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Uganda'daki Aile Şirketleri: Aile Şirketlerinin Başarısızlığı ve Örgüt Kültürünün Rolü Üzerine Görüşler

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ÖZET

Aile şirketleri (AB'ler), çalışan nüfusun %75'inden fazlasını istihdam eden ve dünyadaki ekonomik büyümeye en yüksek katkı sağlayan %75'in üzerinde GSYİH ile dünyadaki tüm işletmelerin %80- %98'ini oluşturur. AB'lerin hayatta kalması, daha iyi ardıllık, stratejik yönetim ve planlama faktörleri ile ilişkili olsa da kayırmacılık, zayıf iletişim, içe dönüklük, çatışmalar, finansal disiplinsizlik ve profesyonellik eksikliği AB'leri kolayca başarısız kılar. Bazı araştırmacılar Örgüt Kültürünün (ÖK) AB'lerin hayatta kalmasında önemli bir rol oynadığını dile getirmektedirler. Bu bağlamda bu çalışmada Uganda'daki AB'lerin başarısızlıklarının nedenlerini ve AB'nin hayatta kalmasında ÖK'nin rolünün araştırılması amaçlanmaktadır. Bu çalışma, ÖK'yi ataerkil, bırakınız yapsınlar (laissez-faire), katılımcı ve profesyonel kültürler biçiminde gören Gibb Dyer'ın ölçeğini kullanmaktadır. Buradan hareketle ÖK'nin AB'lerin ilk nesillerin ötesinde hayatta kalması üzerindeki etkisini ortaya çıkarmak için nitel araştırma yöntemi kullanılmıştır. Elde edilen veriler ise yayınlanmış eserler üzerinde bağımsız bir nitel tanımlayıcı yaklaşım olan tematik içerik analizi yoluyla incelenmiştir. Araştırmanın sonuçlarına göre, profesyonel kültürde gelişmek için yeni başlayan AB'lerin ataerkil bir kültürü benimsemesi, çalkantılı durumlardan ve kayırmacılıktan geçenlerin katılımcı bir kültürü benimsemesi, büyüme ve genişlemeden geçenlerin ise bırakınız yapsınlar (laissez-faire) kültürünü benimsemesi gerektiği ve profesyonellikten yoksun ve büyük boyutlu AB'lerin ise değişmesi gerektiği ortaya çıkmaktadır.

***Anahtar Sözcükler**: Örgüt kültürü, Aile şirketi, Paternalist, Laissez-faire, Katılımcı, Profesyonel, Uganda.*

Family Businesses in Uganda: Insights on Family Business Failure and the Role of Organizational Culture

ABSTRACT

Family businesses (FBs) constitute 80% - 98% of all businesses in the world, with GDP of over 75%, employing over 75% of the working population and the highest contributor in economic growth in the world. Although the survival of FBs is associated with better succession, strategic management and planning factors (Chrisman et al, 2003), nepotism, poor communication, inward-looking, conflicts, financial indiscipline, difficult to change and lack of professionalism easily fail FBs. Some researchers believe Organizational Culture (OC) plays an important role in the survival of FBs. This study seeks to investigate the causes for the failures of FBs in Uganda and the role of OC on FB survival. This study uses Gibb Dyer's dimension (1988:40) which viewed OC in form of paternalistic, laissez-faire, participative and professional cultures. Methodologically, in this study qualitative grounded theory is used as a research method to understand the impact of OC on the survival of FBs beyond first generatıons and data was analyzed through thematic content analysis as an independent qualitative descriptive approach on published works (Braun and Clarke, 2006). Our findings suggest that start up FBs need to adopt a paternalistic culture, those undergoing through turbulent situations, nepotism to adopt a participative culture, those undergoing growth and expansion to adopt a laissez-faire culture and FBs that lack professionalism and big in size to evolve into professional culture.

***Keywords**: Organizational Culture, Family Business, Paternalistic, Laissez-faire, Participative, Professional, Uganda.*

INTRODUCTION

Although the survival of FBs after the demise of their founders remains a challenge to many, some FBs survive longer than their owners' visions. Studies by O'Hara (2004) show that FBs can survive more than 14 centuries as seen in some of the oldest Japanese family businesses such as Kongo Gumi that was founded in 578 AD in Japan, Kyori founded in 718 AD in Japan. Others include Strozzi e Guicciardini founded 994 in Italy, L'Hotel Corona snc founded in 1010 in Italy, Gallet Group AG founded in 1466 in Switzerland, Hotel Interlaken AG founded in 1239 in Switzerland, Goldene Engel Apotheke founded in 1389 in Switzerland, Schwabe AG founded in 1466 in Switzerland. Family-owned businesses such as John Brooke & Sons formed in 1541 in UK, Folkes group in the UK founded in 1697, Berenberg Bank in Germany founded in 1590, Creed perfume in France founded 1760, Brookes brothers in the US founded in 1818, Wiley in the US formed in 1807, have survived longer than the visions of their founders. Other popular FBs such as Casio (Japan), BMW (Germany), Ikea (Sweden), Fiat (Italy), Wal-Mart Stores, Ford Motor company, among others in Europe, Asia and Africa have also lived for decades despite economic crisis that engulfs the world.

Research on FBs has gained much attention from researchers, academicians, managers and practitioners among others with much focus on succession (Denison et al., 2004:61), performance (Dyer, 1986; Denison et al., 2004), and strategic management (Sharma et al., 2009:1) perspectives as major contributors to the survival of FBs. Largely, according to the observations on the literature, the contribution of OC on the survival of FBs has been ignored. According to Dyer, (1988: 18) and Sharma et al., (2009:61), the role of OC in the long-term survival of FB cannot be ignored. Secondly, although there are several studies on FBs, majority have concentrated on developed economies such as in Europe and Asia. For example, in the study conducted by Gupta and Levenburg (2010:155), cited Wortman (1995) to have found out 144 country-based studies on FBs of which 84 of such studies were carried out on USA, Canada and UK. This show both historically and geographically limited focus on other developing economies on the subject in emerging economies for example region of East Asia, Africa, Sub-Saharan Africa and Uganda in particular (Bruton, Ahlstrom, & Obloj, 2008:1; Khavul, Bruton & Wood, 2009:1219). This presents a research gap to study the role of OC on the survival of FBs in less developed countries such as Uganda.

Therefore, this study investigates reasons for the failure of FBs and the impact of OC on the survival of FBs in Uganda. This is because Uganda is among the developing economies in East Africa and studies on developing economies is low compared to research on the role of OC on FBs in developed economies (see Gupta &Levenburg, 2010:155; Bruton, Ahlstrom, & Obloj, 2008:1; Khavul, Bruton & Wood, 2009:1219). The study also aims to find out what kind of OC must be adopted at what stage or status of FB particularly in Uganda and which strategies can a particular FB undertake. Although there are various theories and dimensions of OC such as Denison's cultural dimension (Denison, 1984), Hofstede model (Hofstede, 1980; 2001), Quinn and Cameron model (Quinn & Cameron, 1984), Schwartz cultural dimension, (Schwartz,1999; 1992; 1994; 2012), Trompenaars and Hampden-Turner's cultural dimensions (Trompenaars & Hampden-Turner, 1997; 2003) and Schein model (Schein, 1985; 1990; 2010) among others, this study views family business culture in the perspective of Dyer Gibb's cultural dimension of 1988 to highlight on how Dyer's cultural perspective would contribute to FB survival in Ugandan context. Additionally, this study views OC in terms of paternalistic, laissez-faire, participative, and professional dimensions (Dyer, 1988: 18). It further widened past research on culture by clearly determining how culture contributes to FB survival and at the end of the study it will be established which OC reflects a particular FB.

Family Business and the Ugandan Context

According to Dyer (2019), the FBs enjoy benefits associated with family capital. Family capital is the direct and indirect benefits from human, social, and financial resources available to individuals as a result of family affiliation (Dyer, 2019:33). These resources help in shaping the performance of FB especially in its early stages. This is fostered by high levels of trust from family member which strengthen team members and improves on FB performance and long-term survival. Family capital entails human, social and economic capital. This is because affiliation to family broadens opportunities that help to push FB to be competitive in the industry. According to Gibb Dyer (2019), family capital is the most fundamental factor that explains why some individuals start businesses that succeed and others fail. This factor is so important that it could be the fundamental pillar in pushing family firms together and succeed. The family human capital refers to the skills, knowledge, and labor of family members. FB enjoys this benefit which is fundamental in nurturing the 'baby' FB in the day to day business life. Additionally, family human capital helps to impart desired cultural values and beliefs of the founder members to the children who are the most probable successors of such FB. This promotes building a long-lasting organizational culture. Family social capital refers to bond between the friends, clients, business associates and community leaders with the family members which can be used to access resources needed to push the FB going. Family social capital helps to give a positive reputation of the family thus leading to good will and trust which boost business performance through attraction and retention of customers. Family financial capital is that money and tangible assets such as office space, family vehicles, phones, computers, land, which help the newly started family business to survive and grow especially during poor economic times especially given the fact that it can be quickly obtained unlike in other non-FB establishments due to high trust within the family members hence bypassing collateral requirements and other transactional costs.

According to the Global Entrepreneurship Monitor (GEM, 2012; 2014), Uganda is among the most entrepreneurial country in the world with a start-up rate of 28%. This means that majority small and medium enterprises in Uganda are family-owned businesses hence this study not only shall address key concepts relevant to FBs in Uganda but also provide a framework to upcoming entrepreneurs who may need such important data findings to inform their decisions of starting up FBs. Uganda being a developing nation, the level of economic development is still low. The biggest part of the economy is supported by small businesses and few foreign investors. Therefore, people try to set up FBs to widen their economic bases, create more sources of income and enlarge their wealth creation bases to improve their general wellbeing. Meanwhile, according to *the Daily Monitor newspaper* of June, 2021, some of FBs in Uganda do not live to their expectations and those that survive for some time depend on loans and other financial assistances other than their profits. Borrowing from world view, this is because Ugandan FBs are not professional in management like those in Asia, Europe and America (Monticelli at el, 2019).

However, we observed some FBs that stayed for years in Uganda such as Mukwano Group of Company, Madhvan Group, Mulwana, BMK group of companies, and St Lawrence schools among others, and Uganda's economy has been supported by revenues from these and other family-owned businesses. FBs also support national economies and family needs (Ozgun and Moyo, 209). Additionally, FBs in Uganda are in form of small, medium, and large multinational corporations. Uganda accommodates young and old FBs that can be found virtually in every industry, from agriculture and manufacturing to finance and technology (New vision online newspaper of September, 2011) and like others in the world, FBs in

Uganda also operate in forms of sole proprietorship, partnerships, limited liability companies, corporations, and holding companies among others (Poza, 2010: 4).

Poza (2010: 6) also viewed a FB as any enterprise whose ownership control, strategic preferences, and culture are predominantly influenced by two or more family members. This means that in a FB, one or more members of the family can have an ownership stake in the business, and they may also play key roles in its operation and management. In addition, one of the defining characteristics of a FB in Uganda like any other country is the close relationship between the family members who own and operate the business. These members often share a common vision for the company and are deeply invested in its success. However, family businesses can also face unique challenges, such as conflicts between family members plus the difficulties in separating personal from professional relationships when it comes to business.

Family Business Failure in Uganda

FBs in Uganda, like in any other country, can face a number of challenges that can contribute to their failure. According to IFB research foundation report on FB challenge, Family businesses differ from each other as non-family businesses differ from business families. In Uganda, some FBs thrive when their proprietors are still living and fail as a result of the demise of their proprietor members (*New vision newspaper*, September, 2011). Surprisingly, some FBs also fail even when their appropriators are still living, this has resulted to poverty among family members including those who were previously rich after abandoning their previous businesses and jobs (*Daily Monitor*, June, 2021).

Although there is no clear explanation on how some FBs operate more than multiple generations in Uganda, it is well known that some FBs in Uganda like in other nations lack the necessary business skills needed to effectively run and grow business (Pounder, 2015). According to the Ugandan newspaper, *New Vision* of September, 22, 2011, many FBs are often started by individuals with technical skills, but not necessarily business skills which lead to inadequate planning and poor financial management hence business failures. Sometimes FBs fail when people with businesses skills decide to pass or transfer businesses to their young generations with limited or no skills in business management hence failures of businesses (Monticelli at el., 2019). This is done by the appropriators when they are still alive, succession or through wills after their death.

Poor Succession Planning. Poor handling of succession is also attributed to failures of family businesses in Uganda. With this, majority of the founders of businesses pass their sweats to their successors like children, and relatives who do not have skills or interest to run the businesses (Ozgun and Moyo, 2019). On top of poor succession plan, some FBs may have no business plans for the successors to follow. According to the report titled, ‘From trust to impact East Africa Family Business Survey 2021 conducted by Price Waterhouse Coopers (PwC), by 2021 as reported in *Daily Monitor* (2021), only 26 per cent of FBs in Uganda had a strong written business succession plans that can be referred to by the next generations for the continuation of business. This poor succession planning mistake is either made in poor grooming of successors or poor planning and writing of inheritance wills. However, some family members test the ability of their successors based on successors’ behaviors and family management skills other than business management skills, the two are completely different. The PwC report also showed that families have to create strong foundations for their FBs by looking beyond family management and to write well documented plans that can be followed by the remaining managers and future generations. This is because businesses are not run relying on blood relationships, trusty and relativeness in families as the main component (PwC report 2021) but professionalism should be applied in business activities because unprofessionalism might result into conflicts since different family members have different business intentions and feelings (*Daily monitor*, 2021).

Conflicts. Differences in priorities, business objectives, rules and emotions among family members also contribute to the failure of FBs in Uganda. Family members always be with different interests which can lead to tensions, conflicts and friction in decision makings and collapse of family companies in the long run (Chrisman et al, 2003 and *Daily monitor,* 2021). According to Pounder, (2015), these disagreements are caused by family traditions and legacy, differences in age and wealth, discrimination and changes in business economic goals that conflict with family goals. Therefore, few strong economic decisions can be made based on economic grounds but rather on the interests of business owners (Pounder, 2015), hence the death of FBs.

The failure to understand the three-circle model of FB. The famous Three-Circle Model of FB was created in 1978 by Renato Tagiuri and John Davis at Harvard business school. It is made out of family, business and ownership and it is the foundation of a family company. This three-circle model helps to identify the roles, motivations, expectations and fears of individuals within ownership, business and family members. Members that make the three circle model include: External investors or shareholders who are not members of the family but part of the business ownership, non-family employees (these come for money not for the legacy of the business), non-family business owners that work in the company, family members who share ownership but are not employees in the business, family members who are neither owners nor employees in the business (like partners and spouses), employees from the family who are not attached to the ownership, and family members who are owners and also work in the business (Ozgur and Moyo, 2019). These three components are interrelated and they drive FB jointly. However, each individual in the circle has its own goals, viewpoints, dynamics and concerns which may lead to the failure of the business. This might happen when their interests are not well integrated. Each group's interest must be respected (Ozgur and Moyo, 2019), but in Uganda we have sometimes seen some members who think they have more decision making powers than others in FBs which leads to failures at different times.

Poor communication in any organization is also a threat to its success. Improved communication and effective language are important in family businesses to create relationships among organization owners, staff, customers and other stakeholders. These help to improve the performances of family business and lead to increased sales. On the other hand, poor communication may lead to decrease in sales and it can ruin reputation of any business hence business failure. However, effective communication should involve a communication language mixed with rhetorical tactics to convincingly communicate ideologies (Katamba, 2022) of the company to the members and shareholders of a particular company for effective negotiations to achieve the intended goals and improve performance advantages in the company. Katamba, (2022) also said that rhetoric is capable of changing the minds of people and persuade them to understand the massage found in every well packaged communication. Therefore, FB staffs should apply effective communication in their process of doing work for sustainable and profitable businesses.

Financial indiscipline. FBs are largely driven by family decisions whose financial implication is often undermined. Decisions that drain the financial strengths of FBs include living exotic lifestyles, acquiring expensive assets through company finances, spending on non-strategic ventures among others. According to Nangoli et al., (2013) majority SMEs in Uganda collapse in their early stages of their establishments due to their poor saving culture, lack of supervision, financial indiscipline.

Finally, unfavorable government policies and laws are undermined factors that lead to the failure of FBs too. The failure or the survival of FB mostly depend on countries' policies and culture (Ozgur and Moyo, 2019). Due to social media and main media observations, in Uganda in most cases, citizens have been outcry the poor taxation policies such as high taxation, tax free or tax holiday policies government gives to the foreign investors and to the few selected citizens and leaves others doing the same businesses out.

Organizational Culture

There are numerous definitions of culture, just as there are many and writers and studies on this topic. Cameron and Quinn (2011:18) observed that there were over 150 definitions of culture. Early definitions of culture referred to culture as “a condition possessed by society”, (Kroeber & Kluckhohn, 1952:13). Culture refers to an integrated system of learned behavior patterns that are distinguishing characteristics of members of any given society (Czinkota and Ronkainen, 2007: 54). Terpstra (1994) discussed that culture included integrated sum of total learned behavioral traits that are shared by members of a society. It comprises of shared and acceptable values, principles and ideas (Czinkota and Ronkainen, 2007: 54). Hofstede (1984:13) defined it as “the collective programing of the mind”. Therefore, culture begins where people interact and ends with the characteristics of an individual (Rathje, 2009:40).

OC refers to the behaviors and practices carried out within the organization. In the book ‘’Organizational Culture and Leadership”, Schein (2010:18) defined it as “a pattern of shared assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.” OC is therefore the underlying values, beliefs, and principles that serve as the foundation for an organization’s management system, practices and behaviors.

OC has mainly been studied from two perspectives, that is phenomenal approach that concentrates on nature of culture, ways to study culture, managing and changing culture (see Hofstede, 1986, 1990; Kotter & Hesket, 1992; Schein 1992); and from the functionalist approach (Denison & Mishra, 1995; Cameroon & Quinn, 1999) that concentrates on the culture-performance relationship (e.g Zakaria, Poku & Ansah, 2013; Liu, 2013). According to Schabracq (2007), functional approach is based on what culture wants to achieve because it is regarded as the means to survival, and problem-solving mechanism aimed at the attainment of set goals. According to functional approach, OCs can mean the practices of the organisations and the policies that drives it. Therefore, it is possible for the OC to be transmitted from generation to generation (Czinkota & Ronkainen, 2007: 54) through social organizations, schools, religion, and government. This may be possible if OC are well organized.

Several studies have argued the uniqueness of organizations as a contribution of OC that is claimed to differentiate individual organizations from others (Schein, 2010; Weber & Tarba, 2012 cited by Pathiranage, 2019:1). According to Schein (2010), the founder’s values, norms, assumptions, beliefs, and personal experience mainly reflect the culture of the organization. This is the main reason for the uniqueness of a given organization from the other. The community values and norms also contribute to the nature of OC culture (Uddin et al., 2013 cited by Pathiranage, 2019:2). Cameron & Quinn (2011:6) argued that sometimes OC is developed consciously by management team members whose main focus is about improving and maintaining a sustainable organizational performance.

To improve the OC performances in FBs, Dyer (1986) viewed FBs to have four cultural levels; artifacts, perspectives, values and assumptions. Artifacts includes physical such as the dress, company logo or any emblems used by the group; verbal such as the language, jargons, proverbs, and stories; and behavioral such as rituals and ceremonies. These are the most noticeable (Dyer, 1988: 18). Perspective is ‘‘a coordinated set of ideas and actions a person uses in dealing with some problematic situation’’ (Becker et al., 1961 cited by Dyer, 1988: 18). They are the norms and rules of conduct used in a given situation by a group in handling like hiring, training employees or developing new products. Also, there are values, these are broader principles which can be formal or informal such as not asking the superiors. Assumptions are the premises on which a group bases its world views and on which the artifacts, perspectives, and values are based. Therefore, with a well-organized and labeled culture views, cultures can be transmitted from generation to generation (Czinkota and Ronkainen, 2007: 54) through social organizations, schools, religion, and government. OC is looked at from dimensions of paternalistic, laissez-faire, participative, and professional dimensions (Dyer, 1988: 18).

Paternalistic Culture

A paternalistic culture is where by relationships are managed hierarchically, founders or family incumbents may retain all power and authority to make decisions, distrust outsiders and control key information (Dyer, 1988: 19; Discua Cruz et al., 2012: 149). In paternalistic cultures, business firms tend to be both past and present oriented. Past orientation is where by the business keeps track of the founder's legacy and beliefs (Dyer, 1988; Gupta, et al., 2008). In present orientation, the business appreciates the current challenges and requirements and focus on meeting such news threats even with the awareness of the founder's goals (Dyer, 1988).

Businesses that flourish under paternalistic culture are generally small in size (Dyer, 1988:20), with less training needs for its employees, and can survive up to a half a century. This is because the values of the owners are still present in family members which push them to high family commitment to the business (Gupta, et al., 2008:151).

Large and medium-sized businesses that are paternalistic need to embrace training requirements for key areas such as in strategic planning, decision making, and human resource management as mechanism for protection of their businesses from collapsing. Dyer (1988), observed that paternalistic businesses often die with founders' demise due to lack of family competences and leadership expertise. There are higher chances of practice of nepotism in this kind of FB which can impact negatively on the survival of the business.

Laissez-faire Culture

Closely related to paternalistic culture, Laissez-faire however views employees as trustworthy, can be given responsibility and authority to determine the means to achieve the goals of the owners (dyer, 1988: 20). Here relationships are also hierarchical and employees perform to achieve the family's goals by any means they deem fit. Laissez-faire businesses just like the paternalistic also focus on the past and present orientations. They are responsive to business growth due to the fact that family delegates some authority and trusts them to make certain decisions to run day today business operations. Therefore, the characteristics of Laissez-faire culture favor medium and big sized firms or businesses where direct involvement of owners is unnecessary**.**

Participative Culture

A participative culture is one where relationships are more egalitarian and group oriented, family power and status de-emphasized and employees are deemed to be trustworthy (Dyer, 1988:21). Employees are involved in decision making process, high innovations, commitment, ability to respond quickly to changes in environment, nepotism and other forms of favoritism formally despised (Dyer, 1988). Business firms operate as a team, no bossism. Employees are assimilated into the company as associates rather than employees and are able to develop their talents and abilities. In this culture, businesses focus on present and future orientation. For business firms that employ many workers, participative culture is the best culture to emphasize on. This is however suitable for businesses that require same and basic skills such as road transport business, farming and the like which can promote team work with no much varying technical skills.

Professional Culture

According to Dyer (1988), professional culture is a culture that decides to hand over the management of the business to professional but non-family managers. These managers have the expertise and are able to make rational decisions and focus on present orientation in the sense that the employees and managers focus on current situation and deal with it with current strategies. Therefore with professionalism conduct by managers and employees, efficiency and personal development of employees are highly achieved. In this culture, family businesses that are paternalistic and are struggling in hard can resort to professional culture.

Table 1:

Cultural patterns of the family business

	Paternalistic	**Laissez-faire**	**Participative**	**Professional**
Nature of relationships	Lineal (hierarchical)	lineal	collateral (group orientation	Individualistic
Nature of human nature	people are basically untrustworthy	People are good and trustworthy	People are good and trustworthy	People are neither good nor evil
Nature of truth	Truth resides in the founder family	Truth resides in the founder family although outsiders are given autonomy	Truth is found in group decision making/ participative	Truth is found in professional rules of conduct
Orientation toward the environment	Proactive stance	Harmonizing/proactive stance	Harmonizing/proactive stance	Reactive/proactive stance
Universalism/particularism	Particularistic	Particularistic	Universalistic	Universalistic
Nature of human activity	Doing orientation	Doing orientation	Being-in-becoming orientation	Doing orientation
Time	Present or past orientation	Present or past orientation	Present or future orientation	Present orientation

Cultural dimensions of Dyer, (Gibb Dyer, 1988:40)

Impact of Organizational Culture

Financial Performance. OC enhances competitive advantage and high performance due to its uniqueness in solving organizational challenges which partly helps to contribute to attainment of organizational goals and objectives (Denison, 1990; Yilmaz & Ergun, 2008; Schein, 2010). Barney (1986:658) studied the relationship between culture and organizational performance and attributed strong culture to strong financial performance. To attain such financial performance is however tied to three conditions. OC must be valuable, rare and imperfectly imitable. This argument was supported by several studies on competition and strategic management (see Barney & Hesterly, 2015). According to Barney (1986), organizations without valuable cultures cannot obtain even temporary competitive advantages based on their OCs.

Enhancing Leadership. OC helps in shaping the course of direction through offering a prominent relevant and most favorable leadership style in an organization. Leadership can be defined as the purposeful process of guiding and directing the behavior of the people in an organization (Nelson, 2000:384). Studies have related OC to leadership styles with several recommending which culture dimension fits which leadership styles and vice-versa. Dyer (1988) recommended paternalistic leadership to FBs that were small in size, new, and whose founders were still alive (Dyer, 1988: 20). Quinn & Cameron (1983, 2011), also extensively discussed OC and attached the four cultural dimensions of clan, adhocracy, hierarchy, and market, to relevant leadership and management styles. Finally, in the study by Erdogan et al., (2006) OC was found to moderate the relationship between justice perception and Leader- Member Exchange behaviors (LMX). LMX is a contingency leadership style whereby leaders are able to, and can, influence the employee behaviors and performance through favors based on trust, liking and closeness to employees. Favored employees are normally the in-group members while the unfavored are out-group members. High quality LMX relationships may lead to citizenship behaviors and good performance which have the possibility to give the FB competitive advantage (Gerstner & Day, 1997 cited by Erdogan et al., 2006:395).

Employee Engagement, Employee Satisfaction, and Commitment in OC. Strong positive OCs leads to more employee engagement and commitment behaviors that is associated with more sales which in turn lead to more profits and revenues (Ababneh, 2020). Employee engagement involves purposeful interaction between employees and other members of the organization in executing tasks by employees. It is concerned with emotional, cognitive and behavioral engagement. It is the high degree of energy, passion to work, enthusiasm, attention, persistence, and determination when executing tasks in organizations (Ababneh & Macky, 2015). Such engagement behavior is said to trigger employee attitudes, more awareness for organizational aims and objectives which increases their confidence levels to handle complex tasks, decisions, and make employees feel more empowered, satisfied and committed which in the end contribute to employee retention. Retention of employees help FBs to get the best out of their resource investment into their employees such as skills development and other training programs.

It also saves the FB from costs associated with hiring, firing, and compensations that strain both the human resources and finance departments. Strong OCs attract committed, more employee engaging and satisfied team which according to resource-based view (Barney, 1986; Zahra, Hayton, & Salvato, 2004) can power FBs to competitiveness and high or breakthrough performances (Ababneh, 2020). Several studies have related job satisfaction to strong OCs (for example Kennerly, 1989 cited by Belias & Koustelios, 2014:140). Job satisfaction is the employee's feelings about the job normally influenced by both internal and external factors such as the employee's job expectation, value, principles, and opportunities at the job, personality and the job's nature (Davies et al., 2006).

Several theories were also brought forward to explain job satisfaction in organizations with origins being attributed to motivational two-factor theory or hygiene theory of Herzberg that discussed satisfaction and dissatisfaction as separate unrelated factors. The theory argued that intrinsic factors were regarded as satisfiers while extrinsic factors were dissatisfiers. Kennerly (1989) cited by Belias & Koustelios, (2014) observed that behaviors such as respect, mutual trust, warmth among workers, and mutual understanding between employees and their superiors as high predictors of employee satisfaction in an organization. Employee satisfaction was also associated with reduction in withdraw behavior, low turnovers, and job retention (Eisenberger & Stinglhamber, 2011).

Critical Decisions and Suggested Strategies for Family Businesses

FBs in Uganda that are new and small in size need to adopt the paternalistic culture where by the leader is directly involved, committed and controls what goes around. Because the major challenges are associated with continuity after demise of the founder, paternalistic FBs need to train and involve some family members in preparation for taking over and ensuring continuity of the business.

As such businesses grow the owners should prepare to accept to embrace change in the way things have to be done by evolving to professional culture. This is because after the first generation, the second generation may not have the expertise, commitment and professional experience to handle the generational needs in terms of tactics and strategies to compete in the business environment.

FBs that are grappling with economic challenges, nepotism, need to possibly evolve into participative culture which allows for new ideas, creative ways of handling the current business environment. Participative culture will improve also on decision making because poor decision making can cause the FB to struggle and under-perform especially after the first generation. Additionally, FBs that are medium and large size and experience successive growth need to adopt laissez-faire culture which allows for delegation of authority and responsibility to non-family and competent employees.

In general terms, FBs should on continuous basis analyze the situation and status of their businesses in terms of longevity, size, number of employees, trending economic, social and political environment to scan for strategies and evolve to a culture that favors a preferred situation. Succession plans need also to be designed and being on update as regards to the current situations.

CONCLUSION AND SUGGESTIONS FOR FUTURE RESEARCH

However, much family members have tried to make their businesses survive, there is more to be done to reduce on the challenges faced by FBs in Uganda. Although this task maybe of FB proprietors through creating good relationships between companies, ownership and families, government policies should also be revised to enable good business environment for the FBs because they contribute much to countries' economies. Business owners should not take their business for short-term family benefits but they should make well written succession plans to enable businesses live longer. FBs whose founders do not have biological successors are advised to adopt within or without a son or daughter for possible succession to avoid collapse of the business with the founder.

The study has discussed the failures of FBs in Uganda, role of OC in business survival and also discussed various dimensions of culture in FBs where it has been discovered that the paternalistic culture generally lives not beyond the first generation. It is therefore important for FB owners to recognize the need to evolve into professional, laissez-faire or participative culture before crisis befalls the business. Owners of FBs need to analyze the environment and embrace cultural changes that may be important to adjust to so that there is continuity in FB from one generation to another.

Future studies need to further investigate the relationships and contribution of OC using other dimensions such the Denison, Schein, Hofstede, Schwartz, Trompenaar, Quinn and Cameron on FBs in Ugandan context. It would also be a research opportunity for future studies to identify how divergence or convergence of other OC dimensions studies in developed economies can be harmonized in a way of comparative studies to be applicable in less developed economies such as Uganda and other economies with related demography.

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