POSITIVE DEVIANCE BEHAVIOR, MANAGERIAL AGILITY AND BUSINESS RESILIENCE AMONG WOMEN OWNED ENTERPRISES IN KAMPALA CAPITAL CITY

BY

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DECLARATION

I, **Nalukwago Madiina,** do hereby declare that this research report is my own original work, any material that is not my work the Authors are acknowledged. To the best of my knowledge, it has never been presented elsewhere for any award, be it academic or otherwise, in any college, university or at any conference or seminar by any other person.

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APPROVAL

This is to certify that this research report entitled, "*positive deviance behavior, managerial agility and business resilience among women owned enterprises in Kampala capital city*", has been done under my supervision as assigned by the University and I hereby approve it for submission to the Directorate of Research and Graduate Training of Kyambogo university for examination.

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DR. SAMUEL EYAMU (PhD)

DEDICATION

I wholeheartedly dedicate this research report to my dear husband Mr. Allan Gibril Turay who has supported me financially, emotionally and spiritually, whose affection, love, encouragement and prayers have made me believe in myself to achieve this success and honor. May the Almighty Allah reward you abundantly.

"Every challenging work needs self-efforts as well as guidance from the elders especially those who were very close to our hearts." With my humble effort I dedicate this report to my mother Ms. Nakkazi Mariam, A strong and gentle soul who taught me to trust Allah, believe in hard work and that so much could be done with little, My Dad Mr. Ssekandi Rashid for earning an honest living for us and for always encouraging me in everything I do. Not forgetting my sister Ms. Nantambi Rashidah for being my guardian and advisor throughout this journey.

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Special thanks go to my dearest friend Kiconco December for all the sacrifices you have made for me, thank you for encouraging me and pushing me tirelessly towards this achievement. Without you this research would take decades.

LIST OF ACROYMS

AFIC:	Africa Freedom of Information Center
CAS:	Complexity Adaptive Systems Theory
CVI:	Content Validity Index
GEM:	Government Employees Marts
IT:	Information Technology
KCC:	Kampala Capital City
SMEs:	Small and Medium Enterprises
S.DEV:	Standard deviation.
SPSS:	Statistical Package for Social Scientists
UBOS:	Uganda Bureau of Statistics

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ABSTRACT

This study focused on positive deviance behavior, managerial agility and business resilience among women owned enterprises in Kampala capital city. The study was guided by four objectives which were to; examine the relationship between positive deviance behavior and business resilience, examine the relationship between positive deviance behavior and managerial agility, examine the relationship between managerial agility and business resilience and the mediating role managerial agility in the relationship between positive deviance behavior and business resilience. The study employed a cross-sectional survey design and quantitative research approach. The study targeted a sample size 380 participants which were determined following (Krejcie & Morgan, 1970) statistical table but 273 managed to respond back representing 71.8% response rate. Simple random technique was used in selecting respondents in the study. Data was collected using close-ended questionnaire and it was analyzed using Statistical Package for Social Sciences (SPSS) to generate means, standard deviation, correlation and regression. The study findings revealed that there was a positive and significant relationship between positive deviance behavior and business resilience ($r = .690^{**}$, $p<.05$) and also there was a positive and significant relationship between managerial agility and business resilience ($r = .617^{**}$, $p<.05$). Furthermore, there was a positive and significant relationship between positive deviance behavior and managerial agility ($r = .654^{**}$, $p<.05$). The linear regression results revealed that positive deviance behavior influences business resilience by ($B = .444$, $p=.000 <0.05$), managerial agility positively predicted business resilience ($B =.473$, $p=.000 <0.05$) and positive deviance behavior predicted managerial agility ($B =.401$, $p=.000 <0.05$). Multiple regression analysis revealed that demographic characteristics positively predicated business resilience with 16.7 percent while a combination of demographic characteristics, positive deviance behavior and managerial agility positively and significantly predicated business resilience with 60.6 percent. The results from the study therefore revealed that positive deviance behavior was the main predictor of business resilience by 16.7 percent. The study recommended that future studies should consider sampling women entrepreneurs from a variety of regions, researchers should consider adopting a longitudinal study design for future investigations and researchers could consider employing a mixed-methods approach that combines quantitative and qualitative data collection methods. Furthermore, government agencies and business support organizations ought to prioritize programs aimed at promoting managerial agility among women-owned businesses. Ministry of Trade, Industries and Cooperatives and Ministry of Finance Planning and Economic Development should ensure that women-owned businesses have access to resources such as financial support, technological infrastructure, and training opportunities and governments should create an enabling environment that supports innovation and creative thinking among women entrepreneurs. The study also recommends the need for business to foster innovation, open communication, continuous learning, and adaptive decision-making processes, fostering a culture of adaptability, embracing technology, and promoting quick decision-making.

CHAPTER ONE

1.0 Introduction

This chapter presents the background of the study, which includes the historical, theoretical, conceptual and contextual background aspects of the study, statement of the problem, objectives of the study, research questions, and scope of the study, justification, significance of the study, conceptual framework and definition of key terms.

Businesses that successfully navigate uncertainties, sustain performance, maintain stakeholder's trust, gaining a competitive advantage and comply with regulatory requirements all of which contribute long-term business success are built on resilience. Business resilience is understood as the ability that a business exhibit in maintaining the functionality of a system when disrupted or the ability to retain the elements needed to update or re- arrange if an interruption changes the structure of a system's function (Aldianto et al 2021). Building resilience in women owned businesses is critical to ensure success and potential of these businesses. Resilience can help women-owned enterprises not only survive during tough times but also grow and thrive (Olufemi,2022). However, women entrepreneur's unique challenges can make it difficult to build resilience in women owned enterprises and keep the business afloat during difficult times. Such challenges include human capital challenges, technology disruptions and change management (Smith et al, 2020). The Business environment is becoming more complex and unpredictable and this is mainly attributed to the several enduring forces that are constantly stressing and stretching business systems (Reeves & Whitaker, 2020). Women-owned businesses are increasingly important in economies and in the empowerment of women generally. These businesses undoubtedly provide an essential economic contribution to society and were crucial driver to growth in terms of employment, innovation, and wealth creation.

1.1 Background

1.1 Historical Background

The notion of resilience had already been used repeatedly since the 17th century to describe the emotional strength and robustness of individuals, communities and businesses against shocks and unusual burdens, these occurrences usually remained generalized statements on emotional character traits and mentalities (Goblin-Reisemann *et. al,* 2018). The British credit crisis of 1772-1773 commonly termed as "the panic crisis" of 1772 had its origin in London before spreading to other countries in Europe (Kosmetatos, 2014). The impact of the crisis was majorly felt by players in the banking industry who had to exhibit resilience to survive in the market. The crisis ignited the wide creation of wealth and a rapid expansion of credit and banking accompanied by financial innovations among market players (Kosmetatos, 2018).

By the early 19th Century, business resilience was mainly attributed to materials science through to its current use as an idea for understanding how society/businesses responded more effectively to threats facing organizations (McAslan, 2010). During the 1933 economic recession people of the Canadian parries abandoned their livelihoods or farms and moved across the country, looking for including government work projects or vouchers for food and coal. Everyone became resilient and creative in their day to day lives (Roland, 2021). In a similar manner, the 1973 oil prices shock was yet another period of pessimism for many businesses across the world. This period saw oil prices increase by more than twice more so in the US. This significantly affected many retail gasoline businesses but however, a good number of over 40% were able to survive by hiking their prices many times every day (Zulkifli & Haqeem, 2022). Relatedly, the 2008 financial crisis was yet another disaster which caused severe shock to the global economy in more than 70 years. The most acute phase of the crisis followed the collapse of the investment bank Lehman Brothers and equally threatened the existence of many small businesses (Chen et al., 2019).

The outbreak of COVID 19 saw many small business owners demonstrated resilient qualities both at personal and leadership levels and these facilitated resilient actions (Hadjielias et al, 2022). Further to this, Letam (2020) contend that business survival during the Covid 19 pandemic was dependent on the development of features such as situation awareness, adaptability and the management of vulnerabilities.

1.1.2 Theoretical Background

The study was guided by the dynamic capability theory and Complexity adaptability theory as follows;

The dynamic capabilities theory was advanced by Teece, Pisano and Shuen (1997). The theory assumes that a business' core competencies should be used to modify short-term competitive positions that can be used to build longer –term competitive advantage. To stay relevant in rapidly changing environment, a business must combine, develop and reconfigure both the external and internal resources. Additionally, the theory suggests that business with strong dynamic capabilities is more likely to achieve abnormal returns (Helfat &Peteraf, 2015).

The theory recognizes the complex interactions within a business, with other business, and with the business environment in order to understand long-term enterprise performance. Teece's perspective on dynamic capability puts corporate agility as the key to the survival of any business which can be achieved through encouraging flexibility, technological adoption and responsiveness. This means that business must be able to seize opportunities and adapt to changes in the environment by enhancing their operational agility and managerial agility (Stanely & Karugu, 2022).

Dynamic capabilities are essential for identifying opportunities and threats, transforming existing strategies, and technology to seize opportunities or withstand threats and amplifying business resilience (Krutz & Vavakis, 2016). However, the theory does not show exactly how business' core competencies should be used to modify short-term competitive positions that can be used to build longer –term competitive advantage and hence limiting its application.

The theory is relevant to the study as it proposes ways for business to remain dynamic and continue in existence for foreseeable period of time given the challenges. The study analyses the internal and external resources and competences to respond to changes in the business environment. It explains managerial agility and positive deviance behavior where organizations adopt to new innovations through novelty experiments, adoption and new knowledge values that can help them to attain competitive advantage over their competitors and as well be able to stand the challenges in a given environment. It aligns with the specific objectives of the study, which aim is to examine the relationship between positive deviance behavior managerial agility and business resilience.

Complex adaptive Systems theory (CAS)

To address the limitations identified in the dynamic capabilities theory, the study was reported on the Complex adaptive systems theory (CAS) which was advanced by Holland (1996). It assumes that a group of semi-autonomous agents in a network evolve to maximize their fitness with a given stimulus in the environment through an adaptation process. The agents adjust to environmental conditions based on learning from experiences and responding to internal and external changes.

The individuals or groups engage in repetitive interactions from which sustained system-wide characteristics emerge. As such, CAS proposes that a system undergoes for linear changes to evolve into a coherent form through self-situation awareness, bounce back, proactive postures

and knowledge leverage. Such that the survival of an agent (business) depends on how well it interprets environmental stimuli to develop relationships to address change. The CAS theory perspective expands our understanding of network connectivity facilitated by the propagation of resources, self –organization, learning behavior and sustainability of micro enterprise performance in conditions of uncertainty (Engel *et al.,* 2017).

CAS approach enables the learning and adaptation requirement of the business resilience concept, which helps to understand and be ready for new trends such as digitalization or industry 4.0. Designing businesses as CAS promotes decision making, increasing business resilience in business enterprises (Hatice & Didem, 2022). The originality of the study lied in proposing to achieve business resilience via CAS lenses and offering a conceptual frame work to achieve business resilience.

1.1.3 Conceptual Background

In this study, the conceptual perspective focused on positive deviance behavior, managerial agility, and business resilience among women owned enterprises in KCC. Positive deviance behavior is acknowledged as intentional behavior that significantly departs from the norms of the referent group (organization) in honorable ways that lead to positive outcomes (Mertens et al., 2016). Positive deviance behavior refers to a behavioral and social change approach which is premised on the observation that in any context, certain individuals confronting similar challenges, constraints, and resources deprivations to their peers will nonetheless employ uncommon but successful behaviors or strategies to achieve their objectives (Mayanja et.al, 2020). It is an endogenous source of organizational creativity that has been shown to be powerful tool for learning and change. It was measured using novelty experiments, adoption and new knowledge values.

Managerial agility is referred to as the ability of a manager or organisation to renew itself, adapt, change and quickly, and succeed in rapidly changing, ambiguous, turbulent environment (Wouter & Aaron, 2015). It has a significant influence on owner-manager businesses' ability to adapt to changing trends successfully. Agile businesses are those that can utilize agile processes and techniques to improve their performance (Lawrence-Chuku & Onuoha, 2022). Most businesses operate in a dynamic environment with increased market unpredictability and as a result, businesses have to be able to react to market uncertainties correctly, effectively, and efficiently, which is referred to as managerial agility (Ashrafi *et. al,* 2019). Agile businesses have the ability to survive and prosper in a competitive environment of continuous and unpredictable change by reacting quickly and effectively to changing markets, driven by customer-defined products and services (Okotoh, 2015). Managerial agility was measured using flexibility, technology adoption and responsiveness.

Business resilience refers to ability that a business exhibit in maintaining the functionality of a system when disrupted or the ability to retain the elements needed to update or re- arrange if an interruption changes the structure of a system's function (Aldianto *et. al.,* 2021). Building resilience in women owned businesses is critical to ensure success and potential of these businesses. Resilience can help female – owned enterprises not only survive during tough times but also grow and thrive. However, women entrepreneur's unique challenges can make it difficult to build resilience in women owned enterprises and keep the business afloat during difficult times such as human capital challenges, technology disruptions and change management (Smith et al, 2020). Business environment is becoming more complex and unpredictable and this is mainly attributed to the several enduring forces that are constantly stressing and stretching business systems (Reeves & Whitaker, 2020). Women-owned businesses are increasingly important in economies and in the empowerment of women generally. These businesses undoubtedly provide an essential economic contribution to society

and are a crucial driver to growth. Business resilience was measured using self-situation awareness; bounce back, knowledge leverage and proactive postures.

1.1.4 Contextual Background

In Uganda, women entrepreneurs are playing a very significant role in the economic stability and development of the country and are considered as the backbone of the private sector. They are considered a source of livelihood to the poor through employment creation, income generation thus contributing to economic development and growth (Osinde, 2015). Women entrepreneurs possessing the required positive deviant behavior have for long seen their businesses succeed. Women entrepreneurship activity has been rising from 2003 to date and now stands at 31% (Namatovu *et al,* 2012). The harsh business environment that most women owned businesses operate in has significantly affected the operations of many of the businesses in Kampala capital city. Uganda's 1.1million MSMES account for 80% of the country's GDP and 90% of its private sector. A further 1.8 million informal businesses are run by women. However the business community still faces threats of closure despite efforts to solve the problems (Eletu, 2021). The author further suggests that positive deviance through ensuring adaptability, and managerial agility were the key to secure business resilience among women owned enterprises. Additionally, very limited research especially in Uganda prompted the researcher to examine the relationship between positive deviance behavior, managerial agility and business Resilience among Women Owned Enterprises in Kampala capital city and hence this study.

1.2 Statement of the problem

Businesses have continued to face turbulent situations more so from the external environment and for such business to thrive; they have to show their fundamental quality to respond proactively and creatively to a substantial change that disrupts the anticipated design of events

(Eshegheri & Korgba, 2017). Globally, women's entrepreneurship rates vary significantly by country and region (GEM, 2020/2021). Between 2017 and 2018, women in the United States started an average of 1,821 businesses per day, and four in every ten U.S. businesses are now women owned. However, due to the hard-economic conditions, 35% of these entities barely survived for a year as most of them closed prematurely (Quek & Crawford, 2020). Alternatively in Africa, particularly Nigeria, 78% of women-owned businesses fail within the first twelve months, and most of them haven't seen their second birthdays. Only 22% make it to ten years (Ademola *et. al,* 2013). Correspondingly in Uganda, the available data has indicated that up to 55 % of businesses owned by women have closed which is attributed to lack of flexibility in operations which was worsened by the outbreak of COVID -19 (Twaweza, 2021). None the less Ugandan women are also more likely than men to be motivated to start business out of necessity (30 % of the women and only 21% of the man) and their businesses survive for fewer years than men do (GEM, 2012; Kelly *et.al,* 2012). To tackle these challenges, many women-owned businesses have increasingly focused on enhancing positive deviance behavior and managerial agility, as these are believed to provide various benefits, such as heightened self-awareness, business recovery, knowledge utilization, and proactive approaches to strengthen business resilience. However, the relationship between positive deviance behavior, managerial agility, and business resilience remained unclear. Therefore, it prompted the researcher to investigate the relationship between positive deviance behavior and managerial agility on business resilience among women owned enterprises in Uganda.

1.3 Purpose of the Study

The purpose of the study was to examine the relationship among positive deviance behavior, managerial agility and business resilience in women owned enterprises in Kampala capital city.

1.4 Objectives of the study

i. To examine the relationship between positive deviance behavior and business resilience.

ii. To examine the relationship between positive deviance behavior and managerial agility.

iii. To examine the relationship between managerial agility and business resilience.

iv. To assess the mediating role of managerial agility in the relationship between positive deviance behavior and business resilience.

1.5 Research questions.

i. What is the relationship between positive deviance behavior and business resilience?

ii. What is the relationship between positive deviance behavior and managerial agility?

iii. What is the relationship between managerial agility and business resilience?

iv. What is the mediating role of managerial agility in the relationship between positive deviance behavior and business resilience?

1.6 Hypotheses

H_1: There is a significant relationship between positive deviance behavior and business resilience.

H_2: There is a significant relationship between positive deviance behavior and managerial agility.

H_3: There is a significant relationship between managerial agility and business resilience.

H_4: Managerial agility significantly mediates the relationship between positive deviance behavior and business resilience.

1.7 Scope of the study

1.7.1 Subject scope

The study focused on positive deviance behavior, managerial agility and business resilience among women owned enterprises in Kampala Capital City. This was because most women owned enterprises in Kampala have either collapsed or urgently need financial bail out to remain in business much as these businesses have embraced positive deviance behavior.

1.7.2 Geographical Scope

The study was conducted in Kampala Capital City because Kampala was where most women owned enterprises were established due to easy access to information, capital, business and communication networks.

1.7.3 Time Scope

The time scope of the study was the period covering five years that is 2018-2022. It was within this period that the most women owned businesses had faced a hard time in carrying on their businesses for instance the outbreak of COVID 19 significantly affected most of such businesses, as well the eviction of street vendors from Kampala streets in 2022 which aimed at restoring trade order in the city. The researcher also believed that data falling within this time frame would be easily available to guide the study.

1.8 Justification of the study

The Government of Uganda had always longed for the private sector to become the "engine of growth" of the Ugandan economy and a central pillar for increasing incomes and creating employment (UBOS, 2016). However, there was persistent collapse of such businesses especially women owned ones and this has been mainly attributed to lack managerial agility and adaptability to the current business environment (Mulungi & Kwagala, 2015). Additionally, no single study had looked at the positive deviance, managerial agility and

business resilience of women owned businesses in Kampala Capital City and hence the need to carry out this study to close the literature gap.

1.9 Significance of the study

The study may contribute immensely in a number of ways:

Academia: The study may contribute to academic research by expanding the knowledge base on the relationship between positive deviance behavior, managerial agility and business resilience among women owned enterprises. It may fill gaps in existing literature and provide empirical evidence to support or challenge existing theories and frameworks. It will also act a source of literature for future related studies.

Policy makers: The Policy makers may use the findings of the study to develop targeted policies and initiatives that support women entrepreneurs in Uganda. This includes providing financial incentives, training programs, and mentorship opportunities to promote positive deviance and managerial agility to enhance business resilience among women-owned enterprises. The study may also provide evidence-based insights for policymakers to design policies that address the specific challenges faced by women entrepreneurs, such as gender biases, access to finance, and limited networking opportunities.

Sector: Findings may be useful to management and staff of different women owned businesses operating in Kampala capital city. This study expounds on information that can be used to enrich the positive deviance in the area especially those targeting the women owned businesses in the study area.

Development Partners: Understanding the factors that contribute to business resilience among women-owned enterprises. It will help development partners design more effective policy interventions and support women programs. By identifying the specific needs and

challenges faced by women entrepreneurs, development partners can tailor their initiatives to address those barriers and promote the resilience of women-owned enterprises.

1.10 Conceptual framework

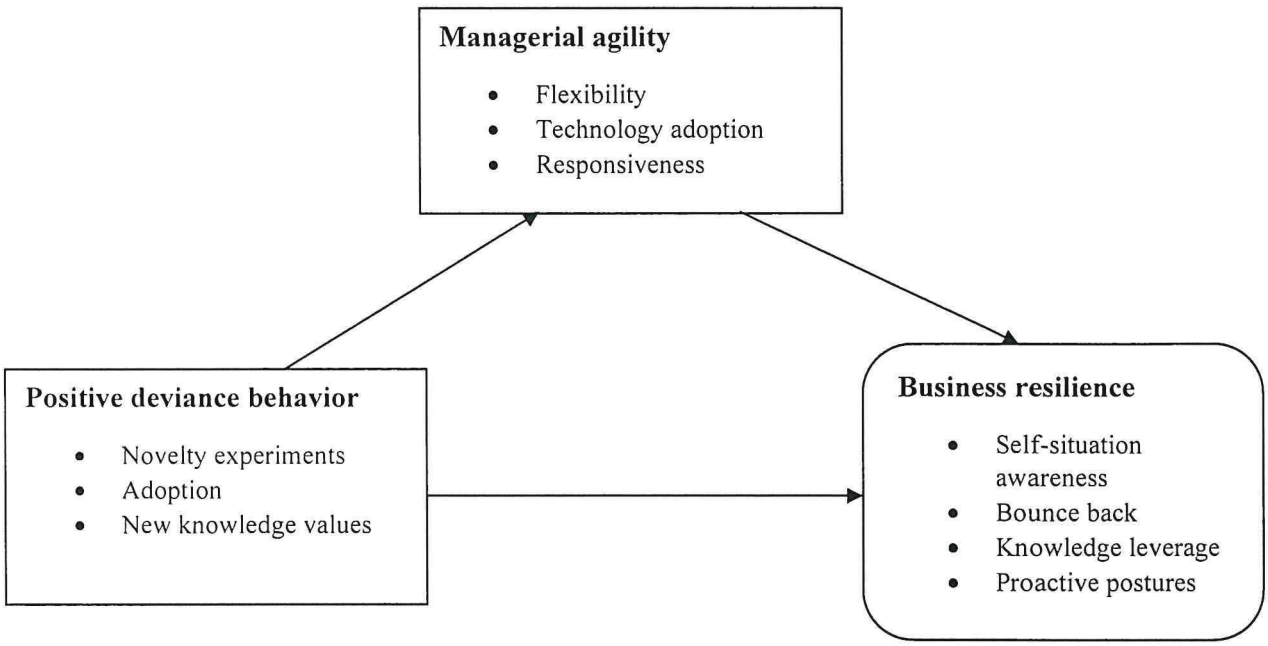

Figure 1: Conceptual Model of Positive Deviance behaviour, Managerial Agility and Business Resilience.

Source: Pascal and Sternin (2005), Tracom (2023), Stephanie (2020).

The positive deviance behavior which was the independent variable was based on the model of Pascal and Sternin (2005) and was measured using adoption, novelty experiments and new knowledge values. Then managerial agility which was the mediating variable was based on the model of Tracom (2023) and it was measured using flexibility, technology adoption, responsiveness. On the other hand, business resilience which was the dependent variable was based on the model of Stephanie (2020) and it was measured using self-situation awareness, bounce back, knowledge leverage and proactive postures.

1.11 Definition of operational terms

Positive deviance behavior refers to as intentional behavior that significantly departs from the norms of the referent group (organization) in honorable ways that lead to positive outcomes (Mertens et al., 2016).

Managerial agility is referred to as the ability of an organization to renew itself, adapt, change and quickly, and succeed in rapidly changing, ambiguous, turbulent environment. (wouter Aghina and Aaron De Smet, 2015).

Business resilience refers to ability that a business exhibit in maintaining the functionality of a system when disrupted or the ability to retain the elements needed to update or re- arrange if an interruption changes the structure of a system's function (Aldianto et al 2021).

Women owned enterprise is defined as one that is at least 51% owned, operated and controlled on a daily basis by one or more women (IFC 2013).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter was a review of existing literature on positive deviance behaviour, managerial agility and business resilience. The literature presents the theory that helped to relate positive deviance behaviour, managerial agility and business resilience. The review of related literature was based on the study themes following the order of objectives. During literature review, contributions, weaknesses and existing gaps were identified.

2.1 Theoretical Review

The study was guided by the dynamic capability theory and Complexity adaptability theory as follows;

Dynamic capabilities theory

The dynamic capabilities theory was advanced by Teece, Pisano and Shuen (1997). The theory assumes that a business' core competencies should be used to modify short-term competitive positions that can be used to build longer-term competitive advantage. To stay relevant in rapidly changing environment, a business must combine, develop and reconfigure both the external and internal resources. Additionally, the theory suggests that business with strong dynamic capabilities is more likely to achieve abnormal returns (Helfat &Peteraf, 2015).

The theory recognizes the complex interactions within a business, with other business and with the business environment in order to understand long-term enterprise performance. Teece's perspective on dynamic capability puts corporate agility as the key to the survival of any business which can be achieved through encouraging flexibility, technological adoption and responsiveness. This means that business must be able to seize opportunities and adapt to changes in the environment by enhancing their operational agility and managerial agility

(Stanely & Karugu, 2022). Dynamic capabilities are essential for identifying opportunities and threats, transforming existing strategies, and technology to seize opportunities or withstand threats and amplifying business resilience (Krutz &Vavakis, 2016). The theory does not show exactly how business' core competencies should be used to modify short-term competitive positions that can be used to build longer–term competitive advantage and hence limiting its application.

The theory is relevant to the study as it proposes ways for business to remain dynamic and continue in existence for foreseeable period of time given the challenges. The study analyses the internal and external resources and competences to respond to changes in the business environment. The theory explains managerial agility and positive deviance behavior where organizations adopt to new innovations that can help them to attain competitive advantage over their competitors and as well be able to stand the challenges in a given environment. It aligns with the specific objectives of the study, which aim is to examine the relationship between positive deviance behavior managerial agility and business resilience.

Complex adaptive systems theory (CAS)

To control the limitations identified in the dynamic capabilities theory, the study was be reported on the complex adaptive systems theory (CAS) which was advanced by Holland (1996). The theory assumes that a group of semi-autonomous agents in a network evolve to maximize their fitness with a given stimulus in the environment through an adaptation process. The agents adjust to environmental conditions based on learning from experiences and responding to internal and external changes.

The individuals or groups engage in repetitive interactions from which sustained system-wide characteristics emerge. As such, CAS proposes that a system undergoes for linear changes to evolve into a coherent form through self-situation awareness, bounce back, proactive postures and knowledge leverage. Such that the survival of an agent (business) depends on how well it interprets environmental stimuli to develop relationships to address change. The CAS theory perspective expands our understanding of network connectivity facilitated by the propagation of resources, self–organization, learning behavior and sustainability of micro enterprise performance in conditions of uncertainty (Engel et al 2017).

CAS approach enables the learning and adaptation requirement of the business resilience concept, which helps to understand and be ready for new trends such as digitalization or industry 4.0. Designing businesses as CAS promotes decision making, increasing business resilience in business enterprises (Akpinar & Ozer, 2022). The originality of the study lies in proposing to achieve business resilience via CAS lenses and offering a conceptual frame work to achieve business resilience.

2.2 Conceptual Review

2.2.1 Positive Deviance Behavior

According to Kumari & Eguruze, (2022), Positive deviance is based on the fact that there are positive deviant individuals or groups in every community who can find innovative solutions to problems using limited resources. In their view, Mertens *et.al*, (2016) contend that positive deviance is the intentional behavior that tends to differ from the norms of the referent group in ways that lead to positive outcomes. Positive deviant individuals end to look at things differently, break the norms and mobilize resources to pursue their new ideas that make the business compete unlike the conservative businesses (Brière *et. al,* (2021).

Novelty experiments can produce unique experiments that have the potential to become seeds for unprecedented organizational action. Innovative behavior or tactics are evaluated, scrutinized, and tried before they are made accessible to all or considered for implementation. The novelty to be successful, rules are changed in ways that enable convergence of disparate, sometimes conflicting individual perspectives, preferences and activities into effective and predictable collective action (Mayanja *et. al.,* 2019).

Adoption Positive deviance is a peer-based learning process through individual interactions. In positive deviance approach, the manager creates a conducive environment for employees to learn from each other through feedback. the manager facilitates all stages of the positive deviance approach (Bhattacharya & Singh, 2019). The stages cover of positive deviance cover the identification of the needs in the organization, the problem and the positive deviants.

New knowledge value is when employees observe how new ideas, knowledge, and innovations are formed from divergent opinions in an institution. Employees who notice and observe how new ideas knowledge and innovations evolve are likely to attract different meaning to information. Without knew knowledge values, employees with no difference, social network agents would disseminate more of the same information along the network (Mayanja *et. al.,* 2019).

2.2.2 Managerial agility

According to Emiaso& Okafor, (2021), in response to challenges posed by disruptive organization environments. Arokodare (2020) managerial agility is a proactive approach aimed at reducing disruptive business environments in order to improve business performance, particularly in the manufacturing sector, further characterizes managerial agility as "the ability of a business' managers to sense changes in dynamic, fast-paced environments and quickly respond by staking out market opportunities and sustaining competitiveness through the

building and strengthening of its capabilities," thus achieving and maintaining superior performance beyond its competition. Anggraini & Sudhartio (2019) argue that a business' responsiveness to and interpretation of market conditions, as well as its ability to make quick, correct decisions without regard to organizational politics, are referred to as corporate sensitivity, collective commitment, or resource fluidity. They further contend that the only way for businesses to remain competitive in today's disruptive business climate is through ensuring continued innovation and the creation of new capabilities. Managerial agility is measured using flexibility, technology adoption, and responsiveness.

Flexibility is an organizations ability to adopt successfully. To survive, companies must adapt to competitive business environment and practices in terms of technology structure, work organization, work relationships and human resource management (Catherine, 2021).

Technology adoption is the acceptance and integration of new technologies into existing systems or creating a new one (Yogesh & Rawal, 2021). It is about using technology to its full potential in the process of adapting to changing needs of consumers. Adopting new technology is essential for organization for organizations focusing on foster deliveries, reduced spending s and enhanced user experience.

Responsiveness is an organization's ability to identify and effectively adapt to the continuous change in their industry and in their customers preferences. Companies who effectively adapt to change are better able to manage disruption and consistently meet their customer's expectations.

2.2.3 Business resilience

According to Geraldine, Anthony and Joan (2022), business resilience is the ability of a business entity to survive and continue operations after the occurrence of disruption or loss. In

order for businesses to remain resilient after a disruption, there must have been certain measures the business has put in place to assess risk, make sound decisions and provide coverage in the event of a loss, disruption, or bad event. Most of these informal businesses fail to adopt these resilient measures because of the high cost of adopting these measures. Relatedly, International Organization for Standardization (2017) defines business resilience as a mechanism put in place by a business to absorb disruptions without significant impairment to the business operations. Globally, businesses have been strategic towards adapting to the environment and restructuring and reorganizing activities towards the attainment of predetermined goals and objectives through business resilience (Bienose *et.al,* 2022). It is measured using self-situational awareness, bounce back, knowledge leverage and proactive postures.

Self–situation awareness is the perception of the elements in the environment within a volume of time and space, the comprehension of their meaning and the projection of their status in the near future (Fnlayson, 2023). Understanding an environment, its elements and how it changes with respect to a time vector or other factors is critical for appropriate and optimized decision making in many environments.

Bounce back is the capacity of a company to recover swiftly from adverse events, such as economic downturns, disruptions in operations, or unexpected challenges, and resume its normal activities or even achieve greater success (Biehl, Böckenfeld & Ho, 2021). It entails resilience, adaptability, and the implementation of strategic measures to mitigate the impact of setbacks and facilitate a return to stability and growth in the long term.

Knowledge leverage focuses on the generation and application of knowledge, sharing knowledge to increase the derived value, importing knowledge inform of skilled employees, connecting knowledge workers and motivating knowledge workers. It involves using the

knowledge you possess about a certain field, to your advantage or the advantage of others (Kobus, 2010).

Proactive posture is a critical aspect of business resilience. It refers to an organization's ability to anticipate, initiate, and respond to potential challenges and opportunities in a proactive manner (Lumpkin & Dess, 2011). Being proactive enables businesses to stay ahead of the curve, identify emerging trends, and take preemptive actions to mitigate risks and capitalize on favorable conditions.

2.3 Empirical Review.

2.3.1 Positive deviance behavior and Business resilience

According to Bisel *et. al*, (2020), positively deviant behavior creates a new norm, and behaviors that are in line with the previous norm begin to be perceived as negatively deviant. As a consequence, positive deviance has the potential to change not only the internal organizational reality but also external world through the connections of the organizations with stakeholders. However, according to Mayanja *et. al.,* (2020), The Positive Deviance approach challenges managers to think outside of the dominant frameworks. This is because the organization policies guide the individual behavior and practices to have harmony. Positive deviant behaviors have a greater tendency to resign, and develop stress related problems and low morale because their ideas may not be accepted by management and fellow employees which can affect business resilience.

A study by Mertens & Recker (2017) on positive deviance and leadership, the findings revealed that management can best enable the emergence of positive deviance by combining empowering leadership behaviors with adequate levels of contingent reward and monitoring behaviors. The study further showed that positive deviance may emerge as a source for innovation that is endogenous to routines, rather than deviance from routines and this can

positively affect the general performance of an entity. However, much as the study findings by Mertens&Recker (2017) are valid, the findings were focused more on leadership and noting is mentioned about business resilience hence this leaves a gap for this study to find out how positive deviance relates with business resilience while focusing on KCC. Similarly, Obalade & Arogundade (2019) in their study found that deviant behavior among employees of selected public and private universities was positively related to ethical climate factors. These factors significantly contributed to deviant behaviors in the public and private universities which are a key factor towards ensuring resilience of the institutions. However much as the findings tend to show a significant relationship between positive deviance as a result of ethical work environment, the study remained silent about business resilience more so in women owned enterprises as it focused more on education institutions whose operating environment is different from that of small businesses and hence this leaves a contextual gap to be filled by this study.

There is some evidence that positive deviance might be linked to business resilience. Zbierowski (2019) assert that the process of organizing itself is aimed at reducing deviance; therefore it is reasonable to assume that positive deviance will be supported by those of high-performance indicators that stress constant change and development as opposite to maintaining status quo and stability. The relationship between positive deviance and business resilience and their components has been partly researched before in the case of Kampala women owned businesses. Ahmadi *et.al,* (2022) contend that positive deviance is the essence of innovativeness. In addition, (Nam *et.al.,* 2014) state that positive deviance is the antecedents of innovativeness which is a key factor to business resilience.

They also argue that some institutions at the country level can moderate that relationship. Kibirango *et.al.* (2017) state that t relationship between positive deviance and organizational

entrepreneurship is mediated by the ecosystem of novelty. Furthermore, Hartman *et. al.,*(2005) link positive deviance to entrepreneurship and prove that two other phenomena are crucial for the co-existence of those two variables: visionary leadership and structures and actions that support the vision (Bamiazi & Kirchmaier 2014) as cited in (Bienose *et. al.,*2022) contend that resilience in small businesses is mainly attributed to a tendency for their leaders to respond to challenging trading environments by embracing higher risk strategies like product innovation rather than the more prosaic retrenching approaches (Conz *et. al.,* 2017) study supported (Bamiazi & Kirchmaier, 2014) findings that organization resilience is linked to the ability of the leader to select and implement a range of strategies, depending upon the environment and circumstances encounter.

2.3.2 Positive deviance behavior and managerial agility

According to Gundling, Barton and Berg, (2021), positive deviance behavior encourages SME managers to challenge conventional norms and explore innovative solutions to problems, fostering a culture of experimentation and creativity. This mindset aligns with the principles of managerial agility, which emphasizes the importance of adaptability and quick decision-making in response to changing circumstances (O'Reilly, Doerr & Rodríguez, 2020). Managers who embrace positive deviance are more likely to demonstrate agility in identifying and capitalizing on emerging opportunities, thereby driving innovation within their organizations.

The study on the relationship between positive deviance behavior and managerial agility extends to organizational culture and leadership, Gundling, Barton and Berg (2021) highlighted the role of leadership in fostering a culture of positive deviance, where managers empower employees to challenge the status quo and pursue innovative ideas. This leadership style is closely linked to managerial agility, which emphasizes the importance of empowering employees to make quick decisions and take calculated risks (Gundling, Barton & Berg, 2021).

SMEs with a culture of positive deviance and agile leadership are better equipped to navigate uncertainty and capitalize on emerging opportunities, ultimately driving long-term success and competitiveness.

Furthermore, positive deviance behavior and managerial agility contribute to risk management and resilience within SMEs. According to O'Reilly, Doerr & Rodríguez (2020), positive deviance enables SME managers to identify and mitigate risks proactively by challenging conventional assumptions and seeking unconventional solutions. This proactive risk management approach aligns with the principles of managerial agility, which emphasize the importance of anticipating and preparing for future challenges. Furthermore, O'Reilly, Doerr &Rodríguez (2020) revealed that managers who demonstrate agility are adept at identifying potential risks and adapting their strategies accordingly, thereby enhancing their organizations' resilience to external threats and disruptions.

Last but not least the relationship between positive deviance behavior and managerial agility lies in their impact on organizational learning and flexibility. Reeves, Zeng and Venema (2021) argue that positive deviance encourages SMEs to adopt a learning-oriented approach, where failures are seen as valuable opportunities for growth and improvement. This mindset fosters organizational agility by promoting a culture of continuous learning and adaptation. Additionally, Reeves, Zeng and Venema (2021) revealed that managers who prioritize agility are more likely to encourage experimentation and knowledge-sharing among employees, leading to enhanced organizational flexibility and responsiveness to change.

2.3.3 Managerial agility and Business resilience

A study by Olaleye *et. al.,*(2021) on the relationship amongst innovation, strategic agility and firms' resilience in Nigerian tertiary institutions revealed that that innovation and strategic agility are positively related to a firms' resilience in tertiary institutions in Nigeria. Much as

the study findings by Olaleye *et. al.*,(2021) are valid, the findings may not be generalized to women owned enterprises in Kampala capital city since the study focused more on education institutions in Nigeria and hence a contextual gap to be filled by this study. According to Horney, Passmore and O'Shea (2010), managerial agility is a necessity at the point in time of complexity, volatility, uncertainty and ambiguity of the environment.

Govuzela, (2019) in their study revealed that the four business best practices, namely, technology capability, collaborative innovation, organizational learning and internal alignment, exerted a significant positive influence on organizational agility. The study further indicated that organizational agility exerted a significant positive influence on business resilience. However, the study findings are based SMEs in South Africa which has a better work environment compared to Uganda and hence the findings cannot be generalized. Similarly, DeGroote and Marx (2013) carried out a study on managerial agility within manufacturing firms in the United States and found that it positively impacts business resilience. However, with this study carried out in the US, it is difficult to generalize the findings to the SMEs operating in developing countries in Uganda and hence the need to carry out another study based in Kampala Capital City.

Equally, Salih and Alnaji (2014) in their study on carried out among Jordanian insurance industry firms in the Middle East reveals that managerial agility plays significant role in enhancing business resilience. The study findings by Salih and Alnaji (2014) are based in the insurance sector and therefore they have little application to the women owned enterprises in Kampala Capital City and hence the researcher identifies a gap in literature to be filled by this study. In the same vein, Dabiri and Gholami (2015) indicated that managerial agility had a positive relationship with organizational performance in the Gachsaran Oil and Gas Exploitation Company in Iran. Much as the study findings presented by Dabiri and Gholami

(2015) are valid, the study is silent about business resilience of women owned enterprises and since the study findings are also based in the Oil and Gas sector, the findings cannot be generalized to small businesses more so in the sub-Saharan Africa. In his study, Okotoh, A. (2015) on the influence of organizational agility on operational performance revealed that managerial ability to adopt the use of IT, human resources management practices and strategic alliances appositive influence its operational performance.

In their view, Pellizzoni *et. al.,* (2019) contend that agile management as a process embeds a set of elements in which activities are carried out by self-managed teams using simplified tools, with a higher level of adherence to uncertain and constantly changing environments. According to Dubey & Gunasekaran (2015), agility mainly entails six building blocks which contain technologies, empowerment, customer focus, supplier relationship, flexibility, and organizational culture. According to (Ismail *et. al.,* 2011), technological agility facilitates efficient information sharing among personnel. Customer focus is aimed at giving priority to customers as this enables firms to fulfill and even exceed customers' expectations by providing products and services in the shortest time possible at a reasonable price (Stoddard *et. al.,* 2019). Another key factor to be taken into consideration is supplier relationship which aims at improving the relationship vendors and encouraging collaborative planning, forecasting, and replenishment. Suppliers are seen as important to the success of any firm.

2.3.4 The mediating role of managerial agility in the relationship between positive deviance behavior and business resilience

Hijjawi (2017) assert that agility is that ability that a business possesses in order to remain competitive by effective knowledge management and focus on quickness in responding to turbulence, and clarify that speed areas are: time to market new products, time to process an

order or service request, time to reconfigure organizational processes and systems to react to certain changes, and so on.

Of late, the concept of agility is applied widely in supply chain not in rigid organizations. Managerial agility can be looked at from several aspects which include; Customer Agility being the ability of organization to detect business opportunities from customer's feedback, so customer voice is considered to build its competitive action (Atapattu & Sedera, 2013). Whereas; (Vagnoni & Khoddami 2016) argue that strategic agility entail the following components: customer sensing capabilities, customer responding capabilities and customer learning capabilities Vagnoni and Khoddami, (2016). Operational (internal) Agility which reflects management's ability to rapidly redesign the business processes based on the need to exploit new opportunities (Hijjawi, 2017).

Trkawi (2022) presented critical areas to improve from the point of view of agile and resilient practices so that the organization can have better performance and productivity. The author allude that improving areas such as communication, management style, the development of a model and knowledge management, the desired organizational structure, and the customer's role is essential in order to increase the organization's efficiency and decrease its uncertainty and risks. However, the study does not address the problem of women entrepreneurs in Kampala Capital City. Further, Gichuchi (2021) revealed that there is a connection between managerial agility and business resilience.

Similarly, Liang and Cao (2021) noted that employee resilience can stimulate employees' inner work enthusiasm and initiative, and provide a strong driving force for employee innovation and creativity, and under the guidance of the organization's strategic goals. Patti and Lee (2017) demonstrated that intellectual stimulation and self-efficacy are positively correlated with organizational resilience. Supporting previous works, Liang and Cao (2021) posited that

an organization can recover from shocks to a balanced state, survive adversity, and even develop new abilities and achieve breakthrough growth through resilience. Also, companies can live longer by improving their ability to resist and adapt to environmental changes through organizational resilience (Lengnick-Hall & Beck, 2016).

2.4 Summary of literature

Summarily, this chapter reviews the existing literature on the relationship between positive deviance behavior, managerial agility and business resilience. The study used the dynamic capability theory and Complex adaptive systems theory. The theory of dynamic capability stipulates that in order for a business to respond to a speedily changing environment, the firm needs to combine, develop and reconfigure external and internal expertise. Further the complexity adaptability theory stipulates that complex systems can adapt to their environments by exhibiting emergent behavior and self–organization.The theories help in throwing light on how well businesses more so women owned enterprises in Kampala Capital City can better cease and utilise any opportunities even in the hardest situations to remain resilient. The study also reviewed literature from several scholars. However, it is evident that most of the scholar tends to show that positive deviant behaviour, managerial agility and business resilient are positively related much as most of the studies focused on other countries. It is also evident that no single study has looked at the three variables concurrently and more so on women owned enterprises in KCC hence leaving contextual gaps that ought to be filled by this study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology to be employed by the study. It entails the research design, study population, sample size and selection, sampling techniques, research methods, study instruments, measurement of study variables, reliability and validity, data analysis, ethical considerations and limitations.

3.1 Research Approach

The study adopted a quantitative approach. Etyang (2018) states that, it's the most effective approach, with quantitative data used specifically to quantify findings. This was because numerical data was used. This quantitative approach was used to run the relationship between the study variables.

3.2 Research Design

This study adopted cross–sectional research design. The cross-sectional design was used because the study was studying businesses of the same characteristics, easy to prove or disprove assumptions, not costly to perform and captures specific points in time, according to (Maryam, 2015). The study was concerned with collection of data at one point in time. The research design enabled the researcher to have rapid data collection and ability to understand the respondents (Majid, 2018). Additionally, a descriptive survey design was also used and the main idea behind using this type of design was to better define an opinion, attitude, or behavior held by a group of people on a given subject (Kothari, 2006). This design was also used because it helped in collecting data from members of the population and described existing phenomenon with reference to the objectives.

3.3 Study Population

There were 76,639 SME's in Kampala Capital City (GEM, 2016, AFIC, 2022), 44.7% of them are owned by women. The population of the study therefore entailed 34,258 respondents. The population consisted of business owners.

3.4 Sample Size Determination

Following (Krejcie & Morgan, 1970) statistical table, a total sample size of 380 respondents were selected to participate in the study. The sample size is an important feature of any empirical study in which the goal was to make inferences about a population from a sample (Sarmah & Hazanka, 2012).

3.5 Sampling Techniques

The study utilized a combination of proportionate sampling and simple random sampling techniques to select respondents. Simple random sampling was chosen to ensure that each SME had an equal chance of being included in the study, minimizing selection bias and enhancing the representativeness of the sample. Proportionate sampling was employed to ensure that SMEs were evenly distributed across the five divisions of Kampala, reflecting the actual population distribution of SMEs in the area. This approach helped maintain the accuracy of the study's findings by representing the diverse business environments across all divisions.

3.6 Data Collection Methods

This study adopted a survey data collection method. Questionnaires are frequently used in social research. A questionnaire is a sense of questions asked to individuals to obtain statistically useful information about a given topic (Roopa & Satya, 2012). This method enabled the researcher to cover the respondents quickly and at a reasonable cost (Bordens & Abott, 2011).

3.7 Data Collection Instruments

The questionnaire instrument was the main data collection instruments. This structured questionnaire was chosen because they helped in ensuring the confidentiality of responses and save time. It is a valuable method of collecting a wide range of information from a large number of individuals often referred to as respondents (Roopa & Satya, 2012). The closed-ended questions were necessary to cover more ground within a limited timeframe particularly for those respondents who may have severe time constraints. The researcher hand delivered the questionnaires to the respondents and gave them two weeks to fill them after which the researcher collected them.

3.8 Data Quality Control

3.8.1 Validity

The study used content validity and then pre-tests it to a sample of about 10 respondents from another district. This helped in ensuring that the measure includes an adequate and representative set of items that tap the concept (Sekaran & Bougie, 2016). Face validity helped in indicating that the items that are intended to measure a concept, do, on the face of it, look like they measure the concept. The study considered the tool valid because the CVI calculated was above 0.7 as proposed by (George & Mallery, 2003).

Table 3.1: Validity of the Tool

Construct	Total Items	CVI
Positive Deviance Behavior	12	0.90
Managerial Agility	12	0.92
Business Resilience	12	0.89

3.8.2 Reliability

The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the

instrument. After data collection the results were tested to ascertain the reliability for the data. The researcher employed a pilot study to ensure reliability. The researcher administered the questionnaire containing the items that were supposed to be measured to a set of 10 respondents were not part of the main study. This helped the researcher to ensure reliability of the study. The reseacher found that out the results were reliabile since the alph values were above 0.7 as recommended by (Mugenda & Mugenda, 2013).

Table 3.2: Reliability of the tool

Construct	Item tested	Alpha values
Positive Deviance Behavior	12	.792
Managerial agility	13	.761
Business Resilience	17	.768

3.9 Measurement of study variables

- **Positive deviance behavior**

  Positive deviance behavior in this study was measured basing on novelty experiments, adoption, and new knowledge values as advanced by different scholars such as (Mayanja 2019). The items measuring the variable were ranked on a five-point scale, where "5-strongly agree, 4-Agree, 3-Un decided, 2-Disagree, 1-Strongly disagree"

- **Managerial agility**

  Managerial agility in this study was measured using flexibility, technology adoption, and responsiveness as advanced by different scholars such as (Anggraini & Sudharitio 2019). The tool solicited responses basing on a five-point scale, where "5-strongly agree, 4-agree, 3-un decided, 2-disagree and 1-strongly disagree".

- **Business resilience**

  The business resilience was measured using dimensions of self-situation awareness, bounce back, knowledge leverage and proactive postures as suggested by (Fnlayson,

2023). The items was ranked on a five-point scale, where "5-Strongly agree, 4-Agree, 3-Undecided, 2-Disagree and 1-Strongly disagree".

3.10 Data Collection Procedure

The researcher obtained a letter from Kyambogo University, granting permission to proceed with data collection. The researcher commenced by requesting permission from the business owners in Kampala capital city to conduct research. Upon receiving approval to conduct research, the research accessed the respondents. Thereafter, the researcher sent reminders to the respondents to complete the filling out of the questionnaire. Raw data was then be collected and coded before data analysis was completed. During editing, viewpoints of the respondents that seemed not clear during the interviews were taken back to them for verification so as to ascertain the meaning of the responses that seems ambiguous.

3.11 Data Analysis

3.11.1 Quantitative Analysis

The data collected by use of questionnaire was arranged, coded, edited for consistency and later entered using Statistical Package for Social Scientists (SPSS) Version 23. This helped the researcher to summarize coded data and assist in quick interpretation of results. Descriptive statistics such as; mean and standard deviations helped the researcher to analyze, interpret and transform data acquired into meaningful information. Correlation analysis was used to find the relationship between variables of the study. In order to examine the effect of the independent variable on the dependent variable, regression analysis was carried out using SPSS Version 23. Inferential statistics were also applied to show the degree and direction of the variables under study.

3.12 Ethical Considerations

In this study, the researcher upheld the ethical principles of privacy, informed consent, anonymity, confidentiality, and avoided plagiarism.

Informed consent was upheld by obtaining the consent of the respondents, who were participants in this case, before involving them in the study. Indeed, informed consent formed the basis of the implicit contractual relationship between the researcher and the participants as most of the facts about the study were brought to the attention of the participants for the purpose of helping them make decisions relating to participation in the study. Consistent with Greener (2008), participants were informed about the purpose of the study, benefits of undertaking the study, their role in the research study, potential benefits and risks of the study to participants, expected duration of the study, and how the required confidentiality would be ensured, and how participants could withdraw their consent at any time. Participants were also informed about what would happen to the data that would be collected from them, and how the researcher would keep and dispose of the data collected from the participants, all of which were important in determining their decision to participate in the study. Respondents were not in any way coerced to participate in the study but rather participated by their free will.

Seeking informed consent from participants guaranteed that they were well informed of the facts related to the study (or aims, objectives, and consequences of their participation) that would be likely to influence their decision to participate in the study (Diener & Crandall, 1978).

Privacy of the research participants was upheld by ensuring that no personal data was collected from them. The researcher informed the participants of their right to privacy. For instance, to refuse to answer the questionnaire or to be interviewed, to obtain permission to participate in the study, to limit the time needed for participation in the study (Cohen *et al.,* 2007). To ensure anonymity of the participants, all the participants in the research study remained anonymous

and were not identified throughout the study only by their social demographic characteristics. The researchers typically gathered and reported data in ways that kept the respondents' identity anonymous or confidential.

3.13 Study limitations

Respondents did not have enough time to carefully study and understand the questionnaires before filling them. The researcher therefore scheduled appointments with respondents and agreed on specific collection times to give respondents ample time to fill out the questions.

Some respondents were not willing to participate in the study. To minimize non-response, the questionnaire was accompanied by a cover letter from the University, clearly stating the purpose of the study and its intentions.

There was no data base compiled for women owned business in Kampala capital city. The researcher therefore used the data base for SMEs in Kampala capital city and deducted the percentage of women from the population.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF FINDINGS

4.0 Introduction.

This chapter presents the findings on the response rate, the demographic characteristics of respondents, the descriptive results of variables, the relationship between positive deviance behavior and business resilience among women owned enterprises in Kampala capital city, the relationship between managerial agility and business resilience among women owned enterprises in Kampala capital city, and the mediating role of managerial agility in the relationship between positive deviance behavior and business resilience among women owned enterprises in Kampala capital city.

4.1 Response Rate

Table: 4. 1 presents the response rate

Table 4.1 below presents the response rate of respondents in the study.

Targeted Businesses	Acquired Businesses	Response Rate
380	273	71.8%

Results from Table 4.1 above, show that out of 380 targeted women owned enterprises, 273 represents 71.8 percent managed to respond back. This shows that the response rate was above 70 percent as recommended by the (Guttmacher Institute, 2006). This showed that the response rate was good and the results can be generalized.

4.2 Demographic characteristics of respondents

The results below are the demographic characteristics of respondents in the study.

4.2.2 Age of respondents

Table 4.2: Presents Age of the respondents

Table 4.2 below presents Age of the respondents

Age Group	Frequency	Percent
18 - 29	56	20.5
30 - 39	83	30.4
40 -49	79	28.9
50 - 59	50	18.3
60 Above	5	1.8
Total	**273**	**100**

Source: Primary data, 2023

The results in Table 4.2 above indicate that 30.4 percent of the respondents were aged 30 - 39years, 28.9 percent were 40-49years, 20.5 percent were 18-29years, while 18.3 percent were 50-59years and those above 60years were 1.8 percent. This means that women between the age of 30 and 49 years have matured, believed to carry a lot of responsibilities, had energy and commitment to their business.

4.2.3: Martial status of the respondents

Figure 2 below shows the marital status of the respondents in the study.

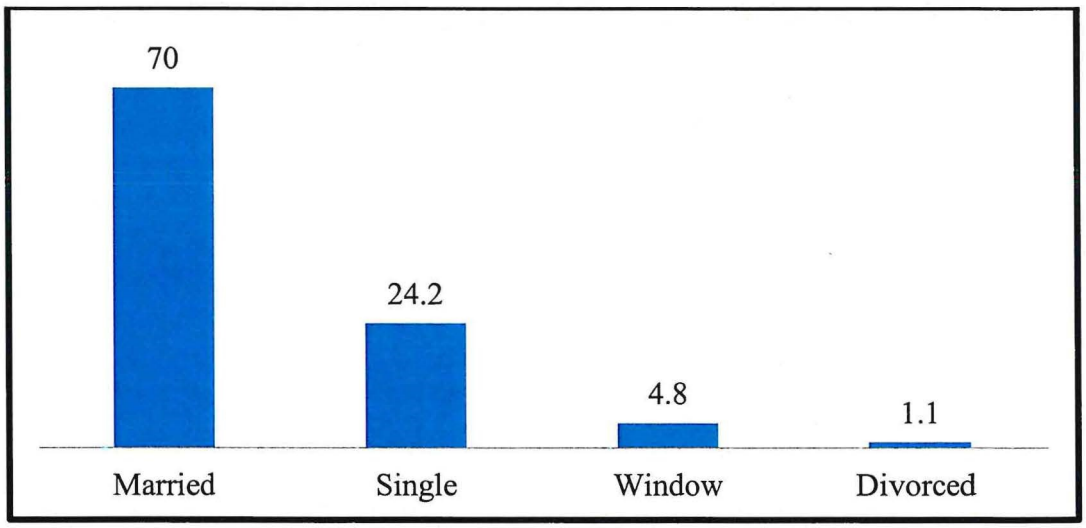

Figure 2: Marital status of respondents

Source: Primary data, 2023

Results in Figure 2 above show70.0 percent of the respondents were married, 24.2 percent were single, 4.8 percent were windowed and 1.1 percent had divorced. This implies that most of the respondents have children and families meaning they have responsibilities and need side businesses to provide for the families.

4.2.4 Level of education of the respondents

Table 4.3: Level of education of the respondents in the study

Table 4.3 below presents the level of education of the respondents in the study.

Level of Education	Count	Percent
Certificate	69	25.3
Diploma	81	29.7
Bachelors	105	38.5
Masters	7	2.6
Others	11	4.0
Total	**273**	**100**

Source: Primary data, 2023

Results in Table 4.3 above show that 38.5 of the respondents were bachelor's degree holder, 29.7 percent were diploma holders, 25.3 percent had certificates, 4.0 percent were not educated and 2.6 percent were master's holders. This implies that majority of the respondents in this study had gone go to school and had some knowledge, capacity and capability to start up these businesses because of their education background.

4.3 Business characteristics

The results in this section highlight the nature of the businesses that have been initiated by and currently owned by women. The attributes give an insight as to what kind of small businesses were investigated in this study.

4.3.1 Status of businesses

Figure 3 below shows the registration status of businesses that were considered in this study.

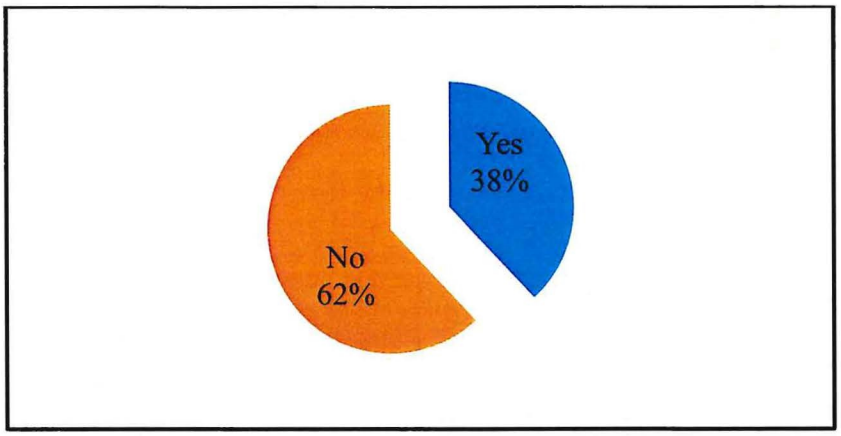

Figure 3: The registration status of businesses

Source: Primary data, 2023

Results in Figure 3 above indicate that 62 percent of the businesses were not registered, and 38 percent were registered. This implies that most of the business owners have not felt the need for registering their businesses. This shows that majority were not known by the government. Therefore, they were not paying taxes.

4.3.2 The period of operation of businesses

Table 4.4: The period of operation of businesses

Table 4.4 below shows the period the businesses had spent in operation.

Period	Frequency	Percent
1 - 4	151	55.3
5 - 9	72	26.4
Above 9	50	18.3
Total	**273**	**100**

Source: Primary data, 2023

Table 4.4 above show that most of these businesses from which data was collected, 55.3percent had been operating for 1-4 years, 26.4 percent 5-9 years and only 18.3 years had operated for above 9 years. This implies that majority of women owned businesses barely survive for years.

4.3.3 The number of employees in a business

Figure 4 below shows the number of employees of the businesses that were considered in this study.

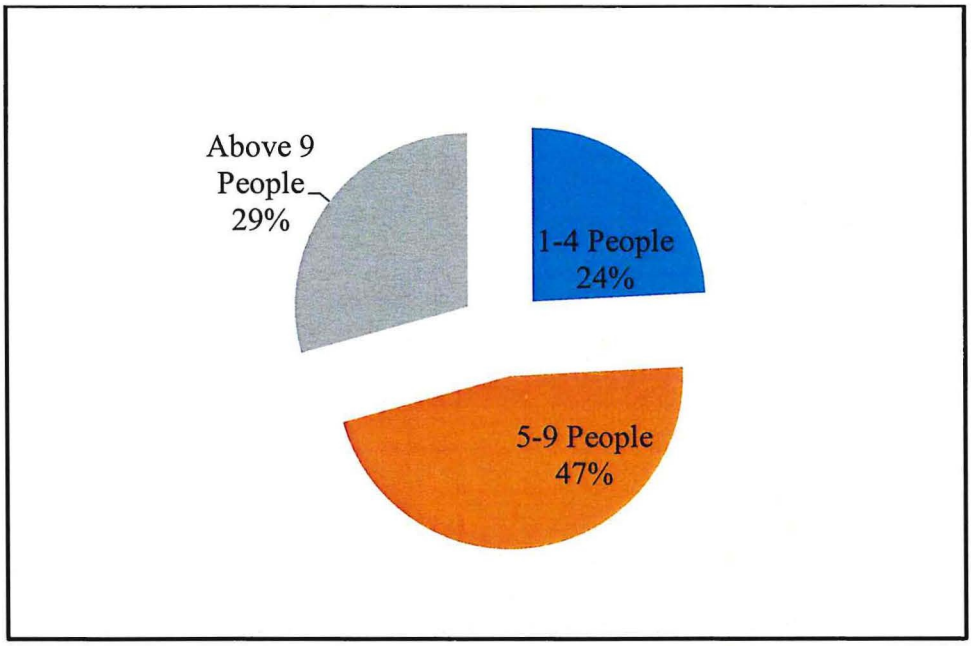

Figure 4: The number of employees in a business

Source: Primary data, 2023

Results in Figure 4 above indicate that most of the businesses 47 percent employed 5-9 people, 29 percent had employed above 09 people while 24 percent had 1-4 people. This implies that these businesses had a reasonable number of employees which sufficiently informed the study.

4.4 Descriptive analysis of the study variables

The descriptive statistics were presented in regard to the study variables. The findings were presented in the order of positive deviance behavior, managerial agility and business resilience.

4.4.1 Responses for positive deviance behavior

The descriptive statistics in this section presents the responses regarding managerial agility. The findings were subsequently analyzed using means, and standard deviations for interpretation.

Table 4.5: Descriptive statistics for positive deviance behavior

Positive deviance behavior	*Min*	*Max*	*Mean*	*S.Dev*
Novelty experiment				
The business has been able to come up with new ideas	1	5	4.75	0.54
The business rewards all staff that come up with new innovations	1	5	4.04	0.89
The business develops ideas brought up by staff members	1	5	4.54	0.78
The business has been able to expand due to the various innovative ideas brought on board	1	5	4.68	0.71
Grand Mean &S.Dev			***4.50***	***0.73***
Adoption				
The business has put in place many platforms to allow staff exchange ideas	1	5	4.07	0.91
The business management encourages open discussions with the staff	1	5	4.75	0.71
The business has the capacity to identify any new customer needs	3	5	4.85	0.37
Timely feedback is always given to staff regarding their ideas	1	5	4.12	0.75
Grand Mean &S.Dev			***4.45***	***0.68***
New knowledge value.				
Employees are always supported in their efforts to acquire new knowledge	1	5	4.07	0.84
In our company knowledge acquisition through research helps improve how resources are utilized	1	5	4.48	0.83
There are well defined processes for creation, capture, and acquisition of knowledge	1	5	2.93	0.94
We conduct research on new services, which helps employees to improve their knowledge and skills	1	5	4.10	0.83
Grand Mean &S.Dev			***3.89***	***0.86***

Source: Primary data, 2023

Table 4.5 above presents the descriptive statics of the respondents' views on positive deviance behavior. The findings revealed that majority of the respondents agreed that novelty experiments are essential with a mean score of 4.50 and standard deviation of 0.73 and the study also indicated that adoption is essential shown with a mean score 4.45 and standard deviation 0.68 and new knowledge values proved a mean score of 4.49 and a standard deviation of 0.64. This implies that the average mean score for positive deviance behavior was notably positive.

4.4.2 Descriptive statistics of Managerial Agility

The findings were subsequently analyzed using means, and standard deviations for interpretation.

Table 4.6: Descriptive statistics for managerial agility

Managerial agility	*Min*	*Max*	*Mean*	*S.Dev*
Flexibility				
The business has capacity to go by any changes in the business environment	1	5	4.82	0.44
The business has flexible work schedules	1	5	4.70	0.63
I can easily take on a new business venture	1	5	4.16	0.56
All employees are able to adjust to any new changes in the work place	1	5	4.70	0.75
Grand Mean &S.Dev			**4.59**	**0.59**
Technological adoption				
The business has been able to change as technology changes	1	5	4.30	0.83
The business is making use of social media platforms to reach a wide range of customers	1	5	4.29	0.97
The closure due to lock-down made the business to embrace digital marketing platforms	1	5	4.20	0.98
Most of my business transactions are done using online platforms	1	5	3.62	0.74
All the staff in the business can use any internet enabled device	1	5	3.89	0.95
Grand Mean &S.Dev			**4.06**	**0.89**
Responsiveness				
The business has capacity to make quick and timely decisions	3	5	4.82	0.40
The business has been able to thrive even within unstable environments	2	5	4.74	0.55
The business has capacity to address all customer needs regardless of the pressure	2	5	4.84	0.41
I am always alert to respond to any changes in the business environment	2	5	4.87	0.37
Grand Mean &S.Dev			**4.82**	**0.43**

Source: Primary data, 2023

Table 4.6 above presents the descriptive statistics of the respondents' views relating to the managerial agility. The findings revealed that flexibility is essential as shown with the mean score of 4.59 and standard deviation of 0.59, technological adoption was regarded important shown with a mean score of 4.06 and a standard deviation of 0.89 and responsiveness was essential as shown with a mean score of 4.82 and standard deviation of 0.43. The average managerial agility score among participants was notably positive, this is because the mean score was above 3.1 indicating that a significant portion of the participants possess strong managerial agility traits such as flexibility, technological adoption and responsiveness.

4.4.3 Descriptive statistics for Business Resilience

The findings were subsequently analyzed using means, and standard deviations for interpretation.

Table 4.7: Descriptive statistics on business resilience

Business resilience	*Min*	*Max*	*Mean*	*S.Dev*
Self –situation awareness				
We have a good understanding of the strengths and weaknesses in the business	3	5	4.96	0.21
I understands how the business competitors operate	1	5	4.17	0.46
I am able to project profits for the future of my business	1	5	4.48	0.65
I am prepared for any eventualities that may happen in the near future	1	5	4.23	0.55
Grand Mean &S.Dev			**4.46**	**0.47**
Bounce back				
We have the capacity to get back into business in case of any economic shock	1	5	4.79	0.47
There is enough capital to sustain business operations even when challenges arise	1	5	4.00	0.79
The business quickly recovers from losses that it makes.	1	5	3.98	0.55
I have made preparations to absorb shocks such as theft of business resources	1	5	3.60	0.76
Grand Mean &S.Dev			**4.09**	**0.64**
Knowledge leverage				
There are times that this business has come close to failing completely but then revived	1	5	3.49	0.85
The business shares ideas on its operations with other businesses	1	5	2.58	0.90
Creative thinking has always been encouraged in this business	2	5	4.74	0.51
There is a high level of searching for information among our employees	1	5	3.66	0.69
Grand Mean &S.Dev			**3.62**	**0.73**
Proactive posture				
All staff are encouraged to go to places such as workshops so as to acquire more knowledge	1	5	3.01	0.89
The business has overtime mentored its staff to become good leaders	1	5	4.08	0.79
The staff have acquired skills to help the business thrive for years to come	1	5	4.31	0.76
We collect information to help us make decisions for future business plans.	1	5	4.39	0.58
We contact suppliers to understand the trend of availability of our key inputs.	2	5	4.76	0.46
Grand Mean &S.Dev			**4.11**	**0.69**

Source: Primary data, 2023

Table 4.7 above presents the findings of the respondents' views on business resilience. The findings revealed that the majority of the respondents agreed that self-situation awareness was essential with a mean score of 4.46 and standard deviation of 0.47, bounce back was relevant with a mean score of 4.09 and standard deviation of 0.64, knowledge leverage was regarded essential with a mean score of 3.62 and standard deviation of 0.73 and proactive postures was important with the mean score of 4.11 and standard deviation of 0.69. The average business resilience score was notably positive.

4.5 Factor analysis for study variables

The researcher performed factor analysis with the objective of unveiling latent patterns, variations and dimensions present in the dataset, with the aim of minimizing dimensionality and enhancing the comprehensibility and credibility of research findings.

4.5.1 Factor analysis for positive deviance behavior

Table 4.8 below presents the factor analysis results for positive deviance behavior.

Table 4.8: Showing the factor analysis for positive deviance behaviour

Item	*Novelty Experiment*	*Adaption*	*New Knowledge Value*
The business has been able to come up with new ideas	.659		
The business rewards all staff that come up with new innovations	.768		
The business develops ideas brought up by staff members	.865		
The business has been able to expand due to the various innovative ideas brought on board	.869		
The business has put in place many platforms to allow staff exchange ideas		.605	
The business management encourages open discussions with the staff		.684	
The business has the capacity to identify any new customer needs			
Timely feedback is always given to staff regarding their ideas		.732	
Employees are always supported in their efforts to acquire new knowledge			.813
In our company knowledge acquisition through research helps improve how resources are utilized			.593
There are well defined processes for creation, capture, and acquisition of knowledge			.636
We conduct research on new services, which helps employees to improve their knowledge and skills			.786
Eigen Values	**2.5**	**2.2**	**2.0**
Variance %	**63.2**	**54.4**	**50.9**

Positive deviance behavior as shown in Table 4.8was assessed through the constructs of novelty experience, adaption, and new knowledge value. Regarding novelty experience, the dominant item accounted for a loading of (.869), with each factor explaining 63.2 percent of the data variance, signifying a relatively high variance in the data. Additionally, an Eigenvalue of (2.5) exceeding one suggests the significance of corresponding factors. In terms of adaption, the most prominent item accounted for a loading of (.732), with each factor registering 54.4 percent of the data variance, indicating a relatively high variance in the data. An Eigenvalue of

(2.2) higher than one highlighted the continued significance of other corresponding factors in the study. Lastly, focusing on the new knowledge value construct, the dominant item accounted for a loading of (.813), with each factor showing 50.9 percent of the data variance, reflecting considerable high variance in data. Then Eigenvalue results of (2.0) above one highlighted the importance of other corresponding factors in the study.

4.5.2 Factor analysis for managerial agility

Table 4.9 below presents the factor analysis results for managerial agility

Table 4.9: Showing the factor analysis for managerial agility

Item	*Technological Adoption*	*Flexibility*	*Responsiveness*
The business has capacity to go by any changes in the business environment	.696		
The business has flexible work schedules	.725		
I can easily take on a new business venture	.625		
All employees are able to adjust to any new changes in the work place	.747		
The business has been able to change as technology changes		.785	
The business is making use of social media platforms to reach a wide range of customers		.854	
The closure due to lock-down made the business to embrace digital marketing platforms		.812	
Most of my business transactions are done using online platforms		.527	
All the staff in the business can use any internet enabled device			
The business has capacity to make quick and timely decisions			.735
The business has been able to thrive even within unstable environments			.585
The business has capacity to address all customer needs regardless of the pressure			.887
I am always alert to respond to any changes in the business environment			.874
Eigen Values	**1.7**	**3.2**	**2.4**
Variance %	**41.9**	**63.1**	**60.8**

Results in Table 4.9 above showed that, it evaluated based on the dimensions of technological adoption, flexibility, and responsiveness. Concerning technological adoption, the dominant factor yielded a loading of (.747), with each factor showing 41.9 percent of the variance in the

data, indicating a relatively low variance of data points. Moreover, an Eigenvalue exceeding one (1.7) highlighted the relevance of other corresponding factors. For flexibility, the dominant factor displayed a loading of (.854), with each factor explaining 63.1 percent of the data variance which suggesting a relatively high variance in the data. A corresponding Eigenvalue surpassing one (3.2) emphasized the sustained significance of other corresponding factors in the study. Lastly, regarding the responsiveness construct, the leading factor demonstrated a loading of (.887), with each factor explaining 60.8 percent of the data variance, indicating a notably high dispersion of data. Eigenvalue outcomes exceeding one (2.4) were registered which highlighted the significance of other corresponding factors within the investigation.

4.5.2 Factor analysis for business resilience

Table 4.10 below presents the factor analysis results for business resilience

Table 4.10: The factor analysis of business resilience

Items	*Self-Situation Awareness*	*Bounce Back*	*Knowledge Leverage*	*Proactive Posture*
We have a good understanding of the strengths and weaknesses in the business				
I understands how the business competitors operate	.877			
I am able to project profits for the future my business	.769			
I am prepared for any eventualities that may happen in the near future	.775			
We have the capacity to get back into business in case of any economic shock				
There is enough capital to sustain business operations even when challenges arise		.666		
The business quickly recovers from losses that it makes.		.528		
I have made preparations to absorb shocks such as theft of business resources				
There are times that this business has come close to failing completely but then revived			.731	
The business shares ideas on its operations with other businesses			.711	
Creative thinking has always been encouraged in this business				
There is a high level of searching for information among our employees			.716	
All staff are encouraged to go to places such as workshops so as to acquire more knowledge				
The business has overtime mentored its staff to become good leaders				.592
The staff have acquired skills to help the business thrive for years to come				.718
We collect information to help us make decisions for future business plans.				.608
We contact suppliers to understand the trend of availability of our key inputs.				
Eigen Values	**1.4**	**1.9**	**1.2**	**2.6**
Variance (%)	**34.5**	**48.7**	**29.8**	**51.9**

Results in Table 4.10 indicate that business resilience was assessed in terms self-situation awareness, bounce back capability, knowledge leverage, and proactive posture. Concerning self-situation awareness, the leading factor exhibited a loading of (.877), with each factor contributing to 34.5 percent of the data's variance which indicated a relatively low level of

variance. Furthermore, the Eigenvalue of (1.4) which was above one highlighted the significance of other factors within the study. For bounce back, the dominant factor displayed a loading of (.666), explaining 48.7 percent of the variance in the data, suggesting a relatively low variance in the data. The Eigenvalue of (1.9) above one, indicated the relevance of other corresponding factors in the study. Regarding knowledge leverage, the dominant factor demonstrated a loading of (.731), and explained 29.8 percent of the variance in the data, which showed a relatively low degree of variability in data. The Eigenvalue results of (1.2) above one emphasized the importance of other corresponding factors in the study. Lastly, regarding proactive posture, the leading dominant factor exhibited a loading of (.718) and explained 51.9 percent of the variance in the data, indicating a relatively high variance in data. The Eigenvalue results of (2.6) which were above one highlighted the significance of other corresponding factors within the study.

4.6 Reliability Test Results

The results were tested to ascertain the reliability for the data. The reseacher found out that the results were reliable since the alph values were above 0.7 as recommended by (Mugenda & Mugenda, 2013).

Table 4.11: Reliability Test Results

Construct	Item tested	Alpha values
Positive Deviance Behavior	12	.864
Managerial Agility	13	.718
Business Resilience	17	.712

4.7 Correlation analysis

Pearson (r) correlations were employed the test the nature of the relationships between the study variables. If r is close to 1, it suggests a strong positive linear relationship. If r is close to

-1, it suggests a strong negative linear relationship. Two variables are said to be related either negatively or positively as the case may be, if the trends observed in them, occur concurrently.

Table 4.12: The relationships between the positive deviance behaviour, managerial agility and business resilience

	Mean	SD	PDB1	MA2	BR3
Positive Deviance Behaviour (PDB)1	4.491	.640	1.000		
Managerial Agility (MA)2	4.718	.552	.654**	1.000	
Business Resilience (BR)3	4.123	.569	.690**	.617**	1.000

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

The results in Table 4.12 above indicate that there is a positive and significant relationship between positive deviance behavior and business resilience (r = .690**, p<.05). Furthermore, the correlations results further revealed that there is positive and significant relationship between managerial agility and business resilience (r = .617**, p<.05).Lastly, the results showed a positive and significant relationship between positive deviance behavior and managerial agility (r = .654**, p<.05). This means that increase in positive deviance behavior and managerial agility leads to increase in business resilience.

4.8 Regression analysis

The researcher used regression analysis to determine the predictability levels of positive deviance behavior, managerial agility on business resilience.

4.8.1 The predictability level of positive deviance behavior on business resilience

Linear regression analysis was conducted, and the results are presented in Table 4.13 below. Table 4.13 below presents the predictability level of positive deviance behavior on business resilience

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.217	.099		22.306	.000
Positive Deviance Behaviour	.444	.023	.762	19.344	.000
Model Summary					
R Square	.580				
Adjusted R Square	.578				
ANOVA (F-Statistics)	374.198, P=.000 < 0.05				
Dependent Variable: Business Resilience					

From Table 4.13, it was revealed that positive deviance behaviour positively predicted Business Resilience by 57.8 percent (Adjusted R square =0.578). It also showed a goodness of fit (F= 374.198, p< 0.05). The model further indicated B-value = 0.444, p < 0.05 which showed that positive deviance behaviour had a statistically positive contribution on business resilience of women owned enterprises. Therefore, a unit increase in positive deviance behaviour will lead to 0.444 increase in business resilience, Unit decrease in positive deviance behaviour leads to 0.444 decreases in business residence.

4.8.2 The predictability level of managerial agility on business resilience

Table 4.14 below presents the predictability level of managerial agility on business resilience

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.012	.194		10.380	.000
Managerial Agility	.473	.043	.554	10.948	.000
Model Summary					
R Square	.307				
Adjusted R Square	.304				
ANOVA (F-Statistics)	119.851, P=.000 < 0.05				
Dependent Variable: Business Resilience					

Results in Table 4.14 above revealed that managerial agility positively predicted business resilience by 30.4 percent (Adjusted R square =0.304). It also showed a goodness of fit ($F= 119.851$, $p < 0.05$). The model further indicated B-value = 0.473, $p < 0.05$ which showed that managerial agility significantly influenced business resilience. This implied that a unit increase in managerial agility will lead to 0.473 increase in business resilience. Relatedly, unit decrease in managerial agility leads to 0.473 decrease in business resilience of women owned enterprises.

4.8.3 The predictability level of positive deviance behaviour on managerial agility

Table 4.15 below presents the predictability level of positive deviance behaviour on managerial agility

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.748	.145		18.909	.000
Positive Deviance Behaviour	.401	.034	.587	11.926	.000
Model Summary					
R Square	.344				
Adjusted R Square	.342				
ANOVA (F-Statistics)	142.218, P=.000 < 0.05				
Dependent Variable: Managerial agility					

Results in Table 4.15 above revealed that positive deviance behaviour positively and significantly predicted managerial agility by 34.2 percent (Adjusted R square =0.342). It also showed a goodness of fit (F= 142.218, $p < 0.05$). The model further indicated B-value = 0.401, $p < 0.05$ which showed that positive deviance behaviour significantly influenced managerial agility. This implied that a unit increase in positive deviance behaviour will lead to 0.401increase in managerial agility. Relatedly, unit decrease in positive deviance behaviour to 0.401decrease in managerial agility of women owned enterprises.

4.8.4 The predictability level of demographic characteristics of respondents, positive deviance behavior, managerial agility on business resilience

To determine the combined predictability level, a multiple regression was used. The results of a multiple regression were presented in Table 4.16below.

Table 4.16 below presents the Predictability level of demographic characteristics of respondents, positive deviance behavior, managerial agility on business resilience

Variables	Model 1			Model 2		
	B	S.E	β	B	S.E	B
Age Group Distribution	-.032	.018	-.114	-.021	.012	-.076
Marital Status	-.003	.028	-.006	.010	.019	.022
Highest Level of Education	-.021	.017	-.070	-.017	.012	-.057
Business Registration	-.126**	.037	-.206**	-.048	.026	-.078
Period in Operation	-.011	.023	-.030	-.001	.016	-.003
Number of Employees	.156**	.026	.384**	.056**	.019	.138**
Positive Deviance Behavior				.365**	.029	.625**
Managerial Agility				.121**	.042	.141**
R^2	.188			.619		
▲R^2	.167			.606		
ANOVA (F-Statistics)	**F=8.763, P=.000 <0.05**			**F=47.501, P<0.05**		

Note:

a) ** P<.01, * P<.05*

b) *B – Unstandardized coefficients*

c) β - *Standardized coefficients*

d) **S.E – Standard Error**

The results of the multiple regression analysis in **Model 1** examined the impact of respondents' demographic characteristics on business resilience, including factors such as age group, marital status, highest level of education, business registration, period in operation, and number of employees. The findings revealed that, with the exception of business registration and numbers of employees, the other demographic characteristics were not significant predictors of business

resilience. Specifically, business registration had a negative but significant influence on business resilience, while the number of employees had a positive and significant effect. Overall, the demographic characteristics explained 16.7% of the variation in business resilience (Adjusted R-squared = 0.167).

In **Model 2**, which incorporated the additional variables of positive deviance behavior and managerial agility, the results indicated a significant improvement in the prediction of business resilience. Together, these variables explained 60.6% of the variance in business resilience (Adjusted R-squared = 0.606), demonstrating a good model fit ($F = 8.763$, $p < 0.05$). The remaining 39.4% of the variation was attributed to other factors not included in the study. Both positive deviance behavior and managerial agility were highly significant predictors of business resilience ($p < 0.01$).

Notably, **positive deviance behavior** emerged as the strongest predictor, with a B-value of 0.365, meaning that a one-unit increase in positive deviance behavior leads to an increase in business resilience by 0.365 units. **Managerial agility** also positively and significantly predicted business resilience, with a B-value of 0.121, indicating that a one-unit increase in managerial agility increases business resilience by 0.121 units. These findings suggest that fostering positive deviance behavior and managerial agility can substantially enhance business resilience.

4.9 The mediating effect analysis

The researcher ran the mediating role analysis of managerial agility in the relationship between positive deviance behavior and business resilience. Mediation is one way that a researcher can explain the process or mechanism by which one variable affects another. Mediation analysis is highly informative in the design of intervention trials for assessing whether a treatment affected the outcome it was intended to affect, or whether a third variable was responsible for the

outcome. Mediation statistical models help clarify the relationship between independent predictor variables and dependent outcomes of interest by assessing the impact through the third variable.

There are some steps considered for carrying out mediation effect analysis and according to Baron and Kenny (1986) these steps 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) Assess the effect of the mediator (M) on the relationship between the independent variable (IV) and the dependent variable (DV)

The research ran different tests including Sobel, Aroian and Goodman tests to determine the mediating role of managerial agility in the relationship between positive deviance behavior and business resilience. The Sobel test was used because it is better for testing mediation in situations where a quick, direct, and analytical evaluation of the indirect effect is needed, particularly with moderate to large sample sizes.

Table 4.17: Results for mediation

Input		Test Statistics		Std. Error	*p*-Value
A	0.480	Sobel Test	8.04427583	0.02357863	0.000
B	0.513	Aroian Test	8.02885653	0.02362391	0.000
S_a	0.058	Goodman Test	8.0597843	0.02353326	0.000
S_b	0.044				

The results in Table 4.17 above, shows that Sobel Test showed Z-value = 8.04427583with Std Error = 0.02357863 and significant value at (p-value = 0.000 < 0.05). Secondly, Aroian Test showed Z-value = 8.02885653with Std Error = 0.02362391 and was significant value at (p-value = 0.000 < 0.05). Then Goodman Test showed Z-value = 8.0597843 with Std Error = 0.02353326 and was significant value at (p-value = 0.000 < 0.05). Therefore, having registered a positive and significant Z-value, all these three tests revealed that indeed managerial agility mediates the relationship between positive deviance behavior and business resilience women owned business enterprises.

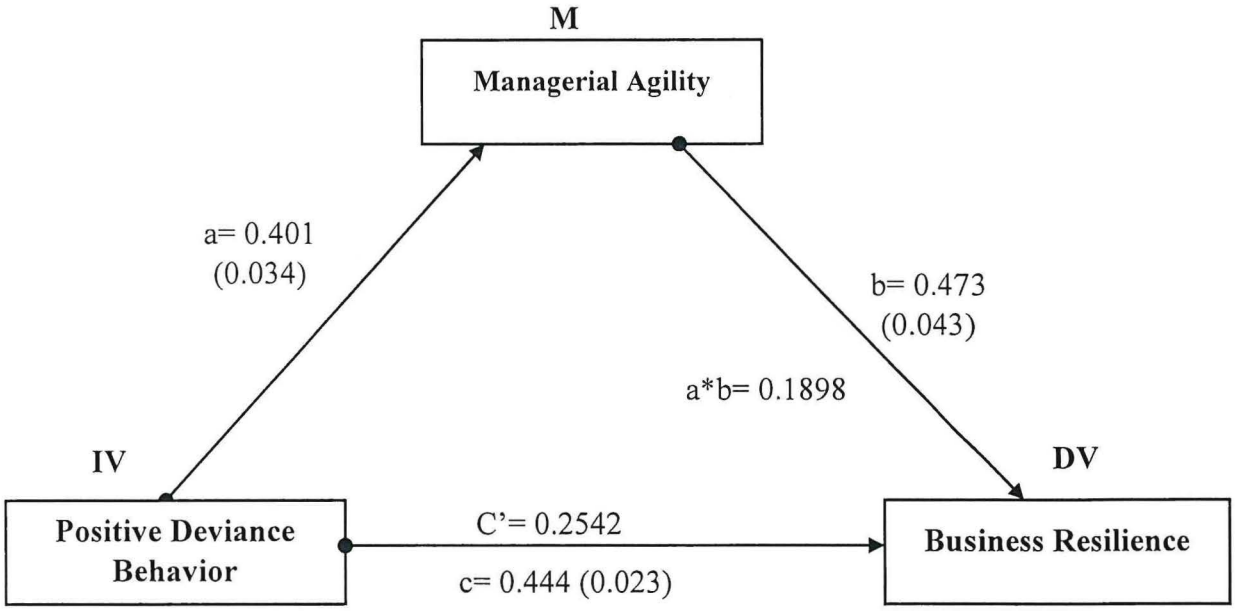

Figure 5: The mediating role of managerial agility in the relationship between positive deviance behavior and business resilience

Given that C' = 0.2542 which is significant, it implied that managerial agility partially mediated the relationship between positive deviance behavior and business resilience.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Under this chapter, the researcher presented the discussion of the study findings, conclusion and recommendations. The results were organized according to the study objectives which included the relationship between positive deviance behavior and business resilience among women owned enterprises in Kampala Capital City, the relationship between positive deviance behavior and managerial agility Kampala Capital City, the relationship between managerial agility and business resilience among women owned enterprises in Kampala Capital City, and the mediating role of managerial agility in the relationship between positive deviance behavior and business resilience among women owned enterprises in Kampala Capital City. The chapter also highlights areas that warrant further studies.

5.2 Discussion of the study findings

5.2.1 Positive deviance behavior and business resilience

There is a positive and significant relationship between positive deviance behavior and business resilience in women owned businesses. This happens when the business management experiments novelty by business rewarding staff that come up with new innovations, facilitate the generation of new ideas which leads to expansion of various innovative ideas brought on board. This therefore, builds trust among employees which improves employee productivity hence improved business resilience.

Additionally, businesses that are adaptive grant open discussions with staff and receive timely feedback through platforms that allow exchange of ideas which improves the level of searching for information among employees thus the potential to understand how the business

competitors operate hence improving the ability to acquire skills that can help business thrive for years to come.

Furthermore, business that embrace new knowledge value are likely to empower employees that engage in innovative activities, conduct research on new services, which helps them improve on knowledge acquisition, creation and capture, hence increasing their level of searching for knowledge. The findings aligned with insights from Zbierowski(2019) and Ahmadi et al. (2022) who emphasized the connection between the level of knowledge possessed by the employee and their level of innovativeness, suggesting that having new knowledge is indeed essential for driving innovation within organizations which plays a pivotal role in promoting business resilience.

5.2.2 Positive deviance behavior and managerial agility

There is a positive and significant relationship between positive deviance behavior and managerial agility in women owned businesses. This happens when businesses support employees in their effort to acquire knowledge, encourages innovative ideas brought on board by staff and as well reward all staff that have been able to come up with new ideas. This may help employees to adjust to any new changes in the work place hence the capacity to take new business ventures.

Additionally, businesses that put in place many platforms to allow staff exchange ideas encourage open discussions among staff members, timely feedback regarding their ideas hence improving their skills and knowledge. This may increase managerial agility in that the management is always alert to respond to any changes in the business environment, have capacity to address all customer needs regardless of the pressure and make quick and timely decisions which can enable the business to thrive even within unstable environments.

Furthermore, businesses that are open to new knowledge support their employees in the efforts to acquire new knowledge, conducting research on new services, which helps employees to improve their knowledge and skills and also improving how resources are utilized. This therefore improves the capacity to make quick and timely decisions which help businesses to thrive even within unstable environments and alert to respond to any changes in the business environment.

The findings resonated with the findings Gundling, Barton and Berg, (2021) and O'Reilly, Doerr &Rodríguez (2020) who revealed that positive deviance behavior encourages SME managers to challenge conventional norms and explore innovative solutions to problems, fostering a culture of experimentation and creativity. This mindset aligns with the principles of managerial agility, which emphasizes the importance of adaptability and quick decision-making in response to changing circumstances. Similarly, the findings aligned with findings of Reeves, Zeng and Venema, (2021) argue that positive deviance encourages SMEs to adopt a learning-oriented approach, where failures are seen as valuable opportunities for growth and improvement. This mindset fosters organizational agility by promoting a culture of continuous learning and adaptation.

5.2.3 Managerial agility and business resilience

There is a positive and significant relationship between managerial agility and business resilience in business owned by women. This happens when business management adopts technology in the running of the business which increases their capacity to go by any changes in the environment and possesses flexible work schedules that can help them easily take on a new business venture. This helps the business quickly recover from losses that it makes and sustain business operations even when challenges arise.

More still businesses that are flexible in the way they operate, change with the changes in technology for example adopting use of social media platforms and thus embraced digital marketing through the use of internet enabled devices. This helps the employees and staff to acquire the skills and knowledge that can later help the business thrive for the years to come.

Furthermore, business managements that are *responsive,* have the capacity to make quick and timely decisions, respond to any change in the business environment and can thrive even in unstable environments hence the capacity to address all customer needs regardless of the pressure. This therefore helps the business in preparing for any eventualities that may happen in the near future. These findings agreed with the findings of Pellizzoni et al. (2019) and Dubey &Gunasekaran (2015) who provided a framework for understanding the building blocks of agility, including flexibility and responsiveness culture. Responsiveness crucial for fostering agility within business, enabling them to respond effectively to changing environments and customer needs which increases the business earnings.

5.3.4 The mediating role of managerial agility on the relationship between positive deviance behavior and business resilience

The study revealed that there is a relationship between positive deviance behavior and business resilience among women owned enterprises. This happens by business putting in place many platforms to allow staff exchange ideas and as well conduct research on new services, which helps employees to improve their knowledge and skills hence the capacity to make decisions for future business plans.

This relationship improves when managerial agility is introduced, consequently managerial agility plays the role of a mediator between positive deviance behaviour and business resilience thus businesses should emphasize the importance of managerial agility. This happens in a way that, businesses that are able to adjust to any new changes in the work place, have the capacity

to make timely decisions which help them to respond to any changes in the business environments.

The study therefore revealed that managerial agility mediates the relationship between positive deviance behaviour and business resilience among women owned enterprises. This come to pass when business managements conducting research on new services come up with new ideas and new innovations, which help them easily, take new business ventures that lead to identification of new customers and therefore increase on their ability to address all customer needs regardless of the pressure. As a result, there is an increase in capital to sustain business operations even when challenges arise, hence a quick recovery from loses made.

Correspondingly, business that develop ideas brought up by staff and provide timely feedback regarding their ideas, possess flexible work schedules that can help them change with the changes in technology such as embracing digital marketing platforms, like social media to reach a wide range of customers. This helps in increasing the level of searching for information among employees in a business. Therefore, any change in the managerial agility, alters the strength in the relationship between positive deviance behavior and business resilience.

The study findings were in line with findings of Scholars like Hijjawi (2017) who emphasize the importance of agility in responding effectively to turbulence and market changes, highlighting aspects such as time-to-market for new products, order processing, and organizational reconfiguration. It is critical area that improving business resilience and productivity, including communication knowledge management and customer engagement will need strong managerial agility. Furthermore, the findings of the study were consistent with the broader literature on organizational resilience and its drivers. Liang & Cao (2021) and Patti and Lee (2017) highlighted the positive correlation between employee resilience, organizational innovation, and creativity, emphasizing the role of organizational culture and

leadership in fostering resilience. These insights reinforce the notion that businesses can recover from shocks and achieve breakthrough growth through resilience.

5.3 Conclusions

In this study the researcher concludes that positive deviance behavior predicts business resilience among women owned enterprises. Business that is able to come up with new ideas, encourage open discussion, focus on innovation, knowledge acquisition, adaptive decision making processes, quickly recovers from losses that it makes, and finds it easy to prepare for any eventualities that may happen in the near future, This is because the innovations, flexibility and knowledge leverage help you achieve business resilience.

5.4 Recommendations

The following recommendations were put forward;

5.4.1 Methodological Recommendations

To address the issue of non-generalizability, future studies should consider sampling women entrepreneurs from a variety of regions across Uganda, rather than solely focusing on Kampala Capital City. This will help in obtaining a more representative sample and increase the generalizability of the findings to the broader population of women entrepreneurs in the country.

Researchers should consider adopting a longitudinal study design for future investigations. Longitudinal research allows for the examination of changes in variables over time, providing more robust evidence for causal relationships. By collecting data at multiple points in time, researchers can better understand the positive deviance behaviors and managerial agility and their impact on business resilience among women entrepreneurs.

Researchers could consider employing a mixed-methods approach that combines quantitative and qualitative data collection methods to gain a comprehensive study. This would allow for a more comprehensive understanding variable under study. Qualitative data could provide insights into the mechanisms through which positive deviance behaviors and managerial agility affects business resilience, while quantitative data could help in identifying patterns and relationships.

Furthermore, researchers ought to anchor the study on different theories other than dynamic capabilities theory and complex adaptive theory to enhance a generalized study.

5.4.2 Policy Recommendations

Government agencies and business support organizations should prioritize programs aimed at promoting managerial agility among women-owned businesses. This can be achieved through training, workshops, and mentorship programs focused on fostering flexibility, quick decision-making, and embracing technological advancements.

Ministry of Trade, Industries and Cooperatives and Ministry of Finance, Planning and Economic Development should ensure that women-owned businesses have access to resources such as financial support, technological infrastructure, and training opportunities. This can be achieved through the creation of targeted funding programs and partnerships with financial institutions and technology providers.

Governments should create an enabling environment that supports innovation and creative thinking among women entrepreneurs. This can be done through the establishment of innovation hubs, incubators, and accelerators that provide resources and mentorship to women-owned businesses.

5.4.3 Managerial Recommendations

It was recommended that there is need for business to foster innovation, open communication, continuous learning, and adaptive decision-making processes. This will not only enhance business resilience but also ensure long-term success in dynamic and competitive environments, positioning women-owned enterprises for sustained growth and prosperity.

Regarding prioritizing managerial agility within women-owned businesses, it was recommended that there is need for fostering a culture of adaptability, embracing technology, and promoting quick decision-making for businesses enhance their resilience and ensure long-term sustainability in dynamic and uncertain environments.

Lastly, it was recommended that there is need for encouraging creative thinking and embracing technological advancements, businesses can significantly enhance their resilience and ensure long-term sustainability in competitive markets, ultimately driving growth and success.

5.5 Areas for Further Research

The following future research studies were put forward:

(i) This study focused on only women-owned businesses, therefore, future studies need to study the relationship among positive deviance behavior, managerial agility and business resilience while focusing on other sectors.

(ii) It is essential for future studies to observe the study from other geographical areas other than Kampala for more comprehensive results.

(iii) Finally, the study was carried out in a very short period; therefore further studies should consider it for quite longer period.

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APPENDICES

Appendix I: Questionnaire

Dear Respondent,

Request to Complete a Research Questionnaire.

My name is Nalukwago Madiina, a Masters student at Kyambogo University, conducting a study on positive deviance behavior, managerial agility and business resilience among women owned enterprises in Kampala Capital City. You have been selected as a potential respondent in this study; I therefore request your consent to participate in this study. Your opinion will not only be respected but will also be treated with utmost confidentiality. The responses you will give will be strictly used for academic purposes only.

SECTION A

Pleas tick (√) in the row below the specified variable

Gender	Male	Female			
Age	18-29	30-39	40-49	50-59	60 Above
Marital status	Married	Single	Widowed	Divorced	
Education Level	Master's	Bachelors	Diploma	Certificate	Others

SECTION B

1. Is your business registered?

YES	NO

2. For how long has this been in operation?

1-4 years	5-9 years	above 10

3. How many employees does your business have?

1-4	5-9	Above 10

Instructions: Please tick the most appropriate option basing on the scale provided below

Likert Rating Scale

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
1	2	3	6	7

CODE	POSITIVE DEVIANCE	1	2	3	4	5
	Novelty experiment					
PN1	The business has been able to come up with new ideas					
PN2	The business rewards all staff that come up with new innovations					
PN3	The business develops ideas brought up by the staff					
PN4	The business has been able to expand due to the various innovative ideas brought on board					
	Adaption					
PA1	The business has put in place many platforms to allow staff exchange ideas					
PA2	The business management encourages open discussions with the staff					
PA3	The business has the capacity to identify any new customer needs					
PA4	Timely feedback is always given to staff regarding their ideas					
	New knowledge value					
PNK1	Employees are always willing to engage in innovative activities					
PNK2	In our company knowledge acquisition through research helps improve how resources are utilized					
PNK3	There are well defined processes for creation, capture, and acquisition of knowledge					
PNK4	We conduct research on new service, which helps employees to up-skill results in knowledge acquisition					

Instructions: Please tick the most appropriate option basing on the scale provided below

Likert Rating Scale

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
1	2	3	4	5

CODE	MANAGERIAL AGILITY	1	2	3	4	5
	Flexibility					
MF1	The business has capacity to go by any changes in the business environment					
MF2	The business has flexible work schedules					
MF3	I can easily take on a new business venture					
MF4	All employees are able to adjust to any new changes in the work place					
	Technological adoption					
MT1	The business has been able to change as technology changes					
MT2	The business is making use of social media platforms to reach a wide range of customers					
MT3	The closure due to lock-down made the business to embrace digital marketing platforms					
MT4	Most of my business transactions are done using online platforms					
MT5	All the staff are computer literate					
	Responsiveness					
MR1	The business has capacity to make quick and timely decisions					
MR2	The business has been able to thrive even within unstable political environment					
MR3	The business has capacity to address all customer needs					
MR4	I am always alert to respondent to any changes in the business environment					

Instructions: Please tick the most appropriate option basing on the scale provided below

Likert Rating Scale

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
1	2	3	4	5

CODE	BUSINESS RESLIENCE	1	2	3	4	5
	Self-situation awareness					
BRS1	The business has a good understanding of its strength and weaknesses					
BRS2	The business understands how its competitors operate					
BRS3	I am able to project profits for the future my business					
BRS4	I am prepared for any eventualities that may happen in the near future					
	Bounce back					
BRB1	The business has capacity to get back into business in case of any economic shock					
BRB2	There is enough capital to sustain business operations					
BRB3	The business quickly recovers from the challenges it faces.					
	Knowledge leverage					
BRK1	The business shares ideas on its operations with other businesses					
BRK2	Creative thinking has always been encouraged					
BRK3	There is a high level of trust among our employees					
	Proactive posture					
BRP1	The business has overtime mentored its staff to become good leaders					
BRP2	The staff have acquired needed skills to help them thrive in its work environment					

END THANKS

Appendix II: Table for determining sample size from 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	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

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