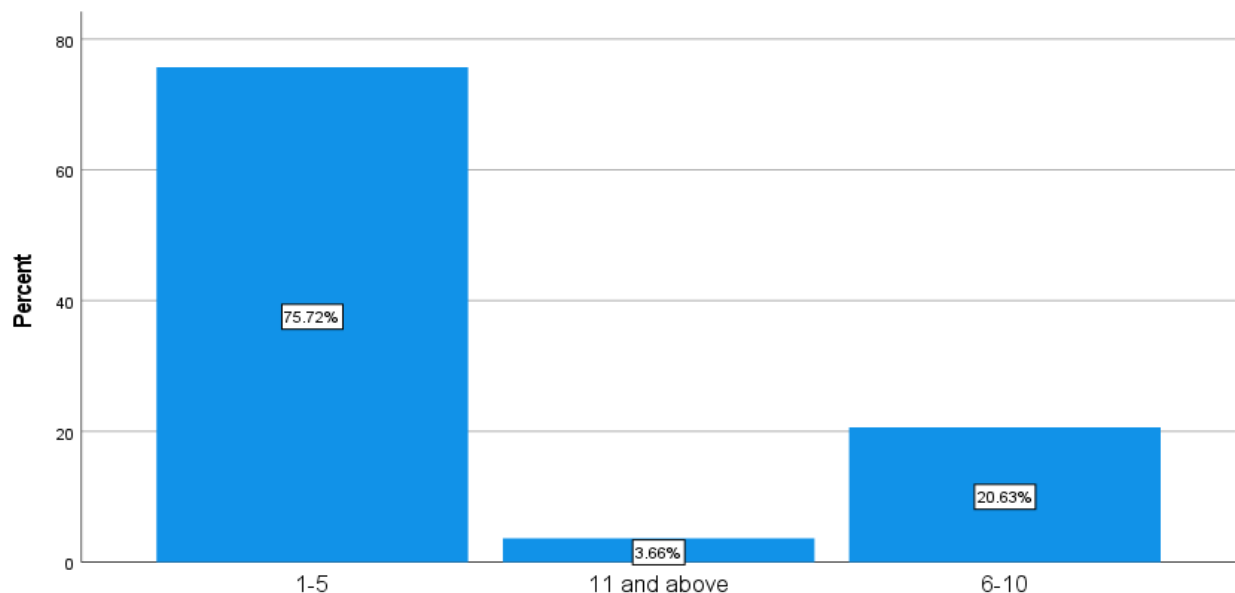
Number of Dependents	Frequency	Percent
6-10	76	19.8
11 and above	15	3.9
0-5	292	76.2
Total	383	100

Source: Primary data (2024)

The findings in Table 4.4 above show that majority of the respondents (76.2%) had dependents in the category of 0 to 5, followed by 19.8% of the respondents with dependents in the range of 6 to 10, while the least category of respondents (3.9%) had 11 dependents or above. This implies that the majority of respondent have fewer number of dependents because they are still young and have bigger dreams of growing their enterprises.

4.3.9 Number of Employees in Surveyed SMEs

Figure 4.5 below presents the number of workers employed by SMEs in Kampala City.



Source: Primary Data (2024)

Figure 4.5: Number of Employees in Surveyed SMEs

The results in Figure 4.5 above reveal that most of the SMEs in Kampala City employ between 1 to 5 workers (75.7%), followed by those which employ between 6 to 10 workers (20.6%), and then 11 and above category has (3.7%). This indicates that most of the SMEs employ fewer employees because they operate on a small scale.

4.3.10 Number of Years in Business

Table 4.5: Number of Years in Current Business

Number of years spent in business	Frequency	Percentage
Less than 1	41	10.7
6-10	68	17.8
11 and above	40	10.4
1-5	234	61.1
Total	383	100

Source: Primary Data (2024)

The results in Table 4.5 above show that majority of the respondents have spent between 1 to 5 years in business (61.1%), followed by those who have spent 6 to 10 years (17.8%), then Less than 1 year category has 10.7% while 11 and above years category has (10.4%). This implies that the majority of SMEs have been in business for few years because of the constant changing business environment where new opportunities are being explored.

4.4 Descriptive Statistics for the Study Variables

The descriptive statistics are presented with regard to the study variables, including Workplace Deviant Behaviors, Talent Management, and Entrepreneurial Opportunity Exploitation.

4.4.1 Descriptive Statistics for Workplace Deviant Behaviors of SMEs

This section presents the descriptive statistics of the constructs related to workplace deviant behaviors, including New Knowledge Values, Novelty Experimentation, and Adoption. The findings are presented in Table 4.6 below.

Table 4.6: Descriptive Statistics for Workplace Deviant Behaviors of SMEs

Workplace Deviant Behaviors	Mean	Std. Dev
New Knowledge Values		
In this business, employees frequently share new information and creative ideas	3.66	1.044
This business values and encourages the creation of new ideas	3.96	0.831
There are meetings for employees to share new findings and ideas	3.74	1.018
In this business, management actively listens to latest ideas from employees.	3.92	0.854
<i>Grand Mean & Std. Dev</i>	3.82	0.937
Novelty Experiment		
In this business employees are encouraged to try new ways and steps	3.81	0.933
This business supports trying out new and untested ideas	3.74	0.991
Resources are available for employees to do new things	3.78	0.947
Failures from new approaches are seen as learning opportunities	3.68	1.002
<i>Grand Mean & Std. Dev</i>	3.75	0.968
Adoption		
In this business, successful new ideas are quickly put into use	3.60	1.102
Employees have a system in place for using new ideas	3.68	1.051
In this business new ideas are appreciated and taken seriously	4.01	0.745
This business uses new practices and technologies to stay competitive	3.79	0.971
<i>Grand Mean & Std. Dev</i>	3.77	0.967

Source: Primary Data (2024)

Table 4.6 above presents the descriptive statistics of respondents' opinions on workplace deviant behaviors in SMEs within Kampala City. The findings reveal that the majority of respondents agreed that new knowledge values are essential for SMEs, with a mean score of 3.82 and a standard deviation of 0.937. The study also found that novelty experiment is important for SMEs as reflected by a mean score of 3.75 and a standard deviation of 0.968. Furthermore, the study revealed that adoption is significant for SMEs with a mean score of 3.77 and a standard deviation of 0.967. This implies that businesses that encourage new knowledge sharing experiment the new ideas and adopt the new ideas, achieve workplace deviant behaviors.

The qualitative findings support the descriptive statistics “Yes, towards the end of the month we conduct a meeting. In that meeting, I pay the workers, we discuss about some challenges encountered during the course of the week, corrections on the mistakes made by the workers or any of the stakeholders and I normally give out rewards to the most vigilant worker” Interviewee 3.

4.4.2 Descriptive Statistics for Talent Management of SMEs

The descriptive statistics in this section pertain to the constructs of talent management, including training, engagement, succession planning, and performance management. The findings are presented in Table 4.7 below.

Table 4.7: Descriptive Statistics for Talent Management of SMEs

Talent Management	Mean	Std. Dev
Training		
In this business, learning opportunities are provided for skill development	3.73	0.964
In this business, training programs are in line with career goals and aspirations	3.66	1.020
In this business, we always invest in employee training	3.54	1.166
In this business, there is access to current learning resources	3.83	0.876
Grand Mean & Std. Dev	3.69	1.007
Engagement		
I am interested in and excited about my job	4.19	0.828
In this business, my contribution and feedback are appreciated	4.10	0.725
In this business, there are opportunities to participate in decision making	3.98	0.925
In this business, there is a sense of belonging and loyalty	4.19	0.775
Grand Mean & Std. Dev	4.12	0.813
Succession Planning		
In this business, there is a clear plan for who will take over key roles when someone leaves or retire	3.76	1.080
In this business, there are opportunities for career growth	4.04	0.861
In my business, future leaders are identified and given training	3.71	1.059
In this business, I am aware of the career opportunities available to me	3.98	0.857
Grand Mean & Std. Dev	3.87	0.964
Performance Management		
In this business, good work is recognized and rewarded	4.15	0.826
In this business, I always receive helpful feedback on my performance	4.10	0.757
In this business, there are frequent meetings to talk about progress	3.79	1.062
In this business, efforts to improve performance are supported	4.11	0.761
Grand Mean & Std. Dev	4.04	0.85

Source: Primary Data (2024)

Table 4.7 above presents the findings on respondents' views regarding talent management in SMEs in Kampala City. The majority of respondents agreed that training is essential for SMEs as reflected by a mean score of 3.69 and a standard deviation of 1.007. Engagement was also deemed essential with a mean score of 4.12 and a standard deviation of 0.813. A significant proportion of respondents agreed that succession planning is important as indicated by a mean score of 3.87 and a standard deviation of 0.964. In addition, performance management was found to be crucial among the surveyed SMEs with a mean score of 4.04 and a standard deviation of 0.85. This suggest that businesses that provide training programs, allow their employees to participate in decision making, make clear plans for who will take over the role when someone leaves or retires and manage performance, attain talent management.

This is consistent with the qualitative findings “Yes, before employing someone, we have to train him or her first, this is because the metal fabrication work mainly requires one to be trained and skilled so that the person comes out with a beautiful design for either doors or windows of which these designs attract customers” Interviewee 2.

4.4.3 Descriptive Statistics for Entrepreneurial Opportunity Exploitation of SMEs

The descriptive statistics in this section relate to the constructs of entrepreneurial opportunity exploitation including identification, tension, and evaluation. The findings are presented in Table 4.8 below.

Table 4.8: Descriptive Statistics for Entrepreneurial Opportunity Exploitation of SMEs

Entrepreneurial Opportunity Exploitation	Mean	Std. Dev
Identification		
In this business, employees are encouraged to propose new business opportunities by being open to new ideas	3.91	0.845
This business carries out market research to find new business opportunities	4.10	0.852
In this business, I stay updated with industry trends to spot new opportunities	4.09	0.772
I seek and use customer feedback to identify potential opportunities	4.19	0.659
Grand Mean & Std. Dev	4.07	0.782
Tension		
In this business, there is good balance that encourages new ideas and improvement	4.05	0.784
In this business, there are healthy disagreements and discussions to find new opportunities	4.02	0.82
This business creates a competitive environment that encourage employees to identify new opportunities	3.99	0.767
In this business, different opinions are seen as chances to explore new ideas	4.19	0.696
Grand Mean & Std. Dev	4.06	0.767
Evaluation		
In this business, new opportunities are checked before undertaking them	4.12	0.716
My business has a strong system for checking the capability of new business ideas	4.04	0.759
Feasibility studies are done to check available business opportunities	4.04	0.833
In this business, the review processes include feedback from different people to make sure everything is completely assessed	4.20	0.626
Grand Mean & Std. Dev	4.10	0.734

Source: Primary Data (2024)

Table 4.8 above presents the respondents' perceptions regarding entrepreneurial opportunity exploitation among SMEs. The majority of respondents agreed that identification is important as indicated by a mean score of 4.07 and a standard deviation of 0.782. The study also revealed

that tension is essential for SMEs with a mean score of 4.06 and a standard deviation of 0.767. Additionally, most respondents highlighted that evaluation is significant as shown by a mean score of 4.10 and a standard deviation of 0.734. This suggests that businesses that identify new business opportunities, experience tension to explore new ideas thus evaluating the business opportunities and hence attaining entrepreneurial opportunity exploitation.

The descriptive statistics is supported by qualitative findings that “Yes, my employees have the freedom to explore new business opportunities, and some of them go further to train themselves using social media platforms like YouTube where Mrs. Khadija got the skills of baking cakes and this has been included in our menu” Interviewee 1.

4.5 Factor Analysis of the Variables

Factor Analysis was crucial in simplifying the complex and diverse relationships among observed variables by identifying common dimensions or factors that connect seemingly unrelated variables.

4.5.1 Factor Analysis for Workplace Deviant Behaviors

The factor analysis results on workplace deviant behaviors are presented in Table 4.9

Table 4.9: Factor Analysis for Workplace Deviant Behaviors

Item	New Knowledge Values	Novelty Experiment	Adoption
In this business, employees frequently share new information and creative ideas	0.591		
This business values and encourages the creation of new ideas	0.699		
There are meetings for employees to share new findings and ideas	0.588		
In this business, management actively listens to latest ideas from employees.	0.689		
In this business employees are encouraged to try new ways and steps		0.564	
This business supports trying out new and untested ideas		0.567	
Resources are available for employees to do new things		0.536	
In this business, successful new ideas are quickly put into use			0.464
Employees have a system in place for using new ideas			0.514
In this business new ideas are appreciated and taken seriously			0.518
Eigen Values	2.6	1.9	1.8
Variance %	22.7	17.5	15.1
Cumulative %	22.7	40.1	55.3

Source: Primary Data (2024)

The Factor Analysis results of workplace deviant behaviors presented in table 4.9 above were assessed using the dimensions of new knowledge values, novelty experiment, and adoption whose dominant items have a variance and Eigen values of 22.7% and 2.6, 17.5% and 1.9, 15.1% and 1.8 respectively.

4.5.2 Factor Analysis for Talent Management

The results of the factor analysis for talent management are presented in Table 4.10.

Table 4.10: Factor Analysis for Talent Management

Item	Training	Engagemen t	Succession Planning	Performanc e	Managemen t
In this business, learning opportunities are provided for skill development	0.529				
In this business, training programs are in line with career goals and aspirations	0.630				
In this business, we always invest in employee training	0.596				
In this business, there is access to current learning resources	0.471				
In this business, my contribution and feedback are appreciated		0.585			
In this business, there are opportunities to participate in decision making		0.478			
In this business, there is a sense of belonging and loyalty		0.531			
In this business, there is a clear plan for who will take over key roles when someone leaves or retire			0.449		
In this business, there are opportunities for career growth			0.604		
In my business, future leaders are identified and given training			0.432		
In this business, I am aware of the career opportunities available to me			0.443		
In this business, good work is recognized and rewarded					0.511
In this business, I always receive helpful feedback on my performance					0.619

In this business, there are frequent meetings to talk about progress				0.488
In this business, efforts to improve performance are supported				0.553
Eigen Values	2.2	1.9	1.9	2.2
Variance %	14.2	14.0	11.9	10.5
Cumulative %	14.2	28.2	40.1	50.6

Source: Primary Data (2024)

The Factor Analysis results of talent management presented on Table 4.10 was evaluated on the dimensions of training, engagement, succession planning, and performance management whose dominant items had a variance and Eigen values of 14.2% and 2.2, 14.0% and 1.9, 11.9% and 1.9, 10.5% and 2.2 respectively.

4.5.3 Factor Analysis for Entrepreneurial Opportunity Exploitation

The results of the factor analysis for Entrepreneurial Opportunity Exploitation are presented in Table 4.11 below.

Table 4.11: Factor Analysis for Entrepreneurial Opportunity Exploitation

Item	Identificatio n	Tension	Evaluation
In this business, employees are encouraged to propose new business opportunities by being open to new ideas	0.403		
This business carries out market research to find new business opportunities	0.601		
In this business, I stay updated with industry trends to spot new opportunities	0.668		
I seek and use customer feedback to identify potential opportunities	0.439		
In this business, there is a good balance that encourages new ideas and improvement		0.459	
In this business, there are healthy disagreements and discussions to find new opportunities		0.638	
This business creates a competitive environment that encourage employees to identify new opportunities		0.578	
In this business, different opinions are seen as chances to explore new ideas		0.508	
In this business, new opportunities are checked before undertaking them			0.422
My business has a strong system for checking the capability of new business ideas			0.630
Feasibility studies are done to check available business opportunities			0.533
In this business, the review processes include feedback from different people to make sure everything is completely assessed			0.603
Eigen Values	2.1	2.2	2.2
Variance %	22.5	17.8	16.9
Cumulative %	22.5	40.2	57.1

Source: Primary Data (2024)

Table 4.11 above shows that the Factor Analysis results of entrepreneurial opportunity exploitation presented in Table 4.11 above was assessed using the dimensions of identification, tension, and evaluation whose dominant items had a variance and Eigen values of 22.5% and 2.1, 17.8% and 2.2, 16.9% and 2.2 respectively.

4.6 Correlation Analysis between Variables

The correlation analysis was performed to determine the existence of relationships among the study variables. The results are presented in Table 4.12 below.

Table 4.12: Correlation Analysis between Variables

		Mean	Std. Dev	1	2	3
1	Workplace deviant behaviors	3.78	0.957	1		
2	Talent management	3.93	0.909	.435**	1	
3	Entrepreneurial opportunity exploitation	4.08	0.761	.396**	.427**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2024)

4.6.1 The relationship between Workplace Deviant Behaviors and Entrepreneurial Opportunity Exploitation.

The results show that there is a positive and statistically significant relationship between workplace deviant behaviors and entrepreneurial opportunity exploitation in SMEs in Kampala City ($r = .396$, $p < 0.01$). This means that workplace deviant behaviors are associated with entrepreneurial opportunity exploitation among SMEs in Kampala City.

4.6.2 The Relationship between Talent Management and Entrepreneurial Opportunity Exploitation.

The results show that there is a positive and significant relationship between talent management and entrepreneurial opportunity exploitation in SMEs in Kampala city ($r=0.427$, $P<0.01$). This indicates that talent management is associated entrepreneurial opportunity exploitation among SMEs in Kampala City.

4.6.3 The Relationship between Workplace Deviant Behaviors and Talent Management in SMEs in Kampala City

The results show that there is a positive and significant relationship between workplace deviant behaviors and talent Management in SMEs in Kampala city ($r=0.435$, $P<0.01$). This means that workplace deviant behaviors are associated with talent Management in SMEs in Kampala city.

4.7: Regression Analysis

The regression analysis was performed to determine the predictability of the study variable on each other.

Table 4.13: Multiple Regression Results

Variables	Model 1				Model 2			
	b	SE	β	P	B	SE	B	P
			-		-		-	
Gender	-0.024	0.050	0.025	0.627	0.025	0.043	0.026	0.562
Age	0.032	0.028	0.061	0.0256	0.059	0.025	0.110	0.018
					-		-	
Education	0.004	0.018	0.011	0.829	0.006	0.016	0.017	0.713
Years spent in business			-		-		-	
Workplace deviant behaviors	-0.009	0.032	0.015	0.783	0.036	0.028	0.060	0.195
Talent management					0.208	0.040	0.260	0.000
					0.331	0.050	0.330	0.000
R ²		0.004				0.249		
ΔR^2		-0.006				0.237		
F-Statistic		0.424				20.786		

Note: **P < 0.01, *P < 0.05, b is the unstandardized coefficient; SE is the Standard Error; β = standardized coefficient.

Model 1 involved demographic variables including gender, age, education and years spent in the business.

Model 2 involved adding the workplace deviant behaviors and talent management to the overall model. The model made a positive significant contribution of 23.7% to the total variance in entrepreneurial opportunity exploitation ($R^2 = 0.249$, $\Delta R^2 = 0.237$, $F = 20.786$). The results

indicated that workplace deviant behaviors ($B = 0.208, P < 0.05$) has a significant effect on entrepreneurial opportunity exploitation. Therefore, hypothesis (H1) is supported. Similarly, talent management ($B = 0.331, p < 0.05$) was found to have a significant effect on entrepreneurial opportunity exploitation. Therefore, hypothesis (H2) is supported. This means that when workplace deviant behaviors and talent management increases by one unit, entrepreneurial opportunity exploitation increases by 0.208 units and 0.331 units. This is true when other factors are held constant.

Results in Table 4.13 above indicate that talent management significantly and positively predicted entrepreneurial opportunity exploitation by 33.1%. This reveals that talent management was the major predictor of entrepreneurial opportunity exploitation. Therefore, if a business manages talent, then they should be able to exploit entrepreneurial opportunity.

4.8 Mediation Results

The researcher conducted a mediation analysis in order to indirectly assess the effect of workplace deviant behaviors on entrepreneurial opportunity exploitation through a proposed mediator of talent management.

4.8.1 Assumptions of Mediation

According to Baron and Kenny (1986), there are a number of steps that should be met before performing a mediation analysis and these include;

- i) Establishing a relationship between the independent variable (IV) and the dependent variable (DV)
- ii) Establishing a relationship between the independent variable (IV) and the mediator (M).
- iii) Establishing a relationship between the mediator (M) and the dependent variable (DV)

- iv) Assessing the effect of the mediator (M) on the relationship between the independent variable (IV) and the dependent variable (DV)

Different tests including Sobel, Aroian and Goodman tests were ran to determine the mediating role of talent management between workplace deviant behaviors and entrepreneurial opportunity exploitation.

Table 4.14: Results for Mediaton effect from Sobel, Aroian and Goodman Tests

	Input:		Test statistic:	Std. Error:	p-value:
A	0.338	Sobel test:	6.1329083	0.01824224	0.000
B	0.331	Aroian test:	6.11282357	0.01830218	0.000
s _a	0.037	Goodman test:	6.15319231	0.01818211	0.000
s _b	0.040				

The results in Table 4.14 above show that the Sobel test showed a Z-value of 6.1329083 with a Standard Error of 0.01824224 and a significant value (P-value = 0.000<0.05). Aroian test showed a Z-value of 6.11282357 with a standard error of 0.01830218 and a significant value of P-value=0.000<0.05. Then Goodman test showed a Z-value of 6.15319231 with a standard error of 0.01818211 and a significant value at P-value=0.000<0.05. Therefore having registered a positive and significant Z-value of all these three tests. Talent management mediates the relationship between workplace deviant Behaviors and entrepreneurial opportunity exploitation. Therefore hypothesis (H_4) *Talent management mediates the relationship between Workplace deviant Behaviors and Entrepreneurial opportunity exploitation* is accepted.

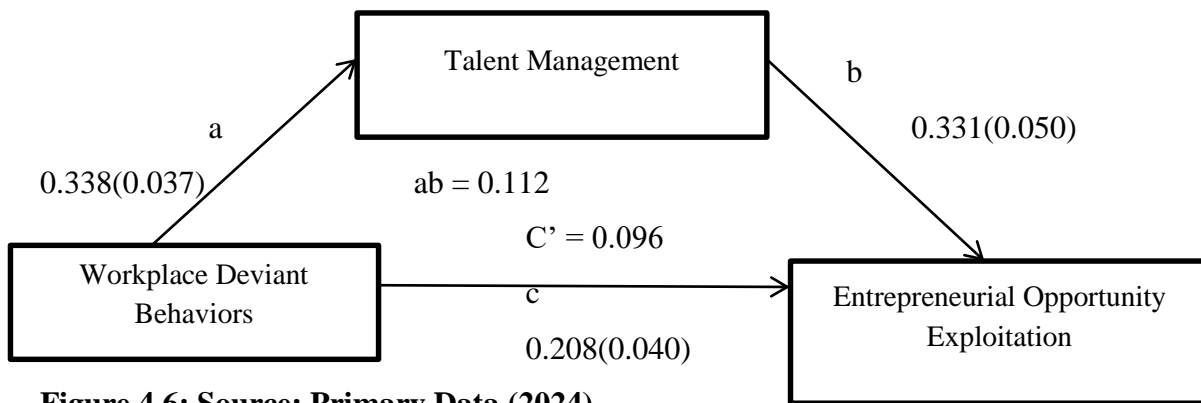


Figure 4.6: Source: Primary Data (2024)

4.9 Summary of Qualitative Findings

Table 4.15: Summary of Qualitative Findings

Variable	Findings
Workplace Deviant Behavior	<p>...Mainly this metal fabricating work is about sharing of ideas meaning that this business encourages my employees to try new approaches, even sometimes a customer comes with a new design getting them from social media platforms like tiktok, facebook and others and that he or she wants us to do the same design for him and in the process the employees learn new and untested designs.</p> <p>...Yes, I fast analyze the idea before supporting like I fast take some good time doing my research about it, even I ask some of my fellow traders to be sure about what am going to do.</p> <p>...Yes, Sundays of every week we conduct a meeting where we discuss the challenges and gains we encountered during the course of the week. We mainly consider the customers feedbacks in our meetings from the suggestion box and direct interactions with some of the employees where we make corrections on what they complained about and improve on those type of foods they want. There are also those workers whose major aim is to supervise and ask the customers about the meal they are enjoying.</p> <p>...Absolutely! We mentor and train our employees, this clinic work is very delicate some have to be very careful about the thinks and the clients your</p>

	<p>attending to because any slight mistake might led to loss of life or even other things and here failure is seen as not being careful.</p> <p>...We use tiktok, facebook and instagram to post pictures and videos of different bed covers ,bed sheets and we even do packages where we sell combined number of items at slightly fair prices. we do this because some clients are attracted to many things.</p>
<p>Talent Management</p>	<p>...Here for us to give you job, you have to be trained because clinic stuffs are very delicate. The other thing is those employees at the dental department are favored in a way that whenever the dentist is working on clients, he normally call those who are present to come and see physically how cementing, root canal is done and this practice helps them to perfect in the delivery.</p> <p>...Yes, because our aim is to minimize mistakes and resource wastage. These days metallic pipes and solid metals are expensive so we train our employees on different designs and this helps us to produce a lot of things(metallic doors and windows)</p> <p>...Yes, it's proven by my sales.</p> <p>...No, there is a sense of belonging and loyalty amongst my employees, there's a good relationship between me and my workers, because I value their different opinions concerning this restaurant and at the end of the day I go with the best one. So this creates that strong bond between me and them.</p> <p>Yes, I normally a ward them but not frequently, just when I feel like.</p>
<p>Entrepreneurial Opportunity Exploitation</p>	<p>..Yes, my employees have the freedom to explore new business opportunities, and some of them go further to train themselves using social media platforms like YouTube where Mrs. Khadija got the skills of baking cakes and this has been included in our menu.</p> <p>..Yes, we conduct research on the price of medicines that are required to run the clinic, so we buy our medicines from an Indian medical store located</p>

	<p>opposite Gaza land building located in Kampala. We also treat some patients on credit and this creates a good relationship between us and the community.</p> <p>..Yes, my employees can challenge my decisions on anything concerning this metal fabrication shop and suggest alternative solutions incase its appropriate for the shop.</p> <p>..For evaluation we mainly consider factors like personal relationship between us here in at the workshop including our relationship with the community too.</p> <p>.. Yes, mainly research, customers feedback on the meals we served to them and even the catering services we render to peoples in this community helps us in decision making.</p>
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CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents discussion of findings, conclusion and recommendations.

5.1 Discussion of Findings

5.1.1 Workplace Deviant Behaviors and Entrepreneurial Opportunity Exploitation in SMEs in Kampala City.

There is a positive and significant relationship between Workplace deviant Behaviors and Entrepreneurial opportunity exploitation. This means that, when employees of the business frequently share new information and creative ideas during meetings, successful new ideas are quickly put into use which facilitates carrying out market research to find new opportunities.

Additionally, management actively listens to latest ideas from employees and supports trying out new and untested ideas. These encourage businesses to create a competitive environment, that encourage employees to identify new opportunities and review processes through feedback from different people to make sure everything is completely assessed.

Furthermore, businesses that value and encourage the creation of new ideas, appreciated and take those ideas seriously, leading to healthy disagreements and discussions that help identify new opportunities. Consequently, feasibility studies are conducted to assess available business opportunities.

Employees are encouraged to try new approaches with the available resources for innovation, as they have a system in place for using new ideas effectively. This not only helps them stay updated with industry trends to spot new opportunities but also ensures a strong framework for evaluating the feasibility of new business ideas.

The qualitative result below supports the quantitative results:

“Mainly this metal fabricating work is about sharing of ideas meaning that this business encourages my employees to try new approaches, even sometimes a customer comes with a new design getting them from social media platforms like tiktok, facebook and others and that he or she wants us to do the same design for him and in the process the employees learn new and untested designs” Interviewee 2.

This aligns with Gabriel & Gimenez-Roche, (2011) who stated that these behaviors align with the entrepreneurial function by linking individual actions such as novelty experiment, adoption to opportunity appropriation, ultimately contributing to the growth and success of the SMEs. These behaviors not only enhance new knowledge acquisition and legitimacy but also influence when entrepreneurs should transition from exploring to exploiting opportunities. By adopting innovative approaches, entrepreneurs can better manage the balance between acting quickly to minimize competition and waiting to gain sufficient knowledge, ultimately optimizing the timing and success of entrepreneurial opportunity exploitation (Choi. et al., 2007).

5.1.2 Talent Management and Entrepreneurial Opportunity Exploitation

There is a positive and significant relationship between talent management and entrepreneurial opportunity exploitation. This correlation is apparent when learning opportunities are provided for skill development, as training programs are aligned with career goals and aspirations. This facilitates the use of different opinions to explore new ideas through healthy disagreements and discussions.

There is a sense of belonging and loyalty, as contributions and feedback are appreciated. Furthermore, employees are encouraged to propose new business opportunities by being open to new ideas. Therefore, market research is conducted to identify new opportunities. This facilitates healthy disagreements and discussions to find new opportunities.

Besides, there are opportunities for career growth, and employees are well-informed about the career paths available to them, as they receive feedback on their performance, and their hard

work is recognized and rewarded. This, in turn, fosters a competitive environment that encourages employees to identify new opportunities, therefore the use of a strong system for checking the capability of new business.

The qualitative findings support the quantitative data

“Yes, comprehensive training programs support employees’ career growth and skill development. I take my time to teach them manners of how to communicate with customers, how one can have an effect on the customer choice because some customers come in need of certain commodities that we don’t have so you have to use your skills to change the customers mind from taking what’s not at the shop to that’s there” Interviewee 3.

This aligns with the previous study of Sindhura (2022) who stated that talent management strategies are critical for business organizations, focusing on training and, developing, succession planning and retaining high-performing employees. It emphasizes that effective talent management is essential for achieving business goals and maintaining competitiveness. Talent management significantly impacts entrepreneurial opportunity exploitation by ensuring a skilled and innovative workforce. (Hulbert et al, 2015) examined how SME owner-managers identify growth opportunities. He revealed that opportunity recognition in SMEs requires both managerial and entrepreneurial skills, relying on strategic marketing abilities and market knowledge. Talent management is crucial, involving recruiting, developing, and retaining skilled employees to foster an innovative culture and enhance the firm's capability to recognize and exploit new opportunities effectively.

5.1.3 Workplace Deviant Behaviors and Talent Management in SMEs in Kampala City

There is a positive and significant relationship between workplace deviant Behaviors and talent management. This correlation is apparent when businesses encourage the exploration of new and untested ideas, by providing employees with the necessary resources to experiment with innovative approaches. Moreover, new ideas are appreciated and taken seriously, which facilitates recognition, rewards, and continuous performance improvement.

Moreover, employees are encouraged to explore new approaches, as the innovative ideas are integrated. Besides, efforts to improve performance are supported and employees always receive helpful feedback on their performance. Therefore, good performance is recognized and rewarded.

Regular meetings are held for employees to share new findings and ideas by experimenting with different approaches. Additionally, employees have a system in place for using new ideas as their contributions and feedback are valued. This ensures that efforts to enhance performance are supported and that they receive constructive feedback on their performance.

The qualitative data below supports the quantitative results:

“Yes , we provide and support as I told you that normally on Wednesdays and Saturday we cook different types of food which is not the case with those other days and these practices helps to train my employees on how to cook different types of meal” Interviewee 1.

This aligns with Vadera et al, (2013) who stated that the relationship between workplace deviant behaviors and talent management is based on aligning individual actions with organizational goals, even when they diverge from established norms. Workplace deviant behaviors, such as novelty experiment, adoption, can be utilized through effective talent management practices that identify, train and develop individuals who demonstrate these traits. (Hidayat, 2024) examined the impact of innovation as a mediating factor between knowledge management, talent management, and SME performance. The study findings show that knowledge management and talent management positively affect SME performance and innovation.

5.1.4 The mediating role of Talent Management in the relationship between Workplace Deviant Behaviors and Entrepreneurial Opportunity Exploitation

Talent management positively and significantly mediates the relationship between workplace deviant behaviors and entrepreneurial opportunity exploitation. This correlation is apparent when employee's contributions and feedback are appreciated, and they receive constructive feedback on their performance, with recognition and rewards for good work, they are more likely to engage in workplace deviant behaviors such as sharing new information and creative ideas during meetings, exploring innovative approaches using available resources. This creates a competitive environment that encourages employees to seek new opportunities. Consequently, review processes, including feedback from multiple sources, are conducted to ensure thorough assessments.

Talent management mediates the relationship between workplace deviant behaviors and entrepreneurial opportunity exploitation when there is a sense of belonging and loyalty as employee efforts to improve performance are supported. This encourages businesses to experiment with new and untested ideas using available resources, ensuring that successful new ideas are quickly implemented. Therefore, through discussions and healthy disagreements, feasibility studies are conducted to explore potential business opportunities effectively.

Talent management contributes to the relationship between workplace deviant behaviors and entrepreneurial opportunity exploitation when businesses invest in employee training through training programs that align with career goals and aspiration. Therefore, businesses value and encourage the creation of new ideas, as employees have a system in place for using the new ideas. Moreover, this helps the business stay updated with industry trends to spot new opportunities. As a result, different opinions are embraced as chances to explore fresh ideas, and a strong system is in place to assess the capability of new business ideas.

The qualitative finding below supports the quantitative results:

“Yes, because our aim is to minimize mistakes and resource wastage. These days metallic pipes and solid metals are expensive so we train our employees on different designs and this helps us to produce a lot of things (metallic doors and windows)” Interviewee 4.

“No, there is a sense of belonging and loyalty amongst my employees, there’s a good relationship between me and my workers, because I value their different opinions concerning this restaurant and at the end of the day I go with the best one. So this creates that strong bond between me and them” Interviewee 5.

This aligns with the study of Langenegger et al., (2011) which shows that talent management strategies prioritizing retention, development, and alignment with corporate goals can greatly improve organizational performance. These strategies promote positive behaviors and proactive entrepreneurial opportunities, resulting in a motivated workforce that recognizes and takes advantage of new business prospects, leading to overall success and growth. The findings resonates with Kaliannan et al., (2016) who stated that talent management practices such as training and development, succession planning, and retention align employee expectations with organizational goals and foster workplace deviant behaviors, which are essential for identifying and exploiting entrepreneurial opportunities. The findings are consistent with Krishnan & Scullion, (2016) who highlight that talent management plays a mediating role in the relationship between workplace deviant behaviors and the exploitation of entrepreneurial opportunities in SMEs through creating an environment that supports and nurtures innovative and proactive employee behaviors. Effective talent management practices align with the unique needs of SMEs, enhancing employee engagement and capability. This, in turn, drives the identification and exploitation of entrepreneurial opportunities.

5.2 Conclusion

The researcher concluded that Talent Management is the major predictor of Entrepreneurial Opportunity Exploitation. Learning opportunities for skill development are provided and employee training is prioritized through programs aligned with career goals and aspirations,

offering opportunities for career growth. As a result, different opinions are valued as they present chances to explore innovative ideas, with feasibility studies conducted to assess available business opportunities. Additionally, there is a sense of belonging and loyalty as employee contributions and feedback are appreciated, which encourages market research to identify new business opportunities and stay updated with industry trends. Therefore businesses with training, engagement, succession planning and performance management exhibit Entrepreneurial Opportunity Exploitation.

5.3 Recommendation

5.3.1 Methodological

Resource Based View Theory and Social Cognitive Theory combined together explain workplace deviant behaviors, talent management and entrepreneurial opportunity exploitation in SMEs in Kampala City.

5.3.2 Policy Recommendations

The Ministry of Finance, Planning and Economic Development should design and implement frameworks that encourage positive workplace deviant behaviors such as innovation, problem-solving, and adaptability to enhance SME growth.

Governments should introduce policies that promote effective talent management, including training programs, mentorship initiatives, and incentives for SMEs that invest in employee development.

5.3.3 Managerial Recommendations

Organizations should establish a workplace culture and enabling environment that encourages positive deviant behaviors, such as proactive new knowledge values, novelty experiment and Adoption to drive business growth.

SME owners should prioritize the development of Talent Management by fostering training, engagement, succession planning and performance management which will not only enhance Entrepreneurial Opportunity Exploitation but also guide and improve Workplace Deviant Behaviors.

5.4 Areas for further study

With the rise of digital technologies and remote work, future studies could explore how digital transformation affects workplace behaviors and talent management in SMEs, particularly in fostering or limiting entrepreneurial opportunities.

Longitudinal studies are recommended to track changes in entrepreneurial behavior over time and assess the long-term effects of workplace behaviors on SME performance.

A study could be conducted to assess whether the effects observed in SMEs also apply to large enterprises and corporate organizations. Understanding how workplace behaviors and talent management function in bigger companies could provide valuable insights for broader business practices.

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APPENDICES

Appendix I: Survey Questionnaire

Dear Respondent,

I am Ageno Trust (22/U/GMBA/016/PE), undertaking a study on the topic, “*Workplace deviant behavior, Talent management and Entrepreneurial opportunity exploitation in*

SMEs in Kampala City” as part of the requirements for the award of a Master’s in Business Administration at Kyambogo University. As a key stakeholder in this study, you are requested to participate in the study. Please feel free to participate because it’s purely academic study. Your views will be handled with utmost confidentiality.

Section A: Bio-data

Please put a tick mark (✓) in the option boxes provided or fill in the spaces provided.

1. Division:.....
2. Nature of the business
 - i) Trade
 - ii) Service
 - iii) Manufacturing
3. Sex of the respondent
 - i) Male
 - ii) Female
4. Age of respondent
 - i) 18-27
 - ii) 28-37
 - iii) 38-47
 - iv) 48 -57
 - 58 & above
5. Marital status of the respondents
 - i) Married
 - ii) Single
 - iii) Separated
 - iv) Widowed
6. Respondent’s highest level of education
 - i) No formal education
 - ii) Primary
 - iii) Secondary
 - iv) Certificate
 - v) Diploma
 - vi) Degree
 - vii) Post Graduate
 - viii) Others (please specify):
7. Number of employees
 - i) 1-5
 - ii) 6-10
 - iii) 11 and above
8. Number of years spent running the business
 - i) Less than 1
 - ii) 1-5
 - iii) 6-10
 - iv) 11 and above
9. Number of children
 - i) 1-5
 - ii) 6-10
 - iii) 11 and above
10. Number of dependants
 - i) 1-5
 - ii) 6-10
 - iii) 11 and above

Please indicate your level of agreement with the following statements by selecting a number on the scale provided, where 1 represents "Strongly Disagree," 2 represents "Disagree," 3 represents "Neutral," 4 represents "Agree," and 5 represents "Strongly Agree." This

information will help us gain insights into various aspects of workplace deviant behaviors, Talent Management and entrepreneurial opportunity exploitation within your organization.

Section B: Workplace Deviant Behaviors

Code	Item	Ranking				
			1	2	3	4
	New Knowledge Values					
WPDB1	In this business, employees frequently share new information and creative ideas					
WPDB2	This business values and encourages the creation of new ideas					
WPDB3	There are meetings for employees to share new findings and ideas					
WPDB4	In this business, management actively listens to latest ideas from employees.					
	Novelty Experiment					
WPDB5	In this business employees are encouraged to try new ways and steps					
WPDB6	This business supports trying out new and untested ideas					
WPBD7	Resources are available for employees to do new things					
WPDB8	Failures from new approaches are seen as learning opportunities					
	Adoption					
WPDB9	In this business, successful new ideas are quickly put into use					
WPDB10	Employees have a system in place for using new ideas					
WPDB11	In this business new ideas are appreciated and taken seriously					

WPDB12	This business uses new practices and technologies to stay competitive					
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Please respond to the statements given below basing on the ranking scale. *1: Strongly Disagree (SD), 2: Disagree (D), 3: Neutral (N), 4: Agree (A) and 5: Strongly Agree (SA).*

SECTION C: TALENT MANAGEMENT

Code	Item	Ranking				
		1	2	3	4	5
	Training					
TM1	In this business, learning opportunities are provided for skill development					
TM2	In this business, training programs are in line with career goals and aspirations					
TM3	In this business, we always invest in employee training					
TM4	In this business, there is access to current learning resources					
	Engagement					
TM5	I am interested in and excited about my job					
TM6	In this business, my contribution and feedback are appreciated					
TM7	In this business, there are opportunities to participate in decision making					
TM8	In this business, there is a sense of belonging and loyalty					
	Succession Planning					
TM9	In this business, there is a clear plan for who will take over key roles when someone leaves or retire					
TM10	In this business, there are opportunities for career growth					

TM11	In my business, future leaders are identified and given training					
TM12	In this business, I am aware of the career opportunities available to me					
	Performance Management					
TM13	In this business, good work is recognized and rewarded					
TM14	In this business, I always receive helpful feedback on my performance					
TM15	In this business, there are frequent meetings to talk about progress					
TM16	In this business, efforts to improve performance are supported					

For section D, Please respond to the statements given below basing on the ranking scale. **1: Strongly Disagree (SD), 2: Disagree (D), 3: Neutral (N), 4: Agree (A) and 5: Strongly Agree (SA).**

SECTION D: ENTREPRENEURIAL OPPORTUNITY EXPLOITATION

Code	Item	Ranking				
		1	2	3	4	5
	Identification					
EOE1	In this business, employees are encouraged to propose new business opportunities by being open to new ideas					
EOE2	This business carries out market research to find new business opportunities					
EOE3	In this business, I stay updated with industry trends to spot new opportunities					
EOE4	I seek and use customer feedback to identify potential opportunities					
	Tension					
EOE5	In this business, there is good balance that encourages new ideas and improvement					
EOE6	In this business, there are healthy disagreements and discussions to find new opportunities					
EOE7	This business creates a competitive environment that encourage employees to identify new opportunities					
EOE8	In this business, different opinions are seen as chances to explore new ideas					

	Evaluation				
EOE9	In this business, new opportunities are checked before undertaking them				
EOE1 0	My business has a strong system for checking the capability of new business ideas				
EOE1 1	Feasibility studies are done to check available business opportunities				
EOE1 2	In this business, the review processes include feedback from different people to make sure everything is completely assessed				

APPENDIX II: INTERVIEW GUIDE

Dear respondent,

My name is Ageno Trust (22/U/GMBA/016/PE), undertaking a study on the topic, “*Workplace deviant behaviors, Talent management, and Entrepreneurial opportunity exploitation in SMEs in Kampala City*” as part of the requirements for the award of a Master’s in Business Administration at Kyambogo University. As a key stakeholder in this study, you are requested to participate in the study. Please feel free to participate because it’s purely academic study. Your views will be handled with confidentiality and with utmost privacy.

Section A: Question on Workplace Deviant Behaviors

Does this business encourage employees to share new information, creative ideas, and try new approaches?

Are new ideas valued, appreciated, and supported, including untested ones, in this business?

Are there regular meetings where employees can share new ideas, and does management actively listen to and consider these ideas?

Are resources available for employees to explore and implement new initiatives and are failures from new approaches viewed as learning opportunities?

Is there a system in place for quick implementing successful ideas, and does the business adopt new practices and technologies to remain competitive?

Section B: Question on Talent Management

Are learning opportunities, including skill development and career-aligned training programs, provided and supported in this business?

Does this business consistently invest in employee training and provide access to current learning resources?

Are you interested in your job, and your contribution, feedback, and participation in decision-making valued?

Is there a sense of belonging and loyalty among employees, and are career growth opportunities, including leadership development and succession planning, clearly denied?

Is good work recognized and awarded, and do employees receive consistent feedback on the performance?

Are there frequent meeting to discuss progress, and are efforts to improve performance actively supported in this business?

Section C: Question on Entrepreneurial opportunity Exploitation

Are employees encouraged to propose and explore new business opportunities, and is there a balance between innovation and continuous improvement in this business?

Does this business conduct market research, stay updated with industry trends, and use customer feedback to identify new opportunities?

Are healthy discussions and different opinions welcomed as opportunities to explore new ideas, and does the business foster a competitive environment for identifying new opportunities?

Are new business opportunities thoroughly evaluated, including through feasibility studies, and does the review process involve feedback from different stakeholders to ensure comprehensive assessment?

Appendix III: THE KREJCIE & MORGAN SAMPLING TABLE

Table determining sample size for a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.