



UNIVERSITATEA "BABES - BOLYAI" CLUJ-NAPOCA

The Faculty of Economics

DOCTORAL THESIS SUMMARY

Emotional Aspects in Managing Activities of Small Business Owners' Networking Groups

Doctoral student:

Tuvia Rinde

Scientific supervisor:

Prof. Dr. Razvan Nistor

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Keywords

Managerial effectiveness, emotional aspects, business owners, face to face, business improvement , managerial style, satisfying emotional expectations, networking

I. Introduction Background and Goals

Marketing and sales activities in small business owners' face-to-face business networking groups are an increasingly popular business format. This developing phenomenon is manifested in numerous groups all over the world. Joining the activity and being a member is presented as a channel for developing each member's business which is the main goal of the business networking group activity. I myself have been a group member and the more I became involved in group activity and familiar with other groups, the more I realized that all group management patterns are similar and focus on task-oriented, technocratic, business driven management. This similarity exists without reference to the effects of emotional factors on joining, participating and desertion of members of face-to-face business networking groups, although the emotional expectations and behaviors were expressed strongly and there appeared to be no effective managerial response to their impact and no managerial awareness of the need to understand and address these factors. The exposure to this phenomenon motivated me to try to understand the emotional needs and to be able to contribute to managerial effectiveness. Further investigation revealed a gap in knowledge in this field, and led to the understanding that this phenomenon has hardly been researched, and the characteristics of its operation and management are unfamiliar. Thus this research sought to examine the influence of emotional factors and motives on the behavior and activity of small business owners in face-to-face networking groups and to enhance group managers' management effectiveness for the business and emotional benefit of the members by contributing to theoretical and practical knowledge.

I.1. Networking Groups – Overview

This activity can be generally described as a group activity of constant communication and mutual support, in favor of group members' interests (Misner & Morgan, 2000). In a gradual shift from the old ages to our era, we identify widening circles of communication resulting from social and business restructuring (McNeill, 2003 cited in Van Dijk, 2006). However, the modernization of transportation and communication had transformed many local economies from closed market models into open trade markets. Thus, the people closest to us (physically and culturally), are not necessarily our major reference group in the financial or social regard. The family's ability to fulfill our needs and its members' mutual commitment usually diminishes. In fact, the individual feels exposed and unprotected from the direct effects of government mechanisms, and from the effects of global markets and economies (Castells, 2009). In this view, the extension of reference groups necessitated creating support groups.

The process of globalization and the telecom revolution create a global village. In previous decades, the increased effects of globalization led to both social and business adaptability efforts. Those who have succeeded (or believe they have) continue to function within the system. However, in the past two decades it has been recognized that these processes greatly influenced local social and business mechanisms. Local authorities are not as able to obstruct the influences of global economy, which are increasingly felt by local citizens. This weakened middle classes, and the lower classes who cannot (or do not

think they can) improve their status. Growing distrust and the decreased willingness to pay the social and economic price for these changes are intensified when globalization increasingly destabilizes. More and more local societies recognize that the system is imposing a difficult existence on those who have not been able to adapt. In this sense, globalization increased the need for local mechanisms as networking groups providing support. In typical cases one can identify trends in which the networking group activity replaces the distrust in government mechanisms, and the loss of tribal and familial support circles (Baron et. al., 2002). In light of these transformations, it is safe to assume that the considerable need for emotional support in the global economy is a significant motive for creating networking groups, in addition to their original objective of promoting business interests (Van Dijk, 2006).

The term “networking” as perceived by our intuition, refers to different types of online social and commercial networks and communities and common knowledge distinguishes between types, objectives and usage of different networks, as well as their size, social or business role, and so forth. These include Social Networking, Online Social Groups, Professional Knowledge Communities, Online and Face-to-Face Support Groups, Social Outreach Groups, Online and Face-to-Face Business Networking Groups and Face-to-Face Business Small Business Owners Networking Groups, which is the type of groups that were the aim and focus of this research.

The expectation of the group's management is that each member will help in marketing and selling of other group members' services and products to his friends, families, colleagues and customers. Members are expected to create close personal relationships with other members, in order to be able to recommend each others' products. In this model, members meet within small local groups, and develop their own group culture (Lake, 2004; Misner & Donovan, 2008).

I.2. Characteristics of Small Business Owners Face-to-Face Business Networking Groups

A business group belonging to a network of 50 such groups (in Israel), usually consists of 25- 30 members each and operates locally through regular weekly face to face meetings. The declared target is providing mutual support and enhancing the members' marketing and sales efforts. Most business is conducted locally with the help of the original group members and their relations .The group manager deals mainly with preserving the framework by creating or imitating procedures and regulations for all subroutine activities, collecting documented periodical information from the groups' members reporting their activities and collecting of annual fees from the members. More generally, the procedures refer to joining, participating and leavening the group and more specifically to the required accurate timetable and the weekly meeting.

Group members have common obligations: attending all weekly meetings; personal meetings with other group members to get acquainted with what they have to offer, and presenting one's own business to other members who are supposed to also act as marketers; providing a weekly report of all members' business referrals, and their follow-

up; reporting business deals and profits resulting from referrals, and thanking the referring members; periodical presentation; presenting self and business for 60 seconds during each meeting; Group management goals focus on: (1) Efforts in meetings should be dedicated to enhancing business connections. (2) Management mechanism should be as independent from management styles and position holders' skills as possible. (3) Management mechanism, along with periodical position rotation, will prevent unwanted enhancement of focal powers and promote centralized control and management. Using Reddin's (1970) very clear management terminology, we can determine that this is a bureaucratic and missionary management style, completely oblivious of the individual's emotional needs (related/ facilitating), or the group's social needs (integrated/selling).

I.3. Research Aim and Research Questions

This research attempted to identify emotional factors and their effects on group members' behaviors. The research hypothesis is that there is a wide variety of interactions between emotional factors, alongside business factors, which affect small business owners in joining participating or leaving networking groups. The research sought to explain the emotional factors and group members' behavior; by doing so it can contribute to existing knowledge regarding the range of group members' needs. Additionally, the research can contribute to the transformation of management style and agenda of small business owners' face-to-face business networking groups. I believe that a change in this direction will significantly improve the benefits provided to members and managers by these groups' activities.

The Research aims were: (1) To map and characterize emotional motives and needs which influence group members in their activity (joining-membership-leaving); (2) To identify the priorities in the influence on the motives of activity (joining-membership-leaving); (3) Identifying and ranking priorities, emotional motives and needs influenced by the manager's behavior.

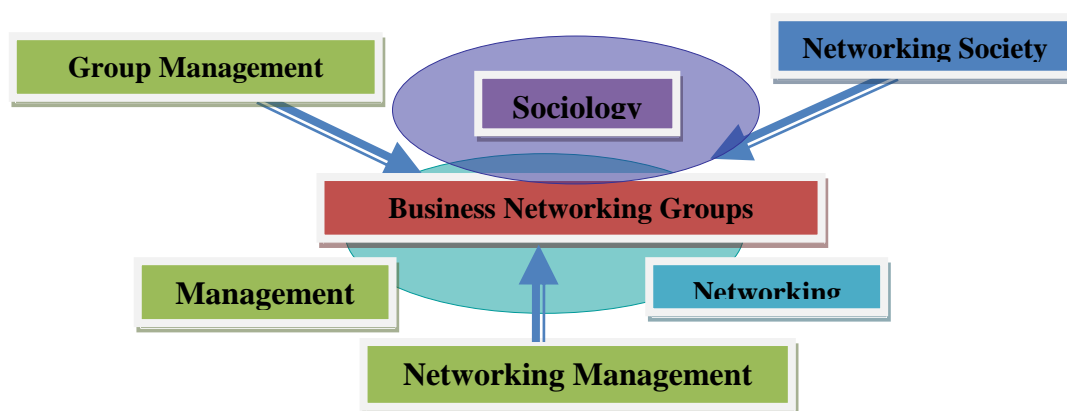
The Research Questions were: (1) What are the factors motivating small business owners to join networking groups? (2) What are the factors prompting small business owners to stay on in the group? (3) What are the factors inducing small business owners to leave the group? (4) Which are the emotional factors that are expected to be satisfied by the manager's behavior? (Note: The fourth question was added after the insights of the content analysis).

II. Theoretical Perspectives

A gap in knowledge and theories pertaining to the research topic particularly and networking groups in general, led to the development of a theoretical model connecting the influences of motives, expectations and behaviors. The model integrates a variety of relevant fields of knowledge: sociology, networking, management, group business and networking management. The model served as a guideline for conducting a two-stage mixed methods research, combining qualitative and a quantitative methods.

Key theories underpinning this research are: Sociological theories on social networks (van Dijk, 2006); Social capital theories represented by Fukuyama (2006) and Baron, Field and Schuller (2002); Theory of network society (Castells, 2009); Theories on all types of virtual organizations (Powell, 1990; McNeill, 2003 cited in Van Dijk, 2006); **Theories and studies on networking groups:** Networking definitions and guiding principles; theories of knowledge community management, management of networking societies research. **Studies about small business owners:** The effects of solitude, stress and more on small business owners' success and behaviors (Gumpert & Boyd, 1988; Donckles and Lambert, 1997); Approaches of management of small business owners' face-to-face business networking groups; **Management Theories:** Motivation theories in the service of management; Management theories referring to group management.

Figure 1: Key theories underpinning this research



Insights from the major theories:

Social networks: Van Dijk (2006) describes an interesting and complex process of reciprocal relationships and influence between communication technologies, that along with enabling us to communicate and function anytime, anywhere, also influence social structures and human behaviors. He claims that this process has grown so intensely, that online communication is now a social structure in and of itself, coexisting with the environment and our physical social connections. However, he also maintains that should online communication continue to grow, it will forever be an inferior replacement of face-to-face communications. He believes technology cannot contain and maneuver sensory perception, emotions, physical communication and human intimacy, belief and mutual solidarity. He decisively declares that communication technologies do change people, but man is a social creature and online communication cannot change that. The growing demand for face-to-face business communication in a safe environment is a dramatic shift in trends that appeared after gaining lack of trust, intimacy, openness and solidarity in online communication. McNeill (2003, in Van Dijk, 2006) explains business owners' need to join small local business groups as their search for a protected business local market with intrinsic trust relations, and a sense of belonging after losses of self confidence or belief in their ability to cope with the global reality and its effects.

Social Capital Approach defines “social capital” as the norms, shared values and trust, which are preconditions for network members to operate effectively by collaborating to reach their goals. We cannot ignore the powerful need to actively search and grasp interpersonal support and trust (Baron et al., 2002). According to Baron et al. (2002), failing to create the proper moral and emotional framework for the group will unquestionably hinder the group and its members' success. This conclusion seems to provide a direct theoretical correlation between success and creating an ethically and emotionally supportive environment. **Networking Society Theory:** Manuel Castells (2009) claims: (1) Global changes exert pressure on the various institutions and cultures of societies and countries. These pressures stem from the infliction of rapid changes on traditional systems and resistance to change; (2) Local cultures are inherently resistant to changes imposed by external global systems; (3). If in the past globalization was viewed as an opportunity to open to the world and lessen connections with local culture and community, today individuals seek the local anchor. If this trend still exists or even intensified, there is a chance that the individual will attempt to reconnect and recommit. (4) In both poles the sense of belonging and identification with values, cultures, laws and geographical denominations is blurred. There is the individual, who has lost belief in the social, ethical and normative system to the point where a sense of solitude and detachment is inevitable. Castells (2009) expresses himself with all the vigor and severity of an apocalyptic prophet, highlighting two issues: (a) Uprising against the ruling elites using information and network technologies; (b) The “individual battle” of those living in complete solitude, low self-esteem, loss of identity and loss of trust in both the local and global systems. Fukuyama (2006) believes that with no local and national anchors, the religious or ideological anchor reemerges as a motivating force, providing a sense of belonging and collective unity to the masses. The strong connection to the research is the exposure of the emotional dire need (both socially and individually) of an anchor, to belong and to change the sense of solitude in the face of globalization. **Networking Groups Theories:** The literature offers various definitions: e.g. Marketing Misner & Morgan,(2000) defined that networking group is important because it builds business relationship, skills and breaks down certain social barriers. Business – a strategic approach used by business entrepreneurs to prevent the use of any resources out of their reach (Jarillo, 1988, cited in Baron et al., 2002). Examining the various aspects by which business networking groups are defined pointing to the spread of the phenomenon, leads to the conclusion that the component of a specific group of members with joint interests who know, trust and share with each other on regular basis is a prerequisite of the subtext of all the above mentioned definitions.

Networking Groups for Managing Knowledge: Wenger et al. (2002) defined Knowledge networking groups as groups in which members share a common problem or interest, where the objective is creating a shared knowledge base and mutual enrichment. From the gathered knowledge there is an extraction of the principles for correct and methodical management promoting these groups' goals: (1) Continuously maintaining group activities with successful results; (2) Designing a humane system which enables creating personal relationships and friendships. (3) Maintaining a sense of constant development, like a continued learning process, and refraining from creating a closed,

rigid internal culture, similar to that of traditional organizations; (4) Creating and maintaining a sense of shared identity; (5) Creating open dialogue regarding the benefits of knowledge community membership; The conclusion is an effective group manager constantly promotes open dialogue within and outside the community, maintains structured activities, and creates personal communication and individual relationships in addition to group/community events. A summarizing conclusion was expressed by McIntyre et al (2009) claiming that the effects of emotional factors are potentially higher than task and work interests for group members.

Managing Socially Supportive Networking Groups: Lampinen et al., (2009) examined the conditions required for the success of support groups from the members' perspective, and essentially defined clear rules of thumb: (1) Creating a pleasant and harmonious environment, and strictly avoiding disagreements and conflict of interests. (2) Creating common grounds for members in regard to the group's internal identity. (3) Enhancing mutual trust. (4) Prompting group members to take responsibility for one another.

Managing a Networking Company: According to Ritter (1999), these companies choose networking as their preferred organizational strategy regarding relationships with the business environment, and designing internal communication and relationships. Their starting point of designing an effective organizational structure is more manageable than that of a small business owners' group, where members are not subordinate to or exclusively dependant on the group. Yet, the system management is highly functional and there is no management of emotional factors. Ritter (1999) states without four basic prerequisites no company can maintain networking activities: (1) Constant availability and communication. (2) Management and human resources directed at online activities. (3) Ability to integrate communication channels. (4). Organization's willingness to hold open communication. Ritter (1999) provides an interesting and obvious finding regarding the understanding that skills and expertise in creating and managing a face-to-face inner and outer organizational networks are a highly valuable asset, or essentially – a new profession.

KNM - Key Network Management: KNM theories (Pjasalo, 2004) define management mechanism and processes which are considered the key to the success of the networking process. The focus is on constructing network capabilities of the key network managing the small networks and/or the organizations that are useful to the main net. In the section of Opportunity networks he defines four linear stages of activity. (1) Scanning and analyzing an Opportunity Network (what?); (2) Identifying a manageable Key Network (who?); (3) Strategies for managing Key Network actors (how?); (4) Developing and applying operational level methods for managing Key Network actors (how?). The theory refers to the organ not the person and yet it may use those managerial principles mainly for coaching small business owners how to market themselves to a key organization.

Managing Business Networking Groups: Longencker and Tema (2000) focused on guiding group management principles. (1) Constant development. (2) Determined rate in which the group tackles assignments. (3) Open internal and external dialogue.

(4) Allowing personal activities among members; (5) Activities must constantly focus on the group's objectives. Again, it is interesting to note that this management approach does not regard any emotional aspects, and operates only on the technocratic level.

Success Aspects of Small Business Owners: Walker and Brown's research (2004) is the only one I could find that examined the success aspects relevant to small business owners. Its most surprising and powerful discovery is that small business owners regard the following two goals more highly than they regard "making money": (1) Professional and personal satisfaction; (2) Lifestyle flexibility. In the context of my research Walker & Brown (2004) demonstrate (in a different yet similar area) the emotional factors' influence on small business owners' behaviors in their daily lives (outside any group framework).

Management Theories

Introduction: Management Theories mainly developed during the past 80 years, and are commonly used to construct management tools for hierarchic organizations and closed organizational structures. There is no guarantee, however, that these models can be applied to open, especially virtual organizational systems, where there is no hierarchic structure, and the actors are independent business owners. In this view, it is safe to assume that these models can be used, in this context, as theoretical contrivance for the sole purpose of establishing research tools and analyzing data significance. The core of knowledge relating to management patters of such groups has:

Basic management theories and their current applications: *"Rediscovering the essence of Management point out that the differences between modern theories and practices and the older ones lie in how they are named rather than in substance"* (Gotleib, 2003, p-17). Lang et.al. (2007) maintained that modern management theories Separate Humanity from Nature and Truth from Morality Reintegration is necessary. Meaning, the separation of managerial technocracy from the focus on financial aspects is ineffective, and a true integrative paradigm is required, for relating to the social and emotional aspects.

Management Approaches Relevant to This Research: Motivational theories (Frijda, 2007; Mckay.2007) attempt to identify the individual's emotional needs from the individual's own perspective, and their influence on decisions and behaviors. The premise is that managers are more effective if they are familiar with the individual's motivations. The other approach is based on **Individual and group management theories** focusing mainly on how management and group pressures affect the emotional motivations of the individual, and therefore his decisions and behaviors (Argyris, 1957; Herzberg et. al, 1959; Bass, 1960; Mckay, 2007).

All of the mentioned group theories are based on the definition that membership is created to generate some external product to itself (Ephros and Vassil, 2007). The basic assumption is that the group or the manager can provide satisfactory rewards to members' emotional needs (Gottlieb, 2003.p12). Those assumptions prevent the direct adoption of these tools for the research: (1) No agreed upon list of emotional needs (McCay, 2007); (2) The fact that business owners networking groups have **no group product** that is external and different from the individual's interest. The right conclusion is to use those theories **only as enriching guidelines** for building the specific model.

Motivational Management Theories: Mckay claims managers who are ready to harness those enormous powers of emotion will succeed in creating maximum motivation and committed drive toward the expected behaviors and goals (Mckay, 2007). The leading motivational theories are based on Hierarchy of Needs, and the initial premise is that

human beings are emotional and social creatures, and as such, their relative position and status vs. rewards provided by their surrounding, alongside their internal needs, are of crucial importance and influence. In each of those theories the main principle is that there are internal and external needs and satisfying these needs would motivate the individual.

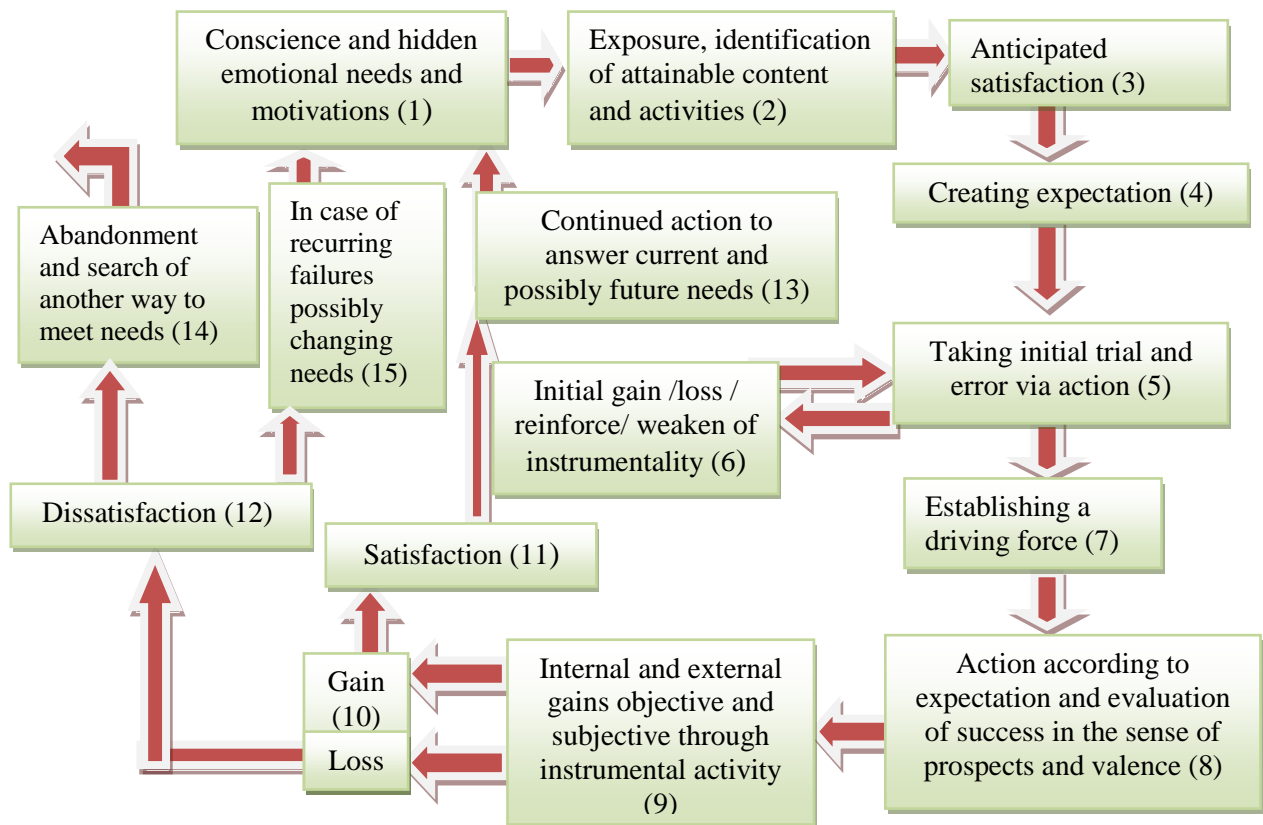
The Situational Approach: The following are considered the leading management theories in the past few decades, and pertain mainly to management strategy styles and tactics: (1) Characterizing and adapting **management style** to the group's needs and features, as well as to the types of goals set. Over the years several applications were developed for this approach, to provide a successful terminology for the analysis of modern organizational environments. (2) **Authority and influence theories** and the efficacy of using the various sources of power (French and Ravens, 1959).

Key Guiding theoretical principles for this research: (1) Managing feelings and emotions means managing actions. *“Feelings are our conscious awareness of emotional processes. Emotions are the state of action readiness, which is a motivational state”. And similarly: “Emotions are a part of a complex dynamic process”* (Frijda, 2007, p. 211). : *“The different elements of the emotion are conceived by us all as being part of the same emotion, in spite of its complex and dynamic features. And the actions that we do out of an emotion also seem as part of the same narrative”*. Goldie (2000, p. 11). (2) **'Motivation is emotion'** - *“Motivation is the term used to describe those processes, both instinctive and rational, by which people seek to satisfy the basic drive perceived needs and personal goals, which trigger human behavior”* (Cole, 2003, p. 119). (3) **Meeting the needs is a managerial tool.** Maslow's (1954) basic principle is that an individual has a set of needs to which he will dedicate his efforts in order to climb to the next level if the previous one has been achieved, or focus efforts on a lower level if it has weakened or disappeared. Marlow (2000) provides yet additional details of knowledge about the domain of self-actualization and Huitt (2007) developed a more detailed scale of needs - Deficiency Needs and Growth Needs. Maslow and his followers developed a theory that may be effective if and when the manager adheres to the following principles: Identifying the major needs of those who are managed and trying to find a motivating factor that will provide a solution for most needs; Acknowledging that intellectual needs constitute a powerful motive providing the manager with a management tool. The manager has to identify motives and connect them to goals that will satisfy them. The manager has to identify expressive behavior, which is the outcome of personality traits, and does not testify to functional ties for the purpose of reaching some goal. Effectiveness of using the needs theory will be achieved only if the user understands it is a theory of dynamic management in real time, which is sensitive to changing needs on the part of those who are motivated. (4) **Motives and needs that usually affect.** Achievement, power, and affiliation or belonging (McClelland, 1953), competence, relatedness and autonomy (Ryan 2002). Huitt's scale of needs includes: Deficiency Needs: Physiological, Safety, Belongingness and Love; Esteem. Growth needs: Cognitive: to know, to understand, and explore; Aesthetic: symmetry, order, and beauty; Self-actualization - to find self-fulfillment and realize one's potential; Self transcendence: to connect to something beyond the ego or to help others. (5) **The manageable aspects.** Deci & Ryan (1985) identified the three typologies of motivators: 1.autonomy oriented. 2.Control oriented and

3.Impersonally oriented. Managers should be aware of the fact that: (1) No direct managerial influence. (2) There is maximum potential to influence directly, and (3) is not manageable. The evident conclusion is that management tactics and the ability to influence depend on the group members' characteristics assuming the manager has the knowledge to be able to identify types according to the members' behavior. **(6) Tactical aspects of motivational management:** Direct material goal setting theories are less relevant because the group manager has no business or material rewards and the business owners are not subordinates. Yet, the manager can use Locke& Latham's (1990) basic assumption attributing great significance to setting the goals and the way they are set, as beyond the practical purpose of reaching business goals the tactics raises the achievement needs and builds gradual self confidence. The tactics give the manager the ability to influence through the forethoughts expectations. Vroom's Expectancy Theory (1964) supports also this principle by determining that people's individual behavior is not formed by the objective reality, but rather by their subjective interpretation of this reality

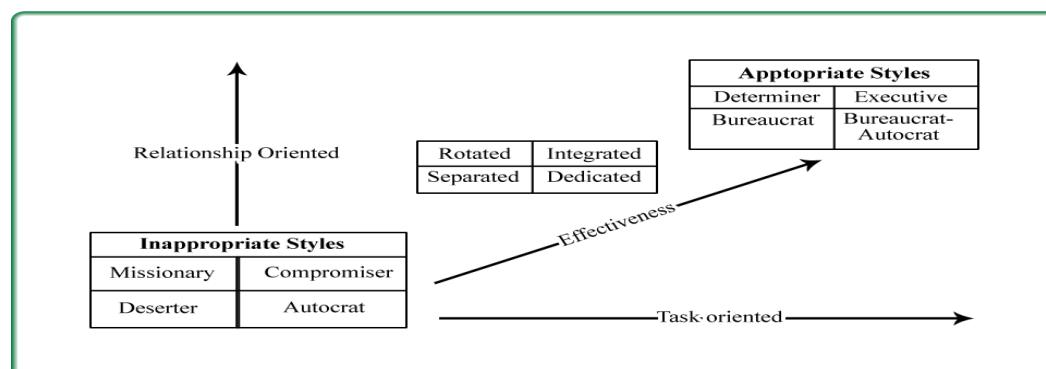
The practical application which may be relevant to this work is examining the influences of emotional aspects on anticipated satisfaction during the decision making phases (joining, participating, leaving) and identifying the expected rewards. To summarize all the theories reviewed thus far, we can define the process that takes place consciously and unconsciously by introducing the **Motivational aspects of networking members' behavior model** that was conceptualized and structured for this research according to the integration of the knowledge that was collected.

Figure 2: Motivational aspects of networking members' behavior model



(7) **Management Theories.** Ephross and Vassil (2007) defined group as people who are members because of their professional and occupational responsibility; their interest is creating external product to itself, which is not the case in the business networking group. Gottlieb (2003, p.11) provides parameters for measuring the group's success: All members understand the group's purpose, believe in the value of the objectives and the ability of other members to contribute. The group is small enough to have general awareness of each other. There is a clear definition of relationships. Everyone abides by norms. Everyone receives personal satisfaction. There is sufficient time to meet the objectives. A meeting place is regularly available. These clear definitions, referring mainly to behavioral aspects, may become the mission statement for establishing a networking group and in the absence of a common material purpose the key goal is the personal satisfaction based on satisfying emotional and motivational factors. Another parameter which is highly relevant is psychological ownership, as it reflects the significance of being a part of the group from the member's perception and feeling. (McIntyre et. al. 2006); in this sense, psychological ownership provides the opportunity to feel efficacious and in control, becomes part of self identity, and fulfills the desire to have a place that one calls home. These definitions are important from the perspective of small business owners who are characterized, as mentioned above, with a sense of solitude and lack of belonging (Gumpert and Boyd, 1988). Sheldon (2003) expresses the natural conclusion that for equipment is needed building a system and facilitation ability is needed for creating work. However, there is also a need for authority sources, so that people will obey. In this case, the manager cannot rely on most of French and Raven's (1959) bases of power: material reward power, coercive power, the legitimate formal power, or the expert power. At the same time the manager cannot rely on charisma defined by Hacket & Allen (1995) as a sense of trust, honor and legitimacy given to the manager from the subordinates. The conclusion is that the adaptive strategy is the one that is left. The most known and full model that refers to varying circumstances is presented by Reddin's 3D model (1970), perceived by many to be integrating most of the management approaches and is titled as the "3D managerial grid" characterized by three dimensions: (1) the task oriented dimension– focusing attention and energy on the task, and (2) the relationship oriented dimension – focusing the energy on the people .and (3) effective-not effective implementation of the managerial style.

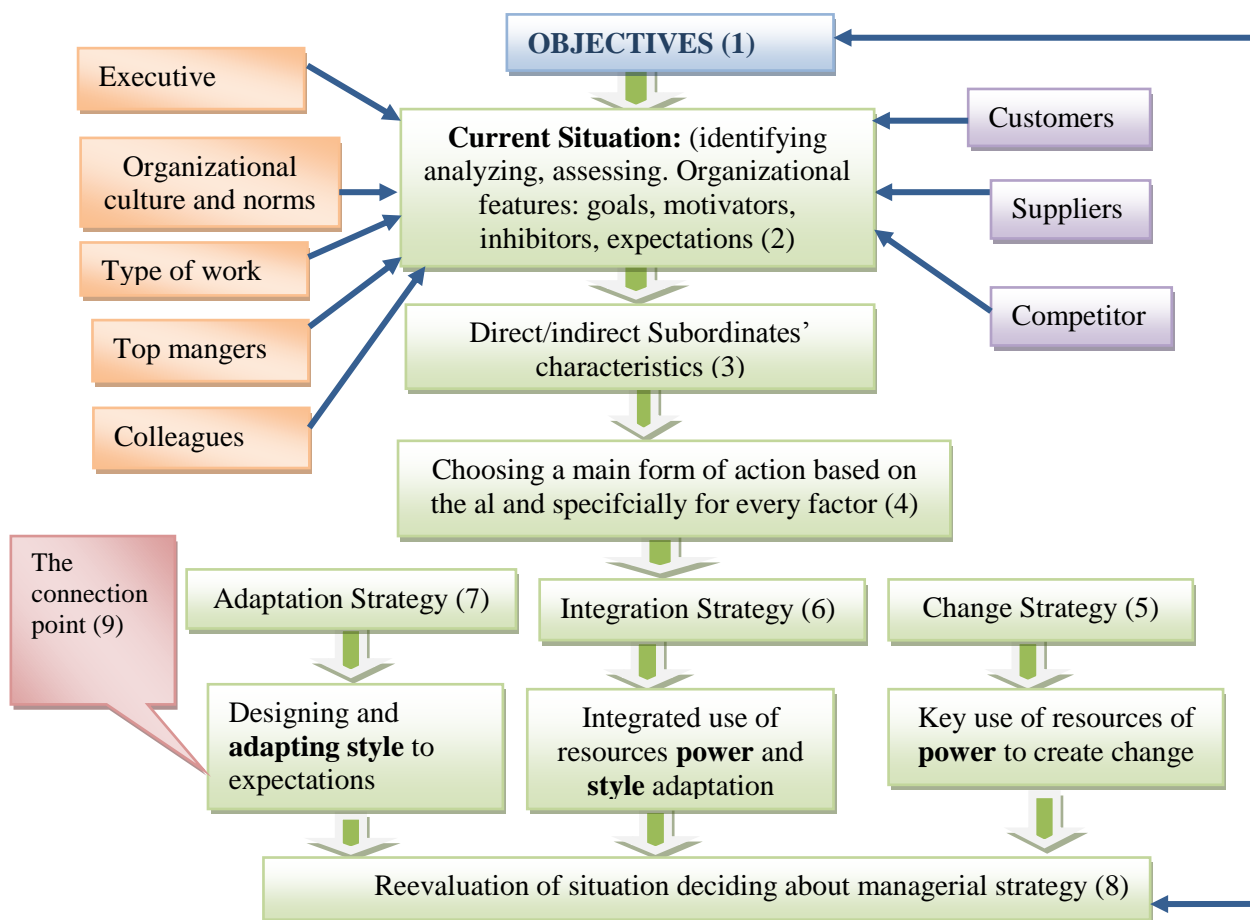
Figure 3: Reddin's 3D Managerial Grid



The main guiding principle is that after making a situational assessment the manager will exert the most suitable style that meets the constraints and expectations, which have to be according to the integration of all relevant theories the developer style which is highly people oriented and is focused on each member of the group.

The theories discussed allow for the emergence of an integrative scheme which essentially describes the management process on all its phases, while relating to situational theories. This generalization has not yet been applied, and I believe it can serve as an umbrella of understanding the various aspects of face-to-face networking groups' practices.

Figure 4: An Effective Situational Management Model



Summary: The integrated use of the **Motivational Aspects of Networking Members' Behavior Model** and **An Effective Situational Management Model** produces a two stage theoretical basis for the research and for practical management. The connection point (9) between the models represents a dual managerial decision point: what are the emotional aspects to satisfy and how. The theoretical review provides detailed assessments about the group of motives that may affect on the behavior of the business owners, but it is important to remember that the specific phenomenon has hardly been studied and the models were based on theories from related and similar fields.

III. Research Methodology

The theoretical model served as a guideline for conducting a two-staged mixed methods research, combining a qualitative and a quantitative research. Diaries, observation, and semi-structured interviews were used in the qualitative stage. Content analysis yielded categories which were used for designing a closed-ended questionnaire that was employed in the quantitative stage. Statistics were used to analyze the quantitative data.

The research population consisted of small business owners, members of business networking groups. The research goals focused on identifying the emotional aspects, and examining the connection between those emotional aspects and the decisions members make in the different stages of membership. Due to the lack of a specific and ready research methodology and tools to which the researcher could adhere, a new research paradigm and tools were designed and validated. The mixed methods study is built on a combination of research methods that is built in two stages **qualitative research** that began with no previous knowledge of the data, including observations, shadowing, diaries and semi-structured interviews designed to identify the influencing factors, their relative influence on behavior categorization that served as the basis of the **quantitative** research using questionnaires to examine the assumption of the emotional factors' relative influence. The research method chosen for this type of academic examination is supported by a selection of leading studies in the field of research methods, as listed in Collins & Hussay's applicable research guide (2003). Morgan (2007), Erican & Roth (2006), Cazden (2001) agree that the effective way to conduct research has to include qualitative research with quantitative analysis of the qualitative contents, followed by quantitative research. This combination of approaches generates qualitative research which provides data on the essence of the topic and the variety of its components while quantitative research provides comprehensive, powerful evidence.

Figure 5: Mixed Methods Research Design

Qualitative Research Design

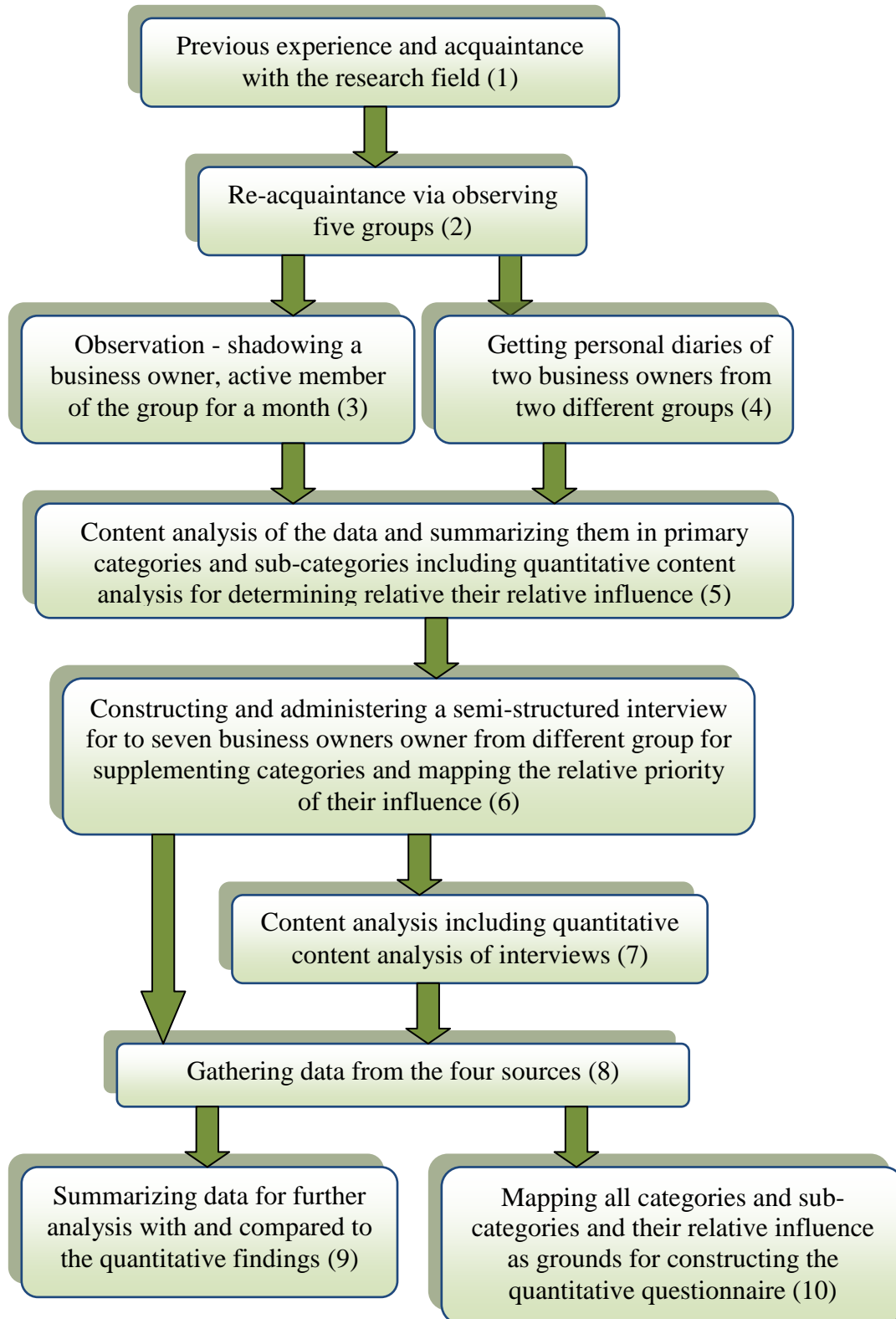


Figure 6: Quantitative Research Design

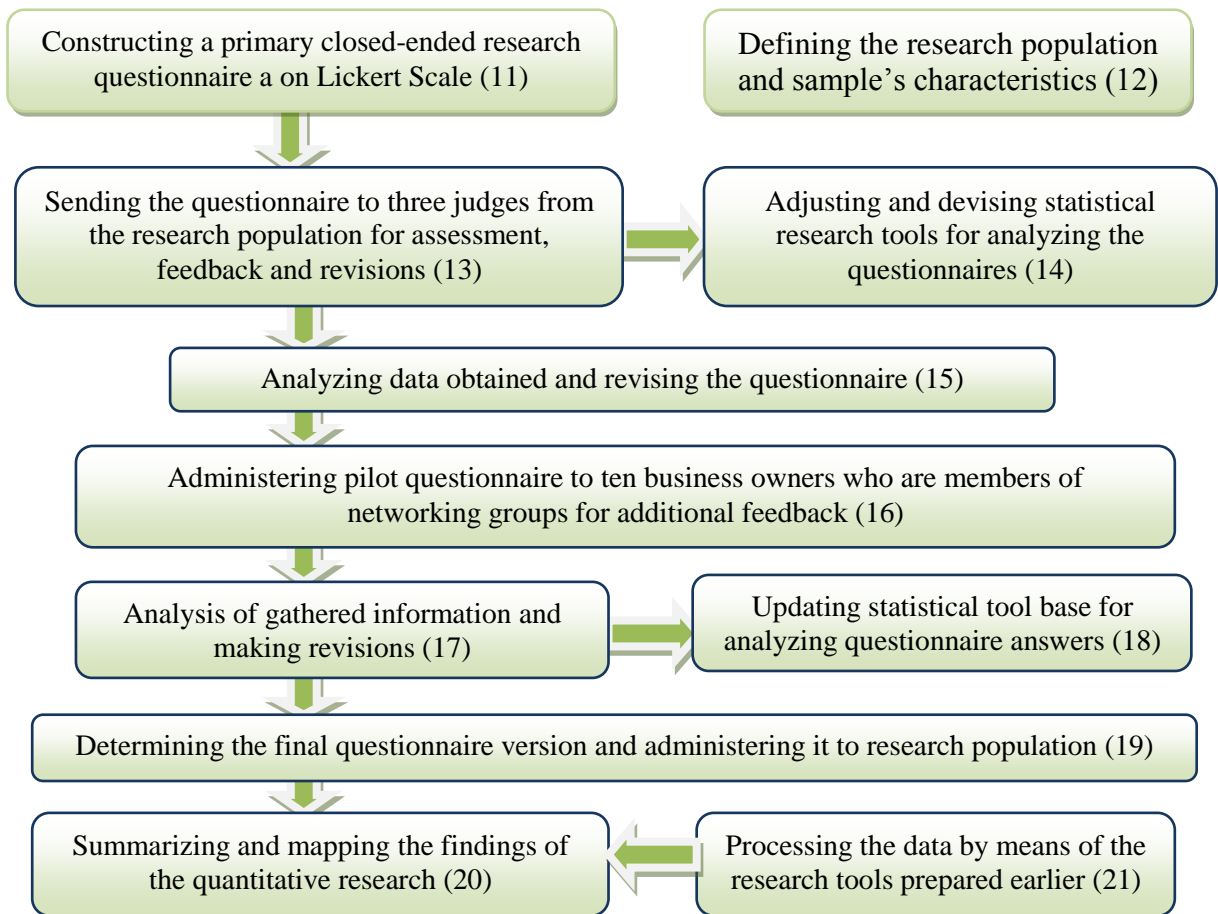
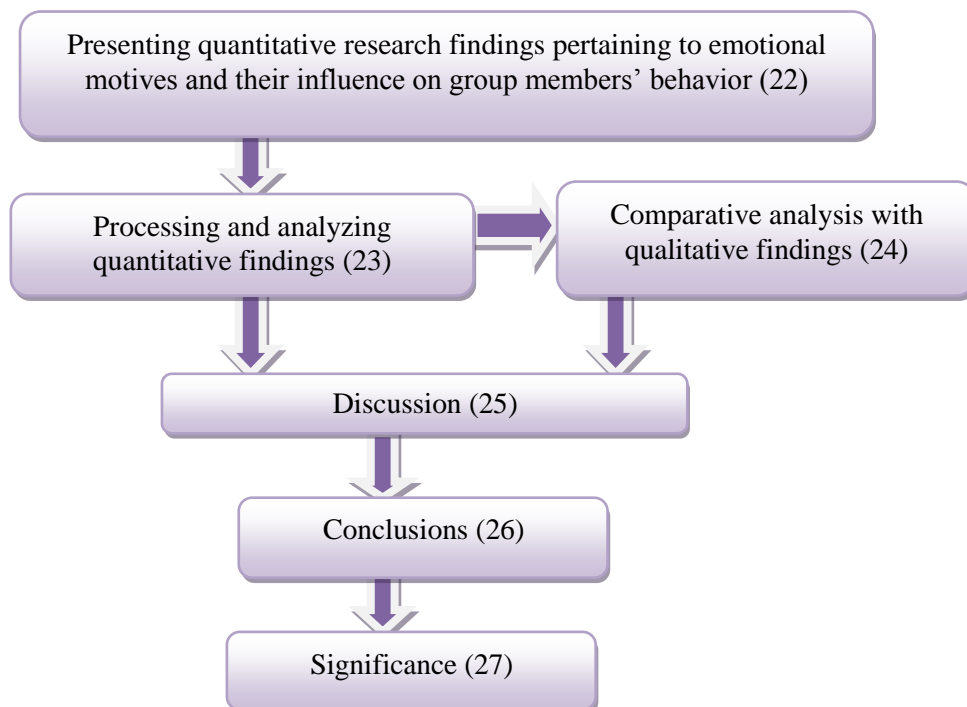


Figure 7: Stages of Analysis of Qualitative and Quantitative Research Stages



Research Population: The networking group usually includes 20-35 members. Each member in the group represents a different profession.

Sampling: Qualitative research sample consisted of 10 business owners. The quantitative research sample consisted of 101 business owners from 15 different networking groups who filled the questionnaires, out of 170 business owners who were approached (about 65%). The sample met the criteria for a random sample that is large enough for quantitative analysis and lack of bias and it represents the research population. Every fourth person on the list of each group was approached.

IV: Research Findings

Findings Emerging from the Research Questions:

Qualitative Findings: The research goals were: (1).Mapping and characterizing the emotional motives and needs which influence group members in their activity (joining-membership-leaving); (2) Identifying the priorities in the influence of categories on the motives of activity (joining-membership-leaving); (3) Identifying and ranking priorities emotional motives and needs influenced by the manager’s behavior.

Table 1: The identified categories in a descending scale of importance:

Order of Importance	Main Category (leading)	Order of Importance	Main Category
*1	Sense of value	3	Commitment to the organization
*2	Group support	4	Pleasure and relief
		5	Curiosity and innovations
		6	Confidence in relationships

These categories served as grounds for constructing the quantitative questionnaire (sub categories are not presented in the summary)

Table 2: Relative Significance of the Influence of Categories regarding the Activities and the Manager

Order of Importance	Joining	Membership	Leaving	From Manager
1	Group support	Group support	Sense of value	Confidence in relationships
2	Sense of value	Confidence in relationships	Pleasure and relief. Confidence in relationships.	Sense of value
3	Curiosity and innovations	Sense of value	Group support	Pleasure and relief
4		Curiosity and innovations		
5		Commitment to organization		

The findings reveal: (1) Differences in the intensity of emotional needs in the different stages of business owners’ activity in the group and their relative significance.

(2) The significant gap between the two leading categories – “sense of value” and “group support” and the other major categories. (3)The gap between the managers’ behavior in practice and the behavior expected of them.

Findings relating to Research Question 1: Which emotional factors motivate small business owners to **join** business networking groups? **Hypothesis:** need of satisfying the sense of belonging will motivate small business owners to join a face-to-face business networking group.

The item of “Business benefit” received the highest scores as reasons for joining the group. “Innovation” and “learning” were the next important reasons. Belonging to a group follows, and then the wish for pleasure. The less important reasons concerned the sense of personal value, i.e., the need to raise one’s self esteem. It can be concluded that the major reason for joining the group is the expectation for business benefit. **The hypothesis that the sense of belonging would be a major need is partially proven, and yet, it was found that there are two other major needs: the need for innovation and the need for learning.**

Findings Relating to Research Question 2: Which emotional factors motivate small business owners to stay in business networking groups? **The hypothesis regarding perseverance in the group:** Need of satisfying the sense of belongingness and the sense of self value will motivate small business owners to remain in a face-to-face business networking group.

The item of “Innovation” received the highest score as a reason for continuing participation in the group. “I enjoy the company of my peers” within “sense of belonging” is next with “my abilities and skills are acknowledged” within sense of value. Then comes “Trust” in the group members and the “sense of partnership” with them. Lowest are four items within various categories: “I am able to manage and influence others” within “sense of value”, “I am no longer lonely in the business world” within “sense of belonging”, “I am able to appropriately operate in the business world” within “commitment to the organization”, and “I keep getting new referrals” within “business benefit”. Most items are in between these poles. **It can be concluded that the hypothesis is confirmed and that the major aspects that are causing business managers to continue and participate are the emotional benefits that satisfy the main categories of innovation, belonging and sense of value.** There is a substantial change in the polarity of most of the factors in comparison with the findings of the joining stage. The emotional and social factors are much more important than the business interest (!) and, that the **major reason for joining the business networking group is almost the least important reason for staying.** It can be said that there is a dynamic change in the expectations along the “life cycle” of the said membership in the group.

Findings relating to Research Question 3: Which emotional factors motivate small business owners to leave business networking groups? **The hypothesis regarding leaving the group** – lack of satisfaction of the sense of self-value, loss of interest and pleasure and lack of a sense of belongingness will motivate small business owners to leave a face-to-face business networking group.

The main reason to leave the group would be lack of mutual trust. Next are “I feel unappreciated and “I feel my skills and abilities are not acknowledged” within "sense of value" and “I do not benefit and learn from my peers’ knowledge” or “I do not get new within “learning”. Lowest on the scale are two feelings: that “I feel I've gained enough confidence to cope” and “no longer need the group” within “sense of value”, and. “I feel I do not have to follow these rules” within “commitment to the organization”. Other items are in between these poles. It can be concluded that the unsatisfied need of trust which is focused on the other business owners as people that are participating in the group, and the lack of getting appreciation are the main reasons for leaving. It is interesting to find that the system and the commitment to it are almost at the lowest level of importance and the business interest as well.

The findings presented show that emotional reasons are pertinent in leaving the group and the research hypothesis is confirmed.

All of the findings led to important insights and comprehensive conclusions:(1).The clear trend that was revealed and its meaning: Business owners join the business face-to-face networking groups mainly because of business-related reasons;(2) The higher the motivations to join the group the higher the motivations to continue participating in it; (3) They persevere because of social and emotional reasons and leave the group mostly because of the lack of emotional and social satisfaction; (4) During participation, the emotional aspects are the most important and influencing reasons and the business interest is low; (5) At the leaving stage we find that the emotional factors are more important than the business interest as a major factor for leaving decisions; (6) Most reasons are highly interrelated which leads to the understanding that it is a like a “snow ball” phenomenon, whereby not satisfying one emotional need amplifies the dissatisfaction from other unfulfilled emotional needs, and results in abandoning the group all together.

Findings relating to Research Question 4 regarding the Group Manager.

The high expectations from the manager to satisfy the group members’ emotional needs were found as a **key factor** in the qualitative stage and get supported by the quantitative findings. **Hypothesis regarding the influence of management** – lack of empathy to the emotional aspects on the part of the group manager will motivate small business owners to leave a face-to-face business networking group.

Table 3: Sub-scale Means Concerning the Group Manager (N=91-96)

	M	(SD)
Total scale	3.98	(0.55)
Sense of belonging	4.47	(0.78)
Trust	4.33	(0.65)
Pleasure	4.32	(0.88)
Innovation	3.98	(1.03)
Commitment to the organization: obeying rules	3.92	(0.87)
Sense of value	3.75	(0.73)
Business benefit	3.73	(1.10)
Learning	3.53	(1.17)
Commitment to the organization: flexibility	3.40	(0.93)

The table shows that all means are above the scale mid-point (range 1-5), and the total mean score concerning the group leader is 3.98. That is, **expectations and emotions related to the group leader are relatively very high**. Highest are the scores for “Sense of belonging”, “Trust”, and “Pleasure”. Next are the scores for “Innovation”, “Commitment to the organization: obeying rules”, “Sense of value”, and “Business benefit”; and lowest, although still high, are the scores for “Learning” and “Commitment to the organization: flexibility”.

Rank ordering the sub-scale scores was found significant: $\chi^2(8)= 165.46, p<.001$)

Table 4: Clusters of Expectations Regarding the Group Manager

Cluster	
1	Sense of belonging.
2	Pleasure ; Trust .
3	Innovation; Commitment to the organization: obeying rules.
4	Business benefit; Sense of value.
5	Learning; Commitment to the organization: flexibility.

Table 4 shows that the most important expectation of the group members from their manager was to feel that they **belong to the group**. Their next important expectations were to **trust the manager** and **enjoy** the group activities, in terms of diversity and interest. Third were the expectations of **innovation** and for management of the group according to the existing rules. Fourth were the expectations that the leader advance one's business benefit and promote one's sense of personal value. The least important expectations were that the leader arranges for mutual learning among the group participants, and that he or she manages the group flexibly. In general we can say that the point of view of each member is individualistic. **The business owners first of all seek to satisfy their very personal emotional needs**, and afterwards they look for functional support of their business or at least being exposed to learning from others how to market and engage in effective networking. The practical expectations from the manager are presented in the business owners words. **The highest terms are:** *will be: open and honest; trustworthy and reliable; caring and attentive to people's needs; will: create a pleasant group atmosphere; have all members fulfill their respective commitments; create a supportive and untied team ; initiate interesting and creative activities; treat me fairly; construct a group that is valued by the market and the industry.* **The Lowest Items:** *will: manage according to the rules; assign me influential duties within the group; manage the group according to his personal style and intuition; view me as a valued group member.*

The findings illustrate very clearly that **the general and major need is focused on the expectation of a supportive, open, reliable, caring behavior. The findings present clearly that adhering to the framework and procedural rules are seen just as a necessity and are not expected to be the manager's main effort.** These findings support the qualitative findings which showed that the group manager’s rigid adherence to bureaucratic rules may create damage by generating frustration and anger first, and later even decisions to leave the group because of the rigid management style.

A comparison between the averages of the importance of expectations of realizing and satisfying the needs by the manager and the importance of the reasons for joining, for participating and for leaving stages, prominently shows the relative importance that is attributed to the behavior of the manager as a **key factor for satisfying the expectations of the group participants in comparison with other factors and show the strength of the influence attributed to the manager by participants in all stages and indicate in a focused manner which cause in every stage is strongly influenced by the manager's behavior.**

A comparison of Importance of reasons for joining, participating and leaving .

A comparison between the averages of the importance of expectations of realizing and satisfying the needs by the manager and the importance of the reasons for joining, for participating and for leaving stages, prominently shows the relative importance that is attributed to the behavior of the manager as a **key factor for satisfying the expectations of the group participants in comparison with other factors and show the strength of the influence attributed to the manager by participants in all stages and indicate in a focused manner which cause in every stage is strongly influenced by the manager's behavior.**

Comparison: Importance of reasons: joining, participating and leaving.

The description illustrates the way in which the manager can use his influence by referring to each important aspect or need that the business owner is expects the manager to satisfy. **At the joining stage:** The expectation of the manager as a major satisfier is focused On **“Innovation”, “Sense of Belonging” and “Pleasure”**. Practically, the group manager can be much more effective at the joining stage if he **addresses the group members' emotional needs** rather than only focus on presenting the potential business benefits. Success in this managerial effort will increase the chance of joining the business face-to-face networking group. **At the participation stage:** the expectation from the manager is that he/she **satisfy most of the group members' needs**. Referring to the most important reasons, the manager can be much more effective by giving a **preferential treatment** to satisfy the reasons of **innovation, trust, and sense of belonging**. Success in this managerial effort will **increase the duration of the activity** as a member of the face-to-face business networking group. **At the leaving stage:** The expectation from the manager as a person who satisfies group members' needs is focused on **trust, pleasure, sense of value and sense of belonging**. Referring to the most important reasons **trust and pleasure**, we can conclude that if the manager succeed in satisfying these needs, there is a chance to prevent the members' leaving the business group.

It can be concluded that the managerial behavior has the possibility to strongly influence (more than any other factor) the members' level of satisfaction by meeting the expectations through the activities of joining, participating and leaving of the members of the group.

It should be noted again that the fourth hypothesis about the cause of leaving the group is confirmed. The findings contributed one more reason to the original list, the item of trust.

Table 5: Comparison: Importance of reasons: joining, participating and leaving

Item	Importance		Item	Importance		Item	Leaving	
	Joining	Manager		Participation	Manager		Leaving	Manager
Business Benefit	4.55	3.73	Innovation	4.33	3.98	Trust	4.02	4.33
Innovation	4.04	3.98	Trust	3.82	4.33	Learning	3.77	3.53
Learning	3.82	3.53	Learning	3.65	3.53	Business benefit	3.66	3.73
Sense of belonging	3.25	4.47	Sense of belonging	3.61	4.47	Pleasure	3.43	4.32
Pleasure	2.95	4.32	Sense of value	3.59	3.75	Sense of value	3.24	3.75
Sense of value	2.66	3.75	Pleasure	3.57	4.32	Sense of belonging	2.92	4.47
Trust	-	4.33	Commitment to the organization	3.38	3.92	Commitment to the organization	2.91	3.38
Commitment to the organization	-	3.92	Business benefit	3.32	3.73	innovation	---	3.98
average	3.54	4.00	average	3.65	4.00	average	3.42	3.94

Conclusions Regarding Motives for Joining the Group:

1. The group manager who is involved in recruiting and has the knowledge which enables him/her to prefer recruiting small business owners who **have needs** other than that of business interests, will be more effective.
2. The group manager who is involved in recruiting **has additional motivating toolbox with arguments and explanations** via his/her ability to **enhance recruiting effectiveness** by focusing on providing answers to the new identified needs of **“Innovation”, “Learning” and “Belonging”** in addition to “Business Benefit, **which is likely to influence candidates.**
3. Success in recruiting small business owners increases managerial effectiveness at both recruiting and routine management due to the fact that the greater the intensity and variety of motives for joining, the higher the motivation to remain and function as a group member.
4. Managerial effectiveness is increased at the recruiting stage when the manager refers to the needs for **“Innovation”, “Learning” and “Belonging”** and creates a **forward thought** of the emotional and individual benefits that highly increases the motivation to join the group. It is much more effective than the effort to convince potential members to join only on business interest.
5. If the manager is familiar with cognitive Management Theory, and can identify a member who is **autonomy oriented**, the manager can motivate that person by focusing expectations on the **development of personal achievements**, and comparison with oneself. If the member is **control oriented**, there will be an

opportunity to increase his/her motivation by enhancing forethought regarding **belongingness and achievements** compared to other members in the group

Conclusions Regarding Participation in the Networking Group

1. The best and preferred timing for the manager to act is the participation stage, where the business owner is most affected by the group manager's behavior and the proactive effort at this stage that will extend the duration of membership is much more effective than the responding managerial behavior that will try to avoid the decision of leaving because of the fact that in this stage the manager has less authority and influence.
2. The manager's ability to influence the participants is mainly and almost exclusively through satisfying their emotional needs. The highest level of need and expectation is at the participation stage.
3. There is no need to put too much managerial focus on adhering to the procedures and maintaining the framework. The leading conclusion is that the manager needs to have facilitating skills in order to be more effective.
4. The manager gives a **preferential treatment** to satisfy the motives of **innovation, trust, and sense of belonging**. Success in this managerial effort will create a satisfied member that is willing to cooperate and **increase the duration of the activity** as a member of the face to face business networking group.
5. Satisfying these "Business Benefits" cannot to be managed.
6. A manager that does not convey trust with business owners as individuals loses his/her authority and ability to influence the other motivating factors.
7. The source of authority and influence is **given by business owners** to the face-to-face networking group manager **via credit and the potential forethought** that the managers are able to satisfy those needs.
8. The manager that will try to influence by using formal and bureaucratic source of authority will fail.

Conclusions Regarding Leaving the Group

1. Managerial effort to prevent group members from leaving the group is less effective than a preventive and proactive managerial approach that should be taken at the participation stage.
2. The chance to make a managerial effort to prevent leaving at this stage should be based on an effort to satisfy the needs of "**Sense of Value**" and the need of "**pleasure**" that are identified as direct motivators for leaving the group.

Conclusions regarding the principal research question: Which are the emotional causes that are expected to be satisfied by the manager's behavior? **The secondary question:** Which are the emotional factors leading to leaving if there is no attention from the manager?

1. The group of emotional aspects that are influenced by the manager is now known.

2. An emotional “standby situation” of business owners that are ready to be emotionally led was found and is an effective managerial tool to be activated.
3. The **high level of expectation** from the group manager as potential “key satisfier” can be a the cause of failure that brings to high level of **frustration** and **anger** when and if the manager is indifferent to the members’ needs and even more, when the members are exposed to managerial efforts in other directions perceived as rigid task and business oriented managerial style.
4. The fact that the expectations of the manager are a glued group of expectations leads to the insight that it resembles a “snow ball” phenomenon, in which every motive is amplified by others and could not be managed or influenced separately.
5. The managerial Effectiveness at the Leaving Stage cannot be high because the potential influence on the prevention of leaving the group by satisfying these needs is low.

Overall Conclusions

1. Group managers must accept the managerial concept and understand that their accountability is to build and keep a **dynamic satisfaction of emotional needs**, which is the critical path for effectiveness.
2. The conclusion that an **adaptive style toward a “related” or “people oriented” style** thus minimizing the use of bureaucratic styles had to be employed tactically and practically and is a required change in the perceptions of existing managers.
3. It appears that in addition to the answer **what to manage** the findings also provide the answer to the question **how to manage** the emotional aspects. The answer is on the level of strategy and practical tactics and management style. This is based on the encounter and mutual complementation of theory and findings.
4. It can be concluded that the ability to be effective as a manager depends on the managerial skill and personal readiness of the manager to put the effort on being mainly people oriented.

Implications

1. The findings and the conclusions of this research together with the theoretical models presented the cyclic process from emotion aspects to expectations, motivation and behavior of networking members' and the overall model of Situational Management **is an emergence of new theoretical working model which refers specifically to this phenomenon**. This model can serve as a **management tool** for enhancing managerial effectiveness both on the level of strategy and the level of daily tactic management.
2. The research provides tools and a rationale for **dynamic, flexible and proactive management**, which focuses on the group members’ changing needs at each stage, management which enhances **performance effectiveness via satisfaction of the business owners' needs and emotional motives**, and via the proven influence of their satisfied needs on their activity.

3. The research pinpoints the need to constantly “be on one’s toes” so as to know the changing needs of **each member** rather than be satisfied with generally knowing what the needs are. This can be referred to as **managing the individual** social and emotional support in addition to the emotional support package provided to the members as a group.

VI: Contribution and Innovation

The findings and conclusions of this research constitute new grounds for the researched phenomenon of face-to-face business networking groups in general and for its management specifically. This work has pointed to the weaknesses and the prices paid for lack of managerial effectiveness in the typical management style of the past years.

Additionally, this research constitutes a turning point providing a new management strategy which ought to be implemented to increase effectiveness. The research is innovative as it developed a complete model which suits real needs by providing solutions for both the **contents of management** – **what** to manage and the **process** of management, how to manage – tactics and working style.

Throughout the research, it was found that face-to-face business networking group managers **need to acquire managerial knowledge** via formal study of a new profession, of a new specialty of managing networking groups in general, and face-to-face business networking groups in particular. **The conclusion that academic institutions have to acknowledge the need and create suitable training frameworks for prospective networking group managers to enhance their effectiveness, seems natural and vital. It appears that this work, together with future research can constitute preliminary knowledge bases. Until this happens, this work can serve as a strategy, tactics and operational tool for guiding face-to-face business networking group managers toward more effective activity.**

This work clearly reflects the advantage arising from the discourse between theory and practice, and benefits both worlds. Hopefully it will stop the erosion in the perception that human personal manager's ability is weak and system's power is the main influencing tool.

As an "add –on" chapter to the full thesis a useful **Managerial Manual** was written. It includes **Practical Tools** for Motivating Small Business Owners by the Managers. The Manual refers to the whole "life cycle" of a business owner as a group member and **suggests "to do" list for each stage**. The Manual is based on theory, the theoretical models that were developed, the findings and the conclusions.

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